APPENDIX C: Subcommittee Recommendation Development Materials

SJREC Equity Framework: A Four-Phased Process for Getting to Recommendations

The Four Phases

Phase I: Grounding + Data
March - April

Phase II: Assessment
May

Phase III: Research + Stakeholder Engagement
June - August

Phase IV: Recommendation Development
September - October

Phase I: Grounding + Data
March - April

Why	• Level set subcommittee members' understanding • Dispel and demystify preconceived notions of City operations and processes • Illuminate different impacts on different demographics
What	Subcommittee members will receive... • An overview of City of Brookhaven's **current policies and practices** • **Data** that demonstrates the **impact** of the current policies and practices
How	**Staff liaisons** will provide background on current policies and practices to sub-committees. **Staff liaisons** will provide all available data to sub-committees.

Phase II: Assessment
May

Why	• Narrow sub-committee focus on inequitable outcomes based on evidence/data • Identify and better understanding the root causes of the inequitable outcomes
What	Sub-committee members will... • Use the data to **identify inequities** and/or lack of inclusion (the "smell" test) • **Assess factors** that may be producing or contributing to the identified inequitable outcomes (root causes) using the **4P Assessment Tool** • **Gather input from public**
How	**CL** and **Executive Committee** will co-create assessment tools for sub-committees. **Sub-committee members** will utilize the assessment tool to assess the inequitable outcomes, examining potential factors and causes using background knowledge/expertise.

Brookhaven
GEORGIA

Phase III: Research + Stakeholder Engagement
June - August

Why	Ensure recommendations are informed by stakeholders and based on research and experience
What	Sub-committee members will... ● **Engage stakeholders** to validate or repudiate suspected causes of inequitable outcomes ● **Conduct research** on policies, practices, improvements, and other solutions for mitigating inequitable outcomes
How	**Sub-committee members** will identify relevant stakeholders. **Sub-committee members** will develop a realistic stakeholder engagement approach (i.e. interview, focus group, survey, etc). **Sub-committee members** will implement their engagement approach. **CL** and **Kettering** will provide available research on best practices, case studies, and alternative policies/practices to sub-committees. **Staff liaisons** will analyze research for ideas that align with sub-committee findings.

Brookhaven
GEORGIA

Phase IV: Recommendation Development
September - October

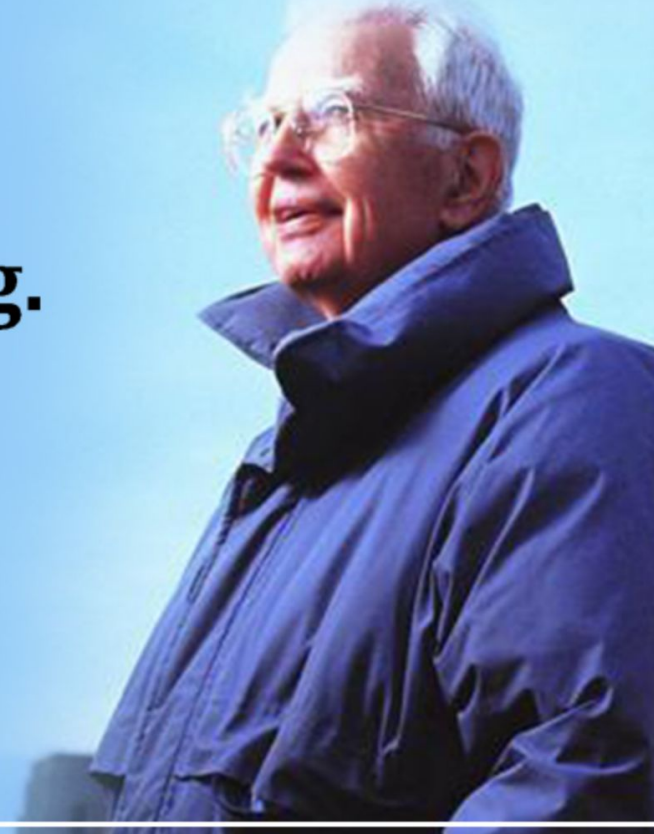| Why	Develop well-informed, forward-thinking recommendations for advancing social justice and equity within the City of Brookhaven
What	Sub-committee members will... ● **Draft recommendations** for maintaining, changing, and/or improving policies and practices to advance social justice and equity ● ***Present recommendations to the Commission***
How	**CL** and **Executive Committee** will co-create template for recommendation format and content. **Sub-committee members** will draft recommendations based on all prior activities, critical thinking, and information gathered. **Sub-committee members** will come to consensus on the final recommendations. **Sub-committee members** will present the recommendations to the full Commission.

