

E L M H U R S T P A R K D I S T R I C T

B O A R D O F P A R K C O M M I S S I O N E R S
M E M O R A N D U M

DATE: January 10, 2022

TO: Board of Park Commissioners

FROM: James W. Rogers, Executive Director
Laura Guttman, Division Manager Strategy & Planning

RE: DIVERSITY, EQUITY, AND INCLUSION (DEI) FIRM SELECTION

ISSUE

To continue the Park Board and staff's commitment towards strategically advancing diversity, equity, and inclusion (DEI) across the organization, the 2022 Strategic Work Plan approved by the Park Board includes a tactic of evaluating and implementing actions to advance this initiative. To identify DEI priorities and develop an action plan to address those priorities, staff recommend hiring a DEI professional services firm to conduct a DEI organizational assessment. This memorandum describes the purpose and goals of the assessment, steps taken to select the recommended firm for the project, the proposed fees for completing the assessment, and a summary of the recommended firm's proposal, qualifications, and references.

DISCUSSION

Organizational Assessment Purpose and Goals

To evaluate and implement ways to drive meaningful and sustainable change towards creating a more equitable and inclusive culture, staff, including the DEI Team, recommend identifying DEI priorities and creating an action plan driven by Park Board and employee feedback and data. Similar to other long-range planning processes, staff propose hiring a professional services firm to conduct an independent assessment of the District's current state of DEI. Besides guiding the collection of quantitative and qualitative data, a DEI firm will provide the expertise and objectivity necessary for the Park Board and staff to determine and assess DEI issues, challenges, gaps, and opportunities. The firm will also facilitate critical and sensitive conversations with employees about the District's culture and the employee experience as it relates to DEI. The organizational assessment will pinpoint for the Park Board and staff where to focus future DEI efforts based on the highest priority identified needs, which is necessary for setting realistic and impactful DEI goals, next steps, and timeframes.

Firm Selection Process

Request for Proposals (RFP)

According to State law, a formal bidding process is not required for purchasing professional services. As outlined in the District's administrative policy, 9.10 - Selection Process for Professional Services, staff follow the Local Government Professional Services Selection Act (50 ILCS 510) when hiring a professional services firm. The Act provides guidance on conducting a firm selection process that is centered on qualifications and not fees due to the nature of the work being provided by the firm (e.g., requires expertise, technical knowledge, experience, etc.).

Based on the aforementioned policy, staff developed the DEI Professional Services Firm Request for Proposals (RFP) to outline the project goals and scope, proposal submittal requirements, and firm selection process (see Attachment A). By conducting a RFP process, all interested firms had access to the comprehensive proposal requirements and the opportunity to submit a proposal. On October 4, 2021, staff distributed the RFP to twenty-nine (29) firms that had completed similar projects. A legal advertisement was placed in the *Daily Herald* print and online edition, and staff posted availability of the RFP on the District's website. As a result of the legal advertisement and website posting, an additional fourteen (14) firms requested a copy of the RFP. By the October 27, 2021 submittal deadline, the District received six (6) proposals.

Firm Proposal Evaluation and Interviews

The DEI Firm Selection Team included members of the DEI and Management Teams. The Selection Team members reviewed and analyzed the firms' proposals independently using the following criteria outlined in the RFP:

- approach and methodology to complete project;
- demonstrated qualifications and expertise of project team and project manager to successfully complete project;
- successful completion of similar projects;
- organization and completeness of proposal;
- addressed proposal requirements as outlined in RFP;
- resources to complete project; and
- project timeline.

After the Selection Team met and discussed which firms satisfactorily met the above criteria, members agreed that four (4) firms should continue in the selection process. The Selection Team interviewed the firms on November 17, 18 and 22, 2021 and concurred that two (2) firms were a good fit for the project and District. Team members felt both firms possess the following qualifications:

- experience and expertise to perform the work;
- understanding of, and the ability to meet project goals and objectives; and
- temperament to foster a high level of engagement throughout the process.

Review and Negotiation of Proposed Fees

Since the District uses a qualifications based selection process to hire professional services consultants, the Selection Team opens a firm's sealed fee proposal envelope after choosing which firm is the best fit for the project and District. Staff then determines if that firm's fee is appropriate for the project scope of work and if necessary, negotiates with the firm to reach agreement on a fee amount that is satisfactory to staff prior to bringing the proposed fee to the Park Board for approval.

With two (2) firms meeting the Selection Team's evaluation criteria, staff opened the fee proposal of the firm that was ranked slightly higher than the other firm. This firm's fees were significantly greater than what was approved in the 2022 Budget for this project (\$180,000 as compared to \$35,000 budgeted). The firm made a good faith attempt to lower its fees by reducing portions of its scope of work and assigning some phases of the project to different staff with lower hourly rates (resulting in a revised fee proposal of \$90,000). However, both staff and the firm agreed that the firm's ability to complete the project satisfactorily would be reduced significantly for the fee to be a realistic amount for the District to spend on this project.

