

## Attachment A - Guiding Framework for the Social Justice, Race & Equity Commission

PHASES/KEY QUESTIONS	PROPOSED ACTIVITY		DELIVERABLES
<p style="color: #4F81BD; font-weight: bold; margin: 0;"><i>Grounding</i></p> <p><i>Who are we and what do we believe?</i></p> <p><i>How did we get here?</i></p> <p><i>How do issues of race and equity affect Brookhaven families?</i></p>	<b>December 2020</b>	<ul style="list-style-type: none"> <li>Review of Brookhaven Values and Mission</li> <li>Explore Commission's shared values/concerns</li> </ul>	<ul style="list-style-type: none"> <li>Commission sub committees established</li> <li>Commission timeline, process and outreach established</li> <li>Commission goals and objectives determined</li> </ul>
	<b>January 2021</b>	<ul style="list-style-type: none"> <li>History of race and social class in the US</li> <li>Deep dive: Brookhaven history and demographics</li> <li>Discussion of Commission goals/objectives</li> </ul>	
	<b>February 2021</b>	<ul style="list-style-type: none"> <li>Confirm Commission goals/objectives</li> <li>Agree on Commission structure, process, timeline</li> <li>Brookhaven Vision/Mission review/revisions</li> </ul>	
	<b>March 2021</b> <i>Pulse Check</i>	<ul style="list-style-type: none"> <li>Agree on priority issues for review Understanding the Brookhaven process (policy, parameters, etc.)</li> <li>Discussion: communications/language/framing</li> </ul>	
<p style="color: #4F81BD; font-weight: bold; margin: 0;"><i>Organizing</i></p> <p><i>How do we organize ourselves for learning and action?</i></p> <p><i>How do we ensure resident engagement?</i></p>	<b>April 2021</b>	<ul style="list-style-type: none"> <li>Determine key roles/partners/stakeholders for awareness, education, input, decision making</li> </ul>	<ul style="list-style-type: none"> <li>Revised Values and Mission</li> <li>Priority issues identified</li> <li>Subcommittee activation</li> </ul>
	<b>May 2021</b>	<ul style="list-style-type: none"> <li>Commission Sub-Committees receive Department/Subcommittee review of Priority Issues/Best Practice</li> </ul>	
	<b>June 2021</b> <i>Pulse Check</i>	<ul style="list-style-type: none"> <li>Commission Sub-Committees receive Department/Subcommittee review of Priority Issues/Best Practice</li> </ul>	
<p style="color: #4F81BD; font-weight: bold; margin: 0;"><i>Aligning</i></p> <p><i>What is the right thing to do?</i></p> <p><i>What are our options and what are the consequences?</i></p>	<b>July 2021</b>	<ul style="list-style-type: none"> <li>Sub-Committees host public engagement/discussion of priority issues/themes</li> <li>Commission meeting</li> <li>Continued communications framing</li> </ul>	<ul style="list-style-type: none"> <li>Public insight/identification of priority themes</li> <li>Creative solution prototyping</li> <li>Validation of communications narrative</li> </ul>
	<b>August 2021</b>	<ul style="list-style-type: none"> <li>Sub-Committees host public engagement/discussion of priority issues/themes</li> <li>Commission Meeting</li> <li>Continued communications framing</li> </ul>	
<p style="color: #4F81BD; font-weight: bold; margin: 0;"><i>Leading</i></p> <p><i>How do we lead as a Commission and city?</i></p> <p><i>How do we ensure continued citizen engagement?</i></p>	<b>September 2021</b> <i>Pulse Check</i>	<ul style="list-style-type: none"> <li>Debrief public input</li> <li>Implementation/policy recommendation discussion</li> </ul>	<ul style="list-style-type: none"> <li>Approval of recommendations for action</li> <li>Approval of communications language</li> <li>Recommendations for implementing recommendations and continued public engagement</li> </ul>
	<b>October 2021</b>	<ul style="list-style-type: none"> <li>Debrief public input</li> <li>Implementation/policy recommendation discussion</li> </ul>	
	<b>November 2021</b>	<ul style="list-style-type: none"> <li>Approve implementation/policy decisions</li> <li>Plan for keeping community engaged</li> </ul>	
<b>What did we learn?</b>	<b>December 2021</b>	<ul style="list-style-type: none"> <li><b>Review/Evaluation of process and outcomes</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Final Report (Chrysalis Lab)</b></li> </ul>