Brookhaven
GEORGIA

Data Development Steps

Torture the data,
and it will confess to anything.

- Ronald Coase

British Economist and Author

1. Ask the right question

Reflect on your vision for the work and the recommendations you will make by <u>framing the key questions</u>.

The answers to your question will provide direction and influence the way that you develop recommendations. More importantly, knowing what question(s) you're trying to answer will help you know what data to request.

Remember, data is a tool, not the answer. Use it like a flashlight to guide you in the right direction to recommend solutions that support self-determination and maximize impact.

Brookhaven
GEORGIA

2. Get the best data

- **Community data** - people in a particular place—census tracts, neighborhood, zip codes, city/county/state/national (Nexus/Mike Carnathan)

- **Program (city) data** outputs you serve and their demographics (i.e. who is solicited, who applied, etc.) and outcomes (i.e. who/how many were hired, received contracts, etc. (Staff Liaisons, Chyrsalis)

- **Quantitative data** is hard counts and percentages

- **Qualitative is** real input from real people.

Its only after you start to zero in on a place, data point, or disparity, you talk to people…to understand the why. It's the why that help you design powerful recommendations.
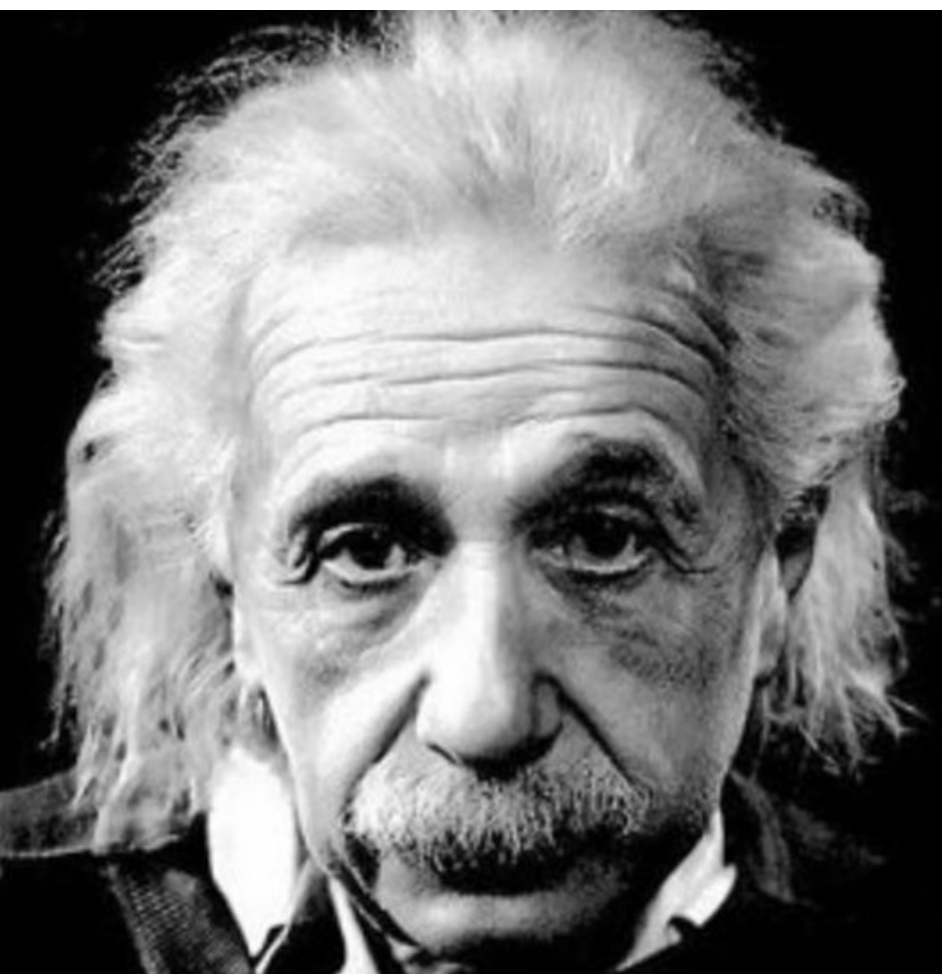
3. Tell a compelling story

Data alone isn't enough.