Since the Selection Team members agreed that another firm, Edquity-Minded Consulting, LLC, is also a good fit for the project and District, the Team opened this firm's fee proposal. After reviewing the project scope of work further with the firm's founder/lead consultant, Tamekia E. Scott, EdD, she made a few adjustments to the fee proposal to successfully meet the District's goals and scope of work for the project. This firm's proposed not-to-exceed fee of \$31,560 is within the \$35,000 budget approved by the Park Board for the project (in the 2022 Budget) and includes the following:

- conducting a DEI organizational assessment;
- developing recommendations and implementation strategies;
- compiling and presenting an organizational change planning report; and
- travel expenses for eight (8) on-site meetings.

Firm Overview, including Qualifications, Scope of Work, and References

Recommended Firm Overview and Qualifications

As detailed in Attachment B, Edquity-Minded Consulting, LLC is a diversity, equity, inclusion and belonging organization that was established in 2020 by Tamekia Scott, EdD (located in Antioch, IL). After years of providing DEI training, evaluation, and support while maintaining a full-time administrative role in higher education, Dr. Scott created and expanded her firm. With over 20 years of experience in programming, training, and evaluation, Dr. Scott can provide the necessary expertise for this project. She has worked with and for organizations across the United States (non-profit, government, state university, and a national organization with over 15,000 members) to develop training opportunities, conduct organizational audits and program analysis, lead departmental organizational change, and provide DEI support.

The Selection Team agreed that Dr. Scott provided a thorough explanation of her methodology and process to complete all phases of the project and why and how these methods will result in a comprehensive assessment that will address the project requirements outlined in the RFP. Additionally, the Team concurred that Dr. Scott's DEI philosophy, including "empowering people to be authentic while unleashing their full potential in the workspace" is in sync with the DEI Team's goals for the District's DEI efforts. Her passion and genuineness towards this work was evident during her interview.

Scope of Work

Dr. Scott's goal is to provide "a diversity, equity, inclusion, and belonging experience for the District in an effort to strategically embed DEI throughout the organization's fabric." To accomplish this goal, her project scope of work includes the following:

- Conduct a DEI organizational assessment by analyzing the organizational culture, climate, and DEI efforts through surveys, interviews, and group work. This includes compiling data on employees' experience and District policies, procedures, and practices along with feedback from Park Board members in 1-1 interviews. The following six areas of focus will be evaluated using the data collected:
 - Mission and Organization Structure
 - Ethical and Responsible Conduct
 - Personnel Management (Quality, Hire/Retention, Resources, and Support)
 - Employee Experience
 - Evaluation and Improvement
 - Organization Effectiveness, Resources, and Planning
- Based on the organizational assessment findings, develop recommendations, resources, and guidelines for future DEI planning and support.
- Create a DEI action plan that outlines future DEI priorities, actions, timelines, and measures of success.

For more detail regarding how Dr. Scott will complete this scope of work, refer to Attachment B (pages 3-5). At the January 10 Park Board meeting, Dr. Scott will present an overview of her background and scope of work and answer Commissioners' questions.

References

References from organizations/individuals that have worked with Dr. Scott were positive and included the following feedback:

- met expectations and goals for project (including “provided excellent work” and “project went smoothly”);
- responsive to client needs (including being adaptable and possessing good problem solving skills);
- has extensive DEI experience;
- excellent engagement skills (including as a facilitator and learning the needs of a community/organization);
- followed timelines/deadlines; and
- would hire Dr. Scott again.

RECOMMENDATION

That the Board of Park Commissioners approve the not-to-exceed expenditure of \$31,560 to hire Edquity-Minded Consulting, LLC to complete the defined scope of work and authorize the Executive Director to execute said contract.

Thank you.

Attachments: A. DEI Professional Services Firm Request for Proposals (RFP)
 B. Edquity-Minded Consulting, LLC Proposal

**ELMHURST PARK DISTRICT
REQUEST FOR PROPOSALS (RFP)
Diversity, Equity, and Inclusion (DEI) Professional Services**

Proposals must be received by 5:00 p.m. CST on October 27, 2021

**Elmhurst Park District
375 W. First Street
Elmhurst, IL 60126
Attention: Laura Guttman
630-993-8920
630-993-8913 (fax)
lguttman@epd.org**



Overview

The Elmhurst Park District ("District") is requesting proposals from qualified consulting firms to provide professional services to support the employee Diversity, Equity, and Inclusion (DEI) and Management Teams along with the Board of Park Commissioners ("Park Board") with developing a comprehensive DEI organizational assessment and action plan. The District's goal is to engage with a firm that will partner with the District to conduct a process and create a plan to strategically advance DEI efforts across the organization through the implementation of sustainable practices and programs.