November 11, 2020

Mr. Christian Sigman ICMA-CM  
City Manager  
City of Brookhaven  
4362 Peachtree Road  
Brookhaven, GA 30319

Dear Christian,

Thank you for the opportunity to propose facilitation services for the Brookhaven Social Justice, Race and Equity Commission.

The Commission offers an unprecedented opportunity for Brookhaven residents to affirm the core values that define their individual and collective lives. Through focused intention and a commitment to learning and authenticity, the Commission's work can pave the path to a future in which all Brookhaven residents feel empowered to engage actively and successfully in the democratic process.

In partnership with the Commission and Brookhaven city leadership, Chrysalis Lab proposes a dynamic structure for facilitating virtual meeting sessions among diverse stakeholders. Implemented in concert with the Social Justice, Race and Equity Commission, sessions will include multidimensional opportunities for engagement, including: 1) interactive community dialogue; 2) informative learning opportunities; 3) exchanges with civic/thought leaders grounded in today's realities; and 4) values-driven solution design processes and prototyping.

The fee for this project is \$ **\$84,635**; costs are detailed in the proposal.

I look forward to hearing from you. We look forward to a fruitful partnership!

Sincerely,

*Lesley Grady*

Lesley Grady  
Chrysalis Lab



*“Racial equity — goes beyond ‘anti-racism.’ It is not just the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures.”<sup>1</sup>*

As public servants, you face a unique leadership opportunity and dual challenge: to build, strengthen, and sustain public commitment to ideals of racial equity and social inclusion that can, in turn, strengthen the capacity of public institutions to increase equity, access and belonging while remaining efficient and accessible.

Our proposed process (below and Attachment A) will enable the Commission to engage the full breadth of voices – particularly those who have felt disenfranchised – to explore and reimagine their city’s culture and set a course for improvement. Through this experience, Chrysalis Lab will facilitate Commission members’ understanding and increased awareness of: 1) the impacts of race and social equity and their multiple manifestations; 2) the practice and value of engaging diverse perspectives of Brookhaven residents; 3) how the city of Brookhaven “works” from a practical and personal perspective; and, ultimately 4) how to best guide the co-creation of new institutional practices.

## **Our Approach**

Chrysalis Lab believes that social problems— whether at the organization or community level— require social solutions. To help shift culture and drive sustainable solutions we implement social labs: facilitated, protected spaces that create the conditions for participants to embrace deeper analysis and creative openness. **Social labs leverage the wisdom and will of engaged individuals and community members in the search for answers.** The approach is systemic in scope, experiential in nature, and draws from equity-centered community design methodologies.

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<sup>1</sup> <https://neaedjustice.org/wp-content/uploads/2018/11/Racial-Justice-in-Education.pdf>

Social Labs participants move...

<b>FROM:</b>	<b>TO:</b>
rigid assumptions	<i>new narratives</i>
presupposed solutions	<i>co-owned, sustainable change</i>
transactional, specific impact	<i>shared responsibility for shared outcomes</i>
solo striving	<i>partnerships, alliances, and movements</i>
open-ended collaboratives	<i>temporary, experimental environments</i>
well-intended	<i>progress-driven</i>