- Identify the insights by looking for outliers and patterns

- Ask what the data tells us and how can we make it actionable?

Remember to reflect the impact of recommendations on the City's human resources, budget, and potentially other services. This is all part of the story.

Brookhaven
GEORGIA

"Not everything that counts can be counted, and not everything that can be counted counts."

"We cannot solve our problems with the same thinking we used when we created them."

– Albert Einstein

Brookhaven
GEORGIA

4. Develop informed recommendations

The **Equity-driven decision-making approach** includes:

- Data-informed methods
- Lived experience as expertise
- Explicitly closing disparities
- Transparency and accountability

This approach takes the concept of equity out of the vague and generic language we often see and makes it concrete.

4P Assessment Tool*

PEOPLE
Who is most affected by this issue?
What is the particular impact residents are experiencing?
What is the cost of the inequity on others?

PLACE
Where is the issue occurring?
How are public resources being distributed and accessed geographically?
What is the cost of the inequity on the City?

THE ISSUE
Data that demonstrates inequitable outcomes

PROCESS
How did this issue arise?
Is it expanding or narrowing?
What policies, practices, processes, and/or social norms contribute to producing and/or perpetuating this issue?

POWER
What are the barriers to social justice and equity work?
Who is accountable for decisions?
What is the decision-making structure?
How are diverse voices included in decision making?

*Adapted from the 5P Equity and Empowerment Lens by Multnomah County and the Racial Equity Impact Assessment Guide by Race Forward

4P Assessment Response Template

PEOPLE
[insert your ideas and responses here]

PLACE
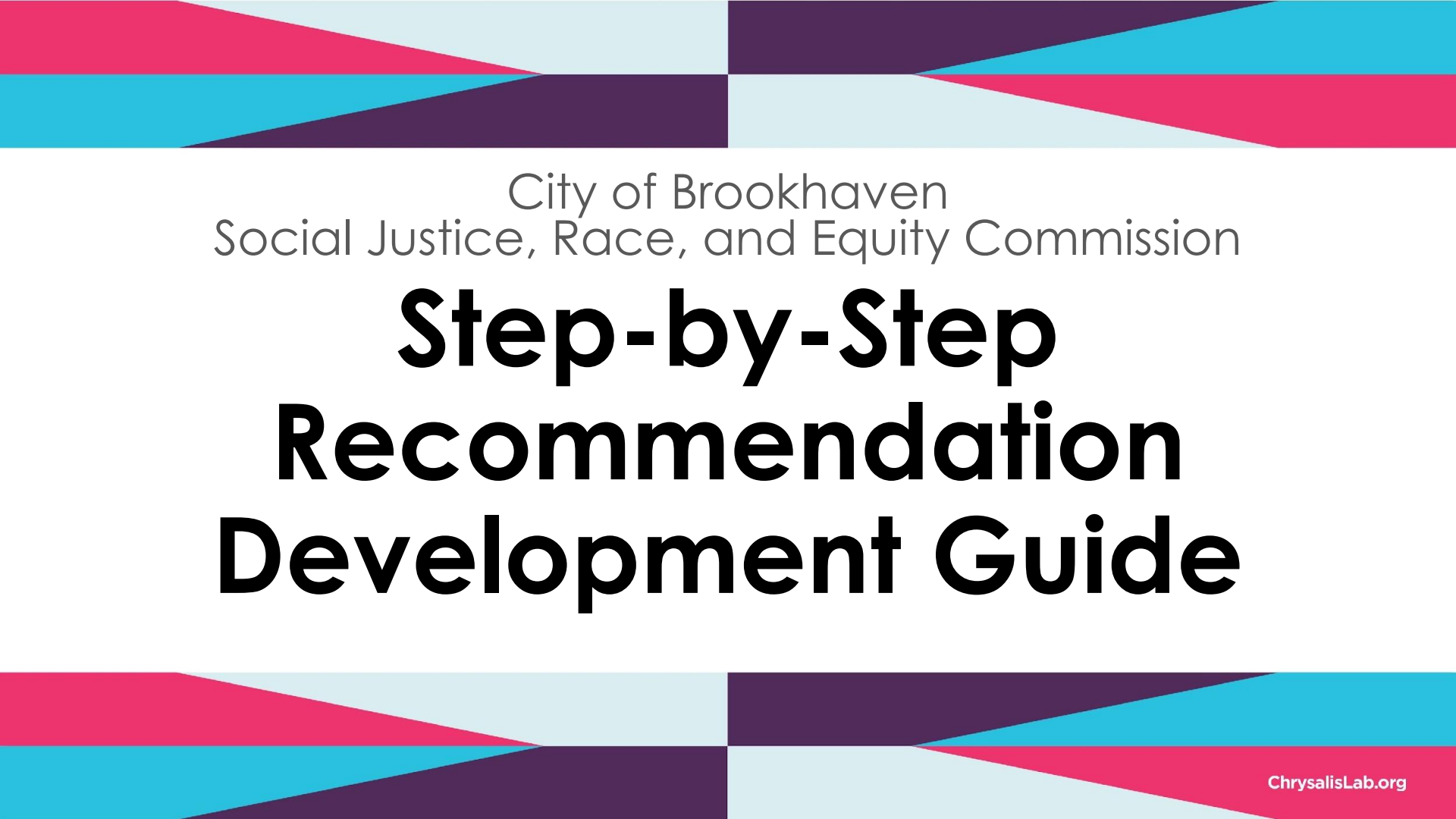[insert your ideas and responses here]