About the Elmhurst Park District

In 1920, the residents of Elmhurst created a unit of local government to provide for the community's recreational and park interests. An at-large community-elected Park Board, consisting of seven members each serving six years, constitutes the governing Board of the Elmhurst Park District. The Commissioners appoint an Executive Director (CEO) to carry out the policies of the Board and oversee the day-to-day operations of the District. The District develops and maintains parkland and provides recreational programs and facilities.

Parks and Facilities: With boundaries that are largely co-terminus with those of the City and a population of 44,722 and 15,695 households (based on the 2010 census), the Park District manages 474 acres of parkland within 28 parks ranging in size from small neighborhood parks to large parks with facilities for softball, baseball, soccer, tennis, in-line skating, basketball and playgrounds. Within the parks system, the District also maintains and operates the Wilder Park Conservatory and Museum and the Elizabeth Friendship Walk, which features flowers, exotic foliage, and tropical plants. The District is also responsible for the operation of the Courts Plus Fitness Center (multi-use fitness facility with indoor pool), Wilder Mansion (conference, banquet and community meeting center), and Sugar Creek Golf Course (9-hole, par 32 course and driving range) jointly owned and operated by the Elmhurst Park District and the Village of Villa Park.

Programs and Services: The District offers a diversity of recreational opportunities including sports, specialized summer camps, environmental programs, gymnastics programs, preschool programs, before and after school child activity programs, and performing art classes. The Wagner Community Center houses many recreation programs and includes the District's gymnastics center. The District is also a

member of the Gateway Special Recreation Association, which provides recreational services for children and adults with disabilities. Additionally, the District has two outdoor, heated community pools and offers swim lessons. The District also operates The Hub with miniature golf, batting cages, spray ground and a concessions building.

Organizational Structure and Staffing: The District has seven departments that include Parks, Facilities, Recreation, Enterprise Services, Marketing and Communications, Information Technology, and Finance and Human Resources along with the Administrative function. The Park District currently employs 65 full-time and approximately 250 year-round part-time staff.

Project Background

In 2017, the Park Board approved the District's Vision 2020 Comprehensive and Strategic Plan which defines long-range strategic priorities driven by community and employee feedback. Based on the approved Plan, staff developed the Strategic Work Plan (SWP), which outlines the specific goals and tactics (one-to-two year actions) and their individual action plan (e.g., timelines, department/staff responsible, etc.) to implement Vision 2020 Plan strategy. To ensure the SWP remains relevant throughout the five-year length of the Plan, staff updates, and the Board approves it annually before the budget is developed to facilitate effective decision-making, work planning, and resource allocation.

During the development of the 2021 SWP in 2020, the Park Board and staff identified DEI as a critical next step to furthering the Vision 2020 priority of strengthening organizational culture. To commit to strategically advancing DEI across the organization, the 2021 SWP approved by the Board includes the tactic of evaluating and implementing actions to become a more diverse, equitable, and inclusive organization.

To undergo the organizational change necessary to successfully integrate DEI into the District's culture, the Management Team recognizes this tactic will require a significant effort and length of time. We have started this journey by forming an employee Diversity, Equity, and Inclusion (DEI) Team, and thirteen (13) employees (full-time and part-time) have volunteered to be members. The DEI Team's purpose is to advise, develop, promote, and implement sustainable strategies, best practices, and monitoring tools to become a more equitable and inclusive culture. As of October 1, the DEI Team has had five (5) meetings, which included, but has not been limited to, discussions on the following:

- Team's role and expectations, DEI definitions, and available resources;
- potential next steps for addressing this tactic;
- ways to become a gender inclusive organization; and
- creating a DEI book club.

The DEI Team has also drafted an Inclusion Vision Stand to affirm the strengths the District brings to the community and the vision of how to create sustainable DEI efforts and foster inclusion across the organization (see Attachment A).

Before developing DEI priorities and an action plan, the DEI Team agrees that an assessment of the District's current state of DEI be undertaken by a professional services firm. A firm can provide the expertise and objectivity necessary for the Park Board and staff to identify critical DEI issues, challenges, and opportunities. The DEI Team is seeking a partner who can help the District achieve the following:

- work with District stakeholders to gather feedback;
- create an awareness of the importance of DEI;
- identify where the District lies on the DEI continuum; and
- recommend ways to move forward with DEI goals and objectives that will result in lasting change.

Scope of Work

The District's objective is to identify and select the most qualified vendor to provide the scope of work described in this Section. Respondent's proposal must detail the methods for completing this work. The District is open to alternate approaches to the project if the firm proposes an effective course of action that meets project objectives. Following the firm selection process, a meeting will be held with the successful firm to negotiate the final scope of work and a contract for services. Therefore, the District reserves the right to make revisions to the final scope of work.