## A Co-Created Experience

In partnership with the Commission and Brookhaven city leadership, Chrysalis Lab proposes a dynamic structure for facilitating virtual meeting sessions among diverse groups outlined below. Implemented in concert with the Social Justice, Race and Equity Commission, the sessions will include multidimensional opportunities for engagement, including: 1) interactive community dialogue; 2) informative learning opportunities; 3) exchanges with civic/thought leaders grounded in today's realities; and 4) values-driven solution design processes and prototyping. Session objectives are designed to be both:

### Functional...

- Ensuring better decisions and a more thoughtful community plan for equity and social justice that reflects the public's values and knowledge
- Leading to implementation through Commission advocacy and support from a broad set of public stakeholders; *and*

### Meaningful...

- Yielding greater ability for influence by all stakeholders
- Respectful of issues that affect residents' lives and experiences
- Remaining accessible and equitable

Through establishment of the Social Justice, Race and Equity Commission, the City of Brookhaven has committed to providing another arena for citizens to opt into the City's civic culture and to enact change through participation in the public process. We believe commitment to an inclusive and successful engagement process, particularly one focused on social justice, involves an examination of power and its application in the civic space. To quote and echo Eric Liu's popular TED Talk, "In the culture and mythology of democracy, power resides with the people" and "civics is the art of citizenship... 'the art of being a pro-social, problem-solving contributor in a self-governing community.'"

Throughout the process the Social Justice, Race and Equity Commission, and Brookhaven elected officials, must curate a process, and engage in a way that recognizes its power dynamics as "representatives" of and for Brookhaven citizens.

## The Kettering Foundation - An Impactful Partnership

Chrysalis Lab will partner with the Kettering Foundation, a national research organization, in this important work. Valerie Lemming, Director of Exploratory Research, will be an active collaborative partner to share the Foundation's research in citizen-centered democracy. The Foundation's interest in deliberative public forums is a perfect complement to Chrysalis Lab's social labs. Kettering will contribute what it has learned about how public officials can work in more democratic and complementary ways with citizens to coproduce public goods; and, in return, seek to learn from the Brookhaven experience.

Kettering is particularly interested in learning about Brookhaven leadership's actions, motivations, and outcomes; the realignment of its professional practices; and its approaches to engage the public in addressing issues of race, equity, and inclusion. Finally, and critically, Kettering offers to connect Brookhaven to its broad network of practitioners.

With the Kettering Foundation's support, our documentation of the Social Justice, Race and Equity Commission's work will enable Brookhaven to communicate its experience and learnings with worldwide communities also undertaking this journey.

### A Framework for Change (See Attachment A for more details)

Please note below Chrysalis Lab's Goals, Deliverables, and recommended phases:

<b>GOALS &amp; DELIVERABLES</b>	
<b>GOALS</b>	<b>DELIVERABLES</b>
<ul style="list-style-type: none"><li>• A basic, shared understanding of anti-racism, equity, and power by the Commission</li><li>• Co-creation of a framework to integrate equity principles into Brookhaven policy and action</li><li>• Robust Commission and community engagement through interactive strategies for digital convening and engagement</li><li>• Increased citizen enthusiasm and faith in their government</li><li>• Informed and prepared Brookhaven leadership - Mayor, City Council Members, City Manager - to embed social justice and equity principles in their work</li></ul>	<ul style="list-style-type: none"><li>• Revision of Brookhaven Vision and Mission</li><li>• Recommendations for improvements to the following Brookhaven policies and protocols to guide 1) Hiring and 2) Contracting</li><li>• Recommendations and best practice to guide Brookhaven Police Department policies, actions and accountability regarding use of force and employee performance evaluation</li><li>• Proposals to ensure continued, robust citizen participation around issues of racial and social justice and civic engagement and new ways for the community to engage and co-create. Sessions will be recorded for later viewing.</li><li>• Examples of innovative policy statements across aligned, connected issues, i.e. education, health care, etc.</li></ul>