THE ISSUE
[insert a description of the issue or potential issue you are assessing]

PROCESS
[insert your ideas and responses here]

POWER
[insert your ideas and responses here]

City of Brookhaven
Social Justice, Race, and Equity Commission

Step-by-Step Recommendation Development Guide

ChrysalisLab.org

Process Overview

Pre-Work:

Complete Stakeholder Engagement

By 9/30

Step #1:

Review Template and Sample Recommend-ation

By 9/30

Step #2:

Agree on Sub-Comm Recommend-ations

By 10/15

Step #3:

Draft and vet Recommend-ations

By 10/30

Step #4:

Submit Final Recommend-ations

By 11/12

ChrysalisLab.org

The Pre-Work: Complete Stakeholder Engagement (Due by 9/30/2021)

1. **Complete plans for stakeholder engagement**

2. **Use the feedback strategically**:

   – *How does it support or refute emerging recommendations? Note: at this point, all feedback should be hyper focused.*

   – *If any critical issues arise that a majority of the subcommittee feels should be addressed, consider that there will be other places this can be stated while not being advanced for action immediately.*

3. The **4 P's** should be driving your priority queries/recommendations

4. **Wrap it up** and get working on recommendations!

Step #1: Review Template & Sample Recommendation (Due by 9/30/2021)

1. **Review the recommendation template** and take note of the four main sections and suggested length

2. **Review the sample recommendation** and take note of the general voice and level of detail

3. **Send any questions** that come to mind to Chrysalis Lab for clarification

ChrysalisLab.org

Step #2: Agree on Subcommittee Recommendations (Due by 10/15/2021)

1. **Agree on the top 3-5 recommendations**

2. **Assess all of them against the Criteria**

3. **Look at all of them** as a whole. Do they represent important issues that can be addressed? Will they tangibly "demonstrate" progress?

4. **Complete one recommendation using the recommendation template together**, using one of your recommendations

5. **Assign individuals/small groups** to draft recommendations

**OPTIONAL STEP: At anytime throughout this process, you may reach out to Chrysalis Lab and schedule time to ask questions, discuss ideas, and workshop recommendations.

Step #3: Draft and Vet Recommendations (Due by 10/30/2021)

1. **Review draft recommendations and provide feedback** to one another as a sub-committee

2. Have individuals or small groups **incorporate feedback into recommendations**

3. **Incorporate feedback into final recommendations**

**OPTIONAL STEP: At anytime throughout this process, you may reach out to Chrysalis Lab and schedule time to ask questions, discuss ideas, and workshop recommendations.