Project Kick-off

- Hold a meeting with District staff to establish objectives for the project, including confirming roles and responsibilities and finalizing the project methodology, scope of services, timeline and format and content of deliverables

Conduct a DEI Organizational Assessment

- Conduct a DEI organizational assessment to gather data and a baseline for where the District currently falls on the DEI continuum. At a minimum the assessment should include:
 - collection and analysis of District data and performance on DEI;
 - full review of organizational policies and practices within a DEI lens;
 - baseline of what is working well and identified areas of improvement and opportunity;
 - benchmark the District in comparison to DEI practices at similar government and park and recreation organizations; and
 - engagement opportunities for employees and the Park Board to foster belonging and provide an opportunity to process, share, and grow in understanding and awareness of DEI and to provide input and shape DEI priorities and recommendations.

Develop Recommendations and Implementation Strategies

- Develop a DEI strategy and next steps that are aligned with the District's Mission, Vision and Organizational Values and provides areas of focus, goals, objectives and measures of success
- Provide insight and knowledge of DEI best practices (with a particular focus on government organizations and park and recreation agencies)
- Recommend a training strategy to increase employee and Park Board DEI competencies, skills, and capacity

Final Report and Presentation

The selected firm shall submit a draft and final report which summarizes the assessment process, data collected, key findings, and conclusions and includes a clear demonstration that the firm has fulfilled all of the elements contained in the agreed upon scope of work. The Plan must include a written overview of recommendations, goals, and objectives that articulate a clear DEI "road map" for the District's future.

The reports must be in an easy-to-understand format with charts, graphics, and other data as needed to support the Plan recommendations and its presentation to the appropriate audiences. The final report must be submitted as follows:

- A color version of the draft Plan document consisting of one (1) electronic color copy in a format compatible with the District's software.
- A color version of the final Plan document consisting of one (1) printed and unbound copy and an electronic copy in a format compatible with the District's software.

The firm will make two (2) on-site presentations to summarize the report and respond to staff and Park Board questions.

Instructions for Submitting Proposals and Proposal Components

All respondents to the RFP must address the items described in this section. These requirements will be major considerations in the evaluation and determination of the qualified firm(s). The sequence of the requirements is not intended to reflect the relative weight of each one.

The proposal must include an introductory letter, which includes the key contact person for communicating with the District about the proposal and all project-related matters.

1) Firm/Team Member Qualifications

- Describe Firm and Project Team member's qualifications and experience, including responsibilities on past projects (can be a resume) and for this project
- Explain firm's approach towards providing DEI professional services to similar organizations
- Provide examples of three (3) to five (5) projects the firm took a lead role in conducting a DEI organizational assessment and developing an action plan. The projects should be similar in complexity, size, scope and discipline (as described in the Scope of Work section) and completed in the past five (5) years.
- Provide company history and background

2) Process to Complete Project

- Describe the vision and approach to the project
- Include detailed descriptions of the steps and methods the firm proposes to complete all of the tasks within the scope of work
- Describe anticipated deliverables for each phase of the project
- Include the proposed methods to assure quality, cost, and schedule control
- Provide estimated number of in-person and/or virtual meetings for providing these services
- Tailor services to organization size (currently 65 full-time and approximately 250 part-time staff)

3) Schedule

- Provide a phased or a la carte timeline for each major task, including:
 - time frames/phases for each major component of the scope of work
 - target dates for completing each phase or component of the project
 - timing of all meetings that need to be scheduled (e.g., kick-off meeting, DEI Team/employee engagement meetings, Park Board interviews, presentations of the final report, etc.)

4) References

- Provide at least three (3) to five (5) references with current contact information
- Indicate project names and describe the involvement of the personnel assigned to these projects

5) Fee Proposal - one (1) copy in a separately sealed envelope

- Include a total "not to exceed" figure for the entire scope of work
- Include itemized schedule of all expenses by phase or for each a la carte item (reimbursable expenses listed separately)
- Provide hourly rates for all project team members.
- Describe the methodology for billing reimbursable expenses (such as travel, production of documents, purchase of data, etc.)
- Describe method for billing additional services beyond the initial scope of work (beyond approved contract not-to-exceed amount)
- Provide a la carte pricing for any additional services offered by the firm that could potentially be in a DEI implementation plan (e.g., training, DEI Team support, community engagement, etc.)

Fee Proposal: One (1) copy of the cost of services must be included in a **separate, sealed envelope** with appropriate detail reflecting all costs as required in the previous section. **Do not include any reference to fees in the body of your RFP response.** Failure to comply with this provision will result in disqualification. The District reserves the right not to fund any portion of the firm's proposal.