<b>G – Grounding</b>	Grounding in context, history, and values driving the work	Dec 2020-Mar 2021
<b>O – Organizing</b>	Organizing for robust learning and community engagement	Apr -Jun 2021
<b>A – Aligning</b>	Aligning opportunity/potential for action	Jul-Aug 2021
<b>L – Leading</b>	Leading the way forward through informed action and a commitment to keeping residents engaged	Sep-Dec 2021

The phases above include:

- ❖ 11 monthly Social Justice, Race and Equity Commission meetings lasting two hours each (Dec 2020 through Nov 2021 – schedule TBD)
- ❖ 2-4 Commission Sub-committee meetings (schedule TBD).
- ❖ 2-4 “Community Forums”. While the Commission would determine the final strategy for engagement, we recommend identifying opportunities to hear from a robust, diverse representation of Brookhaven residents, not only on issues that matter most to them, but also their beliefs on the Commission’s work. See “Key Roles” section for thinking on public engagement options.
- ❖ 2-3 “Pulse Checks” at which city representatives (Mayor’s Office, City Manager, Commission Chairs/Sub-committee chairs, etc.) will be provided written and virtual status updates to ensure alignment and value of the work.

Special attention will be made to identify creative tools for delivery and engagement to both ground and excite participants during and between sessions.

**Key Stakeholders, Roles & Activity Descriptions**

Attachment A provides a detailed implementation schedule. See below clarifying definitions:

- **Vision Team:** Brookhaven representatives, including the City Manager, Commission Chair/Sub-Committee Chairs and Chrysalis Lab Team members, will communicate regularly to set the overall project direction, establish, and monitor activity and provide general leadership. Whenever possible, these will be coordinated/combined with existing meetings/schedules.
- **Race, Social Justice and Equity Commission:** The Commission will provide leadership, enthusiasm, authenticity, and ownership for the project within the community. Chrysalis Lab will provide facilitation to the Commission to ensure quality and consistent direction, support, and community feedback to drive the deliverables.
  - **Commission Survey:** Chrysalis Lab will conduct a nimble and incisive formative survey to gain insight and perspectives of Commission members in advance of the December meeting. Findings will lay the foundation for a values and goal setting session in January.

- **Commission Sub-committees:** The Commission will establish 2-3 sub-committees to work directly with Brookhaven staff on key deliverables.
  - **Public Survey:** The Commission may desire to conduct a survey of Brookhaven residents to gain insight from those who may not already be engaged in the public sphere – college students, grassroots nonprofits, communities of faith. Survey would be designed to assess interests, priorities, concerns and to begin discerning views about race, varying experiences related to race/ethnicity in Brookhaven, and how/if they feel the City can address systemic racism in its operations and among staff. The survey would be conducted by Brookhaven staff; Chrysalis Lab will support analysis.
- **Resident Engagement:** The Commission may decide to host sessions intended for all Brookhaven citizens, to inform, educate, and engage everyone in the experience. This will set the stage towards establishing new ways for the community to engage and co-create. Sessions will be recorded for later viewing.
- **Other Public Engagement Options:** include creative formats including community surveys/talk backs; community photojournalism/media initiatives, virtual and socially distant gatherings, campus drives, social media campaigns, etc.

### Project Investment/Costs\*

The fee for this project is \$ **\$84,635** and breaks down as follows:

Commission Management and Design	<b>\$20,825</b>
Facilitation**	<b>\$53,560</b>
Evaluation, analysis, outreach	<b>\$10,250</b>

*\*Assumptions: website, social media and other communications and troubleshooting for and on behalf of Commission will be managed by the city of Brookhaven including*

- *All online meeting management (Zoom) access and options for break out rooms, video presentations*
- *Translation services for non-English speakers*
- *Website development, updating and maintenance*

*\*\*Two (2) professional Facilitators/documenter*

### Payment Schedule and Terms

- Payments of **\$7,052.91** monthly beginning December 2020 through November 2021 upon submission of Chrysalis Lab invoice
- Payment terms are Net 15