Step #4: Submit Recommendations
(Due by 11/12/2021)

1. **Compile all revised recommendations** a single document

2. **Make final edits**

3. **Send to Chrysalis Lab, Commission chair and vice chair**

Recommendation Criteria

1. *Addresses Racial/Social Inequity*

2. **Data Driven (potential impact)**

3. **Culturally Inclusive**

4. **Environmentally Responsible**

5. **Technically Feasible**

6. **Financially Viable**

7. **"Publicly Acceptable" (Community? City Officials?)**

RECOMMENDATION TEMPLATE

Subcommittee *Identify which subcommittee is developing this recommendation.*	
Topic *In a few words, briefly identify the specific issue or topic this recommendation pertains to.*	
Background *Provide details on why this topic is relevant to the City of Brookhaven. Be specific and include details, such as supporting data from the City and/or information about existing policies, practices, or procedures.* *(Suggested length: 4-5 sentences)*	
Issue, Inequity, and/or Problem *Describe the issue, inequity, and/or problem that this recommendation seeks to address. Explain how it advances equity and social justice.* *(Suggested length: 4-5 sentences)*	
Rationale *Describe the logical basis behind this recommendation. If you reference any best practices or research, be sure to include citations. Explain what you expect to change.* *(Suggested length: 2-3 sentences)*	
Considerations (optional	

and to be used only if appropriate!) *Describe any additional context, ideas or factors that seem important to consider alongside the recommendation. For example, this could be costs, strategic opportunities, pitfalls to be wary of, specific actions that should be undertaken as a part of the recommendation, etc.*	
Recommendation *Describe the recommendation for consideration, using the language "The Commission recommends that…"* *(Suggested length: 1-2 sentences)*	

SAMPLE RECOMMENDATION

Social Justice, Race & Equity Commission

Subcommittee: Hiring and Retention
Topic: Exit Interviews

Background
In 2020, the City of Brookhaven experienced a 10% turnover: approximately 8% of its full-time staff and 15% of its part-time staff. Currently, the City does not have in place a consistent policy, practice, or standard for conducting exit interviews when employees leave their job/positions with the City. While there is in place an exit interview questionnaire that some departing employees complete, it is limited in its scope and focus and does not capture critical data - race, ethnicity, tenure or sexual identification - nor provide deeper and more nuanced understanding and insight that would be gained in dialogue with a trained human resource professional. Additionally, completed questionnaires are not routinely reviewed and discussed within the Human Resources Department or with City leadership.

Issue, Inequity, and/or Problem
The information collected in written and in-person exit interviews can give the City of Brookhaven a unique perspective on its performance and employee satisfaction relative to equitable and inclusionary practices, culture, management, and other factors; reveal opportunities for improvement; and ensure positive relationships with departing and existing staff. With more than 50% of part-time staff and 48% of full-time staff labeled as "minority" (i.e. nonwhite), the data gleaned from these interviews can assist in understanding the lived experience of all staff, particularly people of color (e.g. if people of color are clustered in lower-wage classifications, having successfully entered the public sector but held back from upward mobility).

Rationale
Conducted in tandem with clear goals for improving workforce equity (see recommendation __), employee exit interviews indicate when and how equity and diversity strategies should be developed and implemented to effectively achieve meaningful results.

Considerations
As a component of the planned comprehensive review of Human Resource policies and practice, requiring exit interviews can be easily implemented. Potential actions to achieve this include edifying a transparent exit interview policy in the employee handbook and/or Human Resources guidelines; developing a clear and consistent set of standards for conducting exit interviews; and offering all exiting employees the opportunity to participate in a formal exit interview, if they so wish.

Recommendation
The Commission recommends that the City of Brookhaven's Human Resources Department establish a consistent policy of conducting written and in-person exit interviews with all departing Brookhaven employees.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by May 2021:
- Data that demonstrates the impact of the current policies and practices
- An overview of City of Brookhaven's current policies and practices

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. Setting Ground Rules & Norms
   Share and review the list of ground rules and norms developed thus far. You may want to ask for more input. See attachment for past ground rules and norms.

3. Identifying Data Needs - Group Discussion
   Develop the "Right Questions" (data development steps).
   Analyze what data you need to answer the right questions.

4. Confirm Agreements and Set Expectations for the Next Meeting
   Confirm dates and details of data and policies to be provided by staff liaisons.
   Delegate assignments for subcommittee members

5. Closing & Adjourn
   Address any outstanding issues, then adjourn the meeting.

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by May 2021:
- **Data** that demonstrates the **impact** of the current policies and practices
- An overview of City of Brookhaven's **current policies and practices**

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. Data and Policy Report Out & Feedback - Group Discussion
   The staff liaison and/or subcommittee members report out on the data and policies. The group discusses: What story is emerging? What new questions do you have? What is it you want to learn more about? What did you learn that surprised you? Changed your thinking?