Submittal Requirements and Deadline: Three (3) hard copies (including one (1) or all unbound) along with one (1) electronic copy of the proposal on a flash drive must be received by the Elmhurst Park District at 375 W. First St., Elmhurst, IL 60126 (Attention: Laura Guttman) **on or before 5:00 p.m. CST, October 27, 2021.** Email submittals are not permitted. Each submitted proposal must have all of the required documentation (fee proposal in separate sealed envelope). Late proposals will be rejected.

Understanding and Approach of Scope of Work: Firms are encouraged to make suggestions to amend the scope of work to achieve the project goals. This criterion will be evaluated based on the firm's understanding of the project objectives and ability to demonstrate a process that efficiently and effectively achieves the desired outcomes. Reasoned creativity is encouraged. The District anticipates modifying, where appropriate, the objectives and/or scope of work listed in this RFP based on the firm's experience and expertise in completing similar projects.

Disclosure: Proposal will disclose any professional or personal financial interest which could be a possible conflict of interest in contracting with the District. Consultant shall further disclose arrangements to derive additional compensation from various products or services, including financial. The firm must also list all current and unresolved litigations, arbitrations, or mediations of the firm in its proposal.

General Requirements of the Selected Firm

The selected proposing firm must follow the general requirements below to be hired by the District:

- enter into a contract with the District and maintain insurance coverage for the duration of the contract period;
- prohibit assigning or subcontracting the whole or any part of the contract without the prior written consent of the District;
- comply with Federal, State of Illinois, DuPage County, District, and other relevant local government laws, ordinances, and policies;
- operate as an independent contractor (not an employee(s) of the Elmhurst Park District); and
- paid on submitted invoices as work is completed.

Services Provided by District Staff

The Elmhurst Park District will assist the firm in managing the operational aspects of the project and coordinating work with relevant parties. The Division Manager – Strategy and Planning will serve as the lead liaison for the project and coordinate the following specific tasks:

- compile documentation and data as requested by the consultant;
- availability of staff based on work schedules;
- necessary arrangements for meetings and interviews conducted by the consultant during the course of this project; and
- schedule progress meetings with the consultant, as necessary, during phases of the project.

Firm Selection

The Elmhurst Park District will select a firm based on the following criteria:

- ability of firm to respond to the Request for Proposal (RFP) requirements;

- qualifications and expertise of the team working on this project, including, but not limited to the following experience:
 - strategically fostering organizational changes that promote and support DEI in work, policies, work culture, and programming at local government or parks and recreation organizations in the Midwest, Illinois and/or Chicago region
 - tactfully facilitating trainings and creating a safe space for honest discussions on DEI topics, including, but not limited to, systemic racism, sexism, implicit bias, privilege, sexual orientation, gender identity, and related topics
- past performance on similar projects, including having a proven track record in providing excellent service to clients, including responsiveness
- methodology for completing the required scope of services;
- firm resources; and
- firm's willingness to negotiate and execute an acceptable written agreement.

The District reserves the right to the following:

- reject any portions of or all proposals and supporting material;
- request written clarification of any portion or section of proposals and support materials;
- negotiate with more than one potential respondent after the submission of all proposals; and
- first right-of-refusal to work with any sub-consultant proposed by the firm.

Steps to select a firm (led by a staff selection team):

- 1) review proposals submitted by respondents to this RFP;
- 2) utilizing the selection criteria, compile a list of the firms that meet the requirements outlined in this RFP;
- 3) hold interviews (may be virtual) that include firms presenting their qualifications and proposals and answering questions; and
- 4) based on the interviews, select the firm that is the best fit for the District and this project.

The Park Board may also interview and formally approve the selection of a firm.

All proposals will be afforded fair and equal treatment with respect to any opportunity for discussion and revision. Any such revision may be permitted after submission and prior to award for the purpose of obtaining the best and final offer at the discretion of the District. When conducting negotiations, the District will not disclose information from proposals submitted by competing firms.

Selection Process Timeline

The timeline for selecting a firm is as follows:

Request for Proposals (RFP) Available	October 5, 2021
Deadline for Proposal Submission	October 27, 2021
Firm Presentations/Interviews with Staff Selection Team	November 8 to 17, 2021
Consultant Selected	before or on December 13, 2021
Project Start Date	week of January 10, 2022
Complete Project	by end of October 2022

Questions about RFP

All questions regarding this RFP should be directed to Laura Guttman, Elmhurst Park District, at 630-993-8920 or lguttman@epd.org.

ATTACHMENT A



Inclusion Vision Stand

We are Elmhurst Park District. In order to uphold our values of integrity, customer service excellence, fun, and being community focused, we commit to Diversity, Equity, and Inclusion efforts internally and externally.

We've made a commitment to inclusion because we envision a future in which our community welcomes, respects, and encourages the contributions of all regardless of any characteristics often used to divide us.