3. Identifying New Data Needs - Group Discussion
   Discuss what data is still missing and could be useful. Keep in mind the data development steps. See attachment for the steps.

4. Confirm agreements and set expectations for the next meeting
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members

5. Address any outstanding issues/Adjourn

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by July 2021:
- **Identification of inequities** and/or lack of inclusion
  - The "smell" test, using the data
- **Assessment using the 4P Assessment Tool**
- Early discussion of how to gather **stakeholder input** (focus groups/interviews)

Pre-Meeting Assignment:
1. Compile a list of **priority issues** raised during the data deep dive
2. Assign each sub-committee member one or more issues, **to answer the 4P Assessment Tool questions** as it pertains to their assigned issue prior to the meeting.
   - Have sub-committee members share this at least three days in advance of the meeting for consolidation.**

**Your Chrysalis Lab liaison will assist with synthesizing 4P Assessment responses and developing a summary overview of response themes and "ah-ha's". They will also help to ensure members have access to the 4P Assessment Tool and 4P Assessment Response Template.

By doing this, groups will spend less time brainstorming during the meeting and more time discussing the result and potential factors contributing to the data outcomes.

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. Critical Updates (Data or Activity)

3. 4P Assessment Discussion
   Review the synthesized findings from the 4P Assessment Tool. Discuss the factors that may be producing or contributing to the identified inequitable outcomes (root causes). What is the emerging story (or stories) the data reveals? Considering the

stories and potential factors emerging from the data, what public input would further inform the sub committee's views?

4. Next Steps
   Confirm agreements and set expectations for the next meeting.
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members.

5. Wrap-up
   Address any outstanding matters.

6. Adjourn

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by July 2021:
- **Identification of inequities** and/or lack of inclusion
  - The "smell" test, using the data
- **Assessment using the 4P Assessment Tool**
- Early discussion of how to gather **stakeholder input** (focus groups/interviews)

Pre-Meeting Assignment:
Ask sub-committee members to 1) provide final comment on the synthesized findings from the 4P Assessment Tool and 2) prioritize the issues/factors that were assessed at the previous meeting to determine which issues to address in the final SJREC recommendations and with whom/if to hold focus groups and interviews .

**Your Chrysalis Lab liaison will assist with coordinating members' final comments and prioritizing 4P Assessment findings by providing a tool for issue prioritization and helping to synthesize responses.

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. 4P Assessment Recap
   Recap the major 4P Assessment discussion and decisions from the previous meeting and any trending developments made during the comment period.

3. Issue/Factor Prioritization Discussion
   *Review the issue prioritization results. **At this juncture, it will be important that the group reach consensus on the prioritization, as it will inform where research, stakeholder engagement and recommendation development activities will be focused.***

4. Brainstorm Research Questions
   Brainstorm what perspectives you seek to learn about relative to prioritized issues.

5. Next Steps
   Confirm agreements and set expectations for the next meeting.
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members.

6. Wrap-up
   Address any outstanding matters.

7. Adjourn

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by September 2021:
- **Stakeholder engagement and input** that validates or repudiates suspected causes of inequitable outcomes
- **Research on relevant policies, practices, improvements, and other solutions** for mitigating inequitable outcomes

Suggested Pre-Meeting Assignment:
Based on discussions during the Assessment Phase, ask sub-committee members to brainstorm 1-2 research questions regarding policies, practices, improvements, and other solutions relevant to the prioritized issues/factors. Consider which issues may require stakeholder engagement and brainstorm 1-2 potential stakeholder groups.

**Your Chrysalis Lab liaison will assist with collecting and synthesizing members' research questions and developing a summary overview of responses.

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room".

2. Recap Issue/Factor Prioritization
   Recap the issue/factor prioritization results.

3. Research Discussion Overview
   Share out compiled research question list (from pre-meeting assignment). Discuss which questions are critical to crafting solid recommendations. As a group, narrow down to no more than five research questions.

   Chrysalis Lab and/or Kettering Foundation will provide a brief overview of the relevant research and information it has gathered thus far and will share via Basecamp for subcommittee members to review and will get input on any other research needs identified by the sub-committee.

4. Begin to Plan Stakeholder Engagement

As a starting point, share out the compiled stakeholder list and stakeholder questions list (from pre-meeting assignment). As a group, narrow down to no more than three stakeholder groups for engagement and no more than four questions for each group. Important details to determine include:

- *What issues/factors require further stakeholder input?*
- *Which stakeholder(s) group do you need to hear from and/or would be informative?*
- *What insights or input do you hope to gain from the identified stakeholder(s)?*

5. Next Steps
   Confirm agreements and set expectations for the next meeting.
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members.