This vision is especially important to our organization because to enrich our community we must reject all barriers that limit and divide us while also intentionally creating an equitable, fun environment and experience for all.

We'll continue to move our inclusion efforts forward by supporting a DEI Team that will work towards defining areas of strength and improvements based on stakeholder feedback, educating staff, and partnering with other organizations.

To accomplish this, we know we'll need resources and support from the Elmhurst Park District community, including the Park Board, Management Team, employees, community organizations, residents, and visitors.

To sustain this effort, we will continuously evaluate progress by measuring the impact and effectiveness of initiatives, making changes as needed, and allocating the necessary resources to be successful.

Developed by the employee Diversity, Equity, and Inclusion (DEI) Team-Summer 2021

EDQUITY-MINDED CONSULTING, LLC.

DATE: 01/10/2022

ELMHURST PARK DISTRICT
DIVERSITY, EQUITY, AND INCLUSION (DEI)
PROFESSIONAL SERVICES

BOARD MATERIALS

Prepared by: Tamekia M. Scott, EdD

For: Elmhurst Park District Board

661 Turnburry Lane Antioch, Illinois 60002
847-264-4520/ tscott@edquitymindedconsulting.com

WWW.EDQUITYMINDEDCONSULTING.COM

Elmhurst Park District Board Materials

Company Overview

Edquity-Minded Consulting, LLC (EMC) helps to create diverse, equitable, and inclusive spaces, support, and solutions which empower people to be authentic while unleashing their full potential in the workplace. EMC's efforts draw from the argument that issues of "isms" are still happening in our organizations; thus, those that experience injustices must share their stories not to dwell on what is wrong with organizational systems without a call to action to fix it. It is by sharing such narratives of resilience and resistance that people will feel empowered to speak up, meet adversities head on, and develop future policies, practices, and services that implement needed change for our colleagues and the populations we serve. EMC's services assist organizations in accessing the full potential of their staff while advancing equity-minded work environments that go beyond compliance.

Scope of Services

Edquity-Minded Consulting offers services that are accessible, humanistic, and can be easily integrated within a wide range of learning skills. EMC creates purposeful opportunities through coaching, training and development, and organization-specific solutions as a diversity, equity, inclusion, and belonging (DEIB) or Title IX (sex discrimination) consultant with services that can span from one-off projects to long-term contracts.

Project/Service Team Qualifications

Edquity-Minded Consulting, LLC has assigned Dr. Tamekia Scott to serve as the primary contact for this DEI opportunity.

Dr. Tamekia Scott (she/her) has developed a multitude of training opportunities, conducted organizational audits, civil rights investigations, program analysis, led departmental organizational change, and provided support for over 20 years. Dr. Scott has served in federally mandated positions that required her to create and lead discrimination policies and practices as well as serve as the first point of contact for those who had inquires and/or experienced sexual misconduct or discrimination.

Dr. Scott holds a doctorate in Education with an emphasis on race and gender in leadership and a master's degree in Counseling. Her area of expertise is Diversity, Equity, Inclusion, and Belonging (DEIB) program development; employee/student engagement; benchmark data and impact assessment; Trauma-Informed Principles; Title IX (sex discrimination) policy and process development/management; Inclusive education and training; Discrimination and harassment training from an equity minded lens; Restorative Human Resources practices; and Women and intersectionality in the workplace.

Service Structure

Edquity-Minded Consulting's services are grounded in Appreciative Inquiry, which focuses on organizational change from a strength-based lens in tandem with the principles of equity-mindedness. Equity-Mindedness calls to action executive leaders to evaluate and respond to organizational practices that may not be yielding the desired results due to inequities typically

found in systemic structures, policies, and practices over which they typically can control. Our service models are: Personal service model through initial fact finding and training content confirmation meetings. Bespoke, which allows for EMC to customize learning experiences and evaluation tools based on the client's needs through consultations and future recommendations. Furthermore, EMC will provide the DISTRICT with an account portal that will allow for easy access to a project's status, milestones, requested information, project/training materials, easy scheduling access to assigned consultant, and project notes to ensure a transparent process to the completion of a deliverable.

Elmhurst Park District Deliverables

1. Project Kick-Off
2. Conduct a DEI Organizational Assessment
3. Recommendation and Implementation Strategies
4. Report and Presentation

EMC Solution

Edquity-Minded Consulting, LLC. (EMC) is a diversity, equity, inclusion, and belonging (DEIB) organization that seeks to provide a DEIB experience for the Elmhurst Park District (DISTRICT) in an effort to strategically embed DEI throughout the organization's fabric. This DEIB solution and support has been designed for a diverse group of employees who desire to move beyond compliance to foster equity-minded practices. This DEIB solution will further embed DEIB across the organization's fabric to advance inclusivity and cultural humility.

Based on the DISTRICT's DEI needs, Edquity-Minded Consulting proposes content delivery and support that speaks to diversity in personal and professional backgrounds in a way that cultivates a psychologically safe space to share experiences and build DEIB solutions that are grounded in best practices. The below chart outlines the DISTRICT's deliverables with EMC's suggested solutions. It is important to note that the below chart is subject to change based on findings in the discovery and assessment phase of this project.

Deliverable	Description	Area of Focus
Project Kick Off	EMC will schedule a discovery meeting to review the project, establish/update project goals, deliverables, and schedules, project portal overview, and next steps.	<ul style="list-style-type: none"> ● Project Overview ● Goals/Objectives/Deliverables ● Schedule ● EMC portal
Organizational Assessment	Through surveys, interviews, and group work, EMC will customize its assessment process to analyze organizational culture, climate, and DEIB efforts across employees' experience, policies, and practices within the DISTRICT. The assessment findings will result in EMC providing recommendations and resources, and guides for future change management planning and support .	<ul style="list-style-type: none"> ● Mission & Organization Structure ● Ethical and Responsible Conduct ● Personnel Management (Quality, Hire/Retention, Resources, and Support) ● Employee Experience ● Evaluation and Improvement ● Organization Effectiveness, Resources, and Planning

Organizational Change Planning and Report (Recommendations and Implementation Strategies)	This customized plan will be based on the findings from the organizational assessment. EMC will develop a suggested strategic plan for the DISTRICT that set best practices for resources, structures, trainings, processes, and planning to centralize DEI across the organization and respond to future challenges and opportunities from a DEI lens.	<ul style="list-style-type: none"> • Building frameworks and strategies that guide staff in planning, implementation, and evaluation of policies, projects, procedures, and services with a DEI lens.
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DEIB Organizational Assessment Methodology

Edquity-Minded Consulting, LLC (EMC)'s customized organizational assessment, known as an organizational audit, is a six-point evaluation that includes three levels of data collection. The audit is designed to aid an organization in achieving its goals by producing a systematic process to evaluate the effectiveness of policies, procedures, and practices. This allows for the organization to enhance awareness of current systems that shape the organization's DEI efforts.

Review areas are:

- Mission & Organization Structure
- Ethical and Responsible Conduct
- Personnel Management (Quality, Hire/Retention, Resources, and Support)
- Employee Experience
- Evaluation and Improvement
- Organization Effectiveness, Resources, and Planning

This holistic yet intrusive review requires information sharing of policies, handbooks, strategic plans, Human Resources redacted documents, service reviews, financial summaries, employee experience data, community engagement, meeting minutes, marketing pieces, etc. Our data collection method is both quantitative and qualitative.

Level one of the assessment is an online survey taken by employees to share their personal experience and their levels of engagement. Surveys are typically 20 to 30 questions (not including demographic questions).

Level two of the assessment is a review of policies and documented practices.

The last level of the assessment is group and/or 1-1 interviews which are used to gather more detailed information about policies or practice.

- Below is the list of groups and/or 1-1 interviews that are included in the Organizational Assessment audit process
 - Elected Officials (i.e., Board Members) (1-1 interview) *
 - Organization's leader (i.e., Director/CEO/President) (1-1 interview)
 - Decision Makers (i.e., executive leadership team/senior leaders (the organization's leader does not attend this session)) (group interview)
 - Subject/Area Focus groups (i.e., DEI committee, HR staff, etc. (group interview(s)))

- Policy implementers (i.e., people who are doing the work (non-managerial employees who sometimes have titles such as front desk staff, custodial staff, specialist)) (group interview).

*The elected officials meeting is typically a group interview; Elmhurst will utilize a 1-1 interview setting for its elected official interview.

Project Timeframe

This timeline is subject to change based on findings in the discovery, assessment, and analysis phase of this project. Additionally, dates are best guess estimates and are subject to change until a contract is executed. Final determination of the date(s) will be agreed upon with the DISTRICT.

~ = approximately

Description	Start Date	End Date	Duration
Project Start	February 1, 2022	October 31, 2022	~9 months
Deliverable 1: (Kick-Off)	February 1	February 11	~2 weeks
Milestone 1: Online survey customized for client's needs and survey deadline finalized.	February 14	March 4	3 weeks
Deliverable 1: (Organizational Assessment) Online survey open (<i>Data collection for organizational assessment</i>).	March 7	March 18	2 weeks
Milestone 2: Provide client with level two data request and how to upload to the shared drive.	March 28	April 29	~4 weeks
Milestone 3: Provide client with mid-point check in and level three interviewee list.	May 9	May 20	2 weeks
Milestone 4: Continued data collection and analysis of data collected.	May 16	May 27	2 weeks
Deliverable 2: (Organizational Assessment Summary) Provide client with written finalized organizational assessment summary.	June 1	June 17	~2 weeks
Milestone 5: Continued analysis of data collected from assessment summary and any Working Group(s) for creation of strategic plan and recommendations.	June 21	August 19	2 months
Deliverable 3: (Recommendations and Implementation Strategies) Provide client with written plan/recommendations draft.	August 22	September 2	2 weeks
Milestone 6: Discussion meeting with key contact/Working Group about plan/recommendation draft.	September 6	September 16	~2 weeks
Milestone 7: Key contact/Working Group time for review and reflect on plan/recommendations post discussion to provide desired revisions.	September 19	September 30	2 weeks
Deliverable 4a: (Final Report) Provide client with final written plan/recommendations.	October 3	October 14	2 weeks
Deliverable 4b: (Final Presentation) Present project to needed parties	October 17	October 31	~2 weeks

Meeting Breakdown

Edquity-Minded Consulting, LLC (EMC) has designated a total of eight meetings for this specific project. Four to six of these meetings would be primarily used for group work with the key contact/working group. The remaining two meetings have been reserved for the project kick-off and the final presentation. Below is a tentative meeting assignment outline.

- Meeting 1: Kick-off meeting (In-person) - February
- Meeting 2: 1st working group/key contact meeting (In-person) – July
- Meeting 3: Working group/key contact meeting (In-person) – July
- Meeting 4: Working group/key contact meeting (In-person) – August
- Meeting 5: Working group/key contact meeting (In-person) – August
- Meeting 6: Working group/key contact meeting (In-person) – September
- Meeting 7: Working group/key contact meeting (In-person) – September
- Meeting 8: Final Presentation (In-person) – October

Recent work that speaks to Project scope

1. DEI Consultant for ITVS. **Project Dates:** October 2021 – TBD. **Project Overview:** Providing ITVS, a television company, with DEI research and advising their DEI team on how to reimagine DEIB measuring and tracking efforts. **EMC specific services:** DEI research and recommendation report, DEI group consulting, and DEI specific project support. **Project Size:** 50 employees, over 200 consultants.
2. Higher Learning Commissions (HLC) Peer Reviewer Accreditation Site Visit. **Project Dates:** September/October 2021, September/October 2020. **Project Overview:** Evaluated assigned institution's fulfillment of the HLC's Criteria for Accreditation (higher education best practices) and offered recommendations that promoted best practices in reporting out services and support. **EMC specific services:** DEI Assessment and Report. **Project Size:** 2021 – 200 employees/ 1500 students. 2000 – 130 Employees/ 1500 students. **Project Results:** For both projects, our team of reviewers received positive feedback on the inclusive interviewing skills and informative evaluation report. This most recent project resulted in our team presenting an action plan to address DEI concerns that were identified during our on-site evaluation.
3. Vicarious Trauma and Secondary Trauma Training for Ohio Department of Higher Education. **Project Dates:** March 2021 – June 2021. **Project Overview:** Fourteen-day training experience for up to 1000 state employees. **EMC specific services:** Educational Training. **Project Results:** 85% of participants reported back that the training content was relevant to the work they do. Additionally, 91% noted that after each training session, they had more confidence in their ability to implement the training content to their work.
4. Trauma-Informed and Explore DEI from a sex discrimination lens for University of Illinois – Springfield. **Project Date:** April 13, 2021. **Project Overview:** Three training experiences in one day for approximately 100 employees and 200 students. **EMC specific service:** Educational Training. **Project Results:** 99% reported back that their knowledge and skills had increased post the training experience. 93% noted

- the training content to be actionable and how they planned to implement it. 89% shared that the content that was delivered matched their expectations.
5. Chief Diversity and Title IX Officer for Rosalind Franklin University. **Project Dates:** December 2018 – May 2020. **Project Overview:** Served as Chief Diversity Officer and Title IX Coordinator. Evaluated and revised DEIB and Sex discrimination policies and procedures. Led and/or managed community belonging initiatives through DEI programming and training efforts. Created equitable discrimination and harassment practices aligned with policies. Created trauma-informed team, investigation practices, and trainings. Analyzed external DEI climate assessment and provided recommendations. Served on organization committees to provide expertise. Served as lead on strategic plans for DEIB specific projects. **Project Size:** 300 employees/ 2500 students. **Project Results:** Creation and implementation of the community's first ERGs, enhance programming, training, services, and support by 90%. Boosted community trust of services and support by 25%.

Closing

Edquity-Minded Consulting, LLC is excited to provide a holistic DEIB solution and support to Elmhurst Park District. I am confident that I can meet your project needs in delivering a robust and transformational DEI experience that will infuse DEI across your organization to cultivate sustainable practices and programs. If you have questions on this proposal response, feel free to contact Dr. Tamekia Scott at your convenience by email at tscott@edquitymindedconsulting.com.