6. Wrap-up
   Address any outstanding matters.

7. Adjourn

Consider assigning stakeholder outreach and coordination to a small subset of sub committee (2-3 members).

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by September 2021:
- **Stakeholder engagement and input** that validates or repudiates suspected causes of inequitable outcomes
- **Research on relevant policies, practices, improvements, and other solutions** for mitigating inequitable outcomes

Suggested Pre-Meeting Assignment:
Based on discussions during the Assessment phase, ask sub-committee members to brainstorm 1) 1-2 stakeholders whose input and engagement would be informative and 2) 2-3 questions they would like for the stakeholders to answer. .

**Your Chrysalis Lab liaison will assist with collecting and synthesizing members' stakeholder ideas, stakeholder questions, and research questions and developing a summary overview of responses.

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room".

1. Research Check-in
   Conduct a quick check-in to see how research is going. Are people finding answers to their questions? What do they need help with?

2. Solidify Stakeholder Engagement
   Confirm the compiled stakeholder list and stakeholder questions list (from pre-meeting assignment). As a group, narrow down to no more than three stakeholder groups for engagement and no more than four questions for each group. Important details to determine include:
   - *Which stakeholder(s) group are you inviting?*
   - *Agree on the specific questions for identified stakeholder(s).*
   - *Agree on where/how stakeholders will be engaged as well as how their input will be captured and provided to the SJREC and consultants.*
   - *Who will play what role in implementing the stakeholder engagement?*

- *Whose help will you require to implement your approach? Chrysalis Lab and City staff are available to assist you as needed.*
- *What date or time period will your engagement occur?*
- *What communications are necessary to carry out your engagement (e.g. announcements, invitations, etc.)?*
- *What are your material and technology needs?*

3. Next Steps
   Confirm agreements and set expectations for the next meeting.
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members.

4. Wrap-up
   Address any outstanding matters.

5. Adjourn

Consider assigning stakeholder outreach and coordination to a small subset of sub committee (2-3 members).

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by September 2021:
- Stakeholder engagement and input that validates or repudiates suspected causes of inequitable outcomes
- Research on relevant policies, practices, improvements, and other solutions for mitigating inequitable outcomes

Suggested Pre-Meeting Assignment:
Ask each subcommittee member to review notes and stakeholder engagement plans developed at previous meeting and come with thoughts for next steps.

Assign members a research question and ask them to begin exploring the question and seeing what resources are available online.

****Your Chrysalis Lab liaison will assist with synthesizing the stakeholder engagement plans and decisions made at the previous meeting and developing an organized plan that subcommittee members can review.*

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. Research Check-in
   Conduct a quick check-in to see how research is going. Are people finding answers to their questions? What do they need help with? Note that the following meeting will be focused on aligning research findings and stakeholder input for development of recommendations.

3. Stakeholder Engagement Review
   Stakeholder engagement is underway, and your subcommittee should have begun to gain feedback.
   - *What are you hearing?*
   - *Does what you are hearing impact future meetings?*
   - *Has your perspective changed because of feedback?*

4. Next Steps
   Confirm agreements and set expectations for the next meeting.
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members.

5. Wrap-up
   Address any outstanding matters.

6. Adjourn

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Notes: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by September 2021:
- Stakeholder engagement and input that validates or repudiates suspected causes of inequitable outcomes
- Research on relevant policies, practices, improvements, and other solutions for mitigating inequitable outcomes

Suggested Pre-Meeting Assignment:
Ask sub-committee members to summarize their research findings and stakeholder engagement results, and come prepared to give an overview at the meeting.

Agenda:
1. Greetings & Icebreaker

2. Research Discussion
   How will your research findings inform the recommendations?

3. Stakeholder Engagement Discussion
   Stakeholder engagement activities should be wrapping up. What were the results?

4. Next Steps
   Confirm agreements and set expectations for the next meeting.
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members.

5. Wrap-up
   Address any outstanding matters.

6. Adjourn

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by December 2021:
- Recommendations for maintaining, changing, and/or improving policies and practices to advance social justice and equity
- Presentation of recommendations to the Commission

Suggested Pre-Meeting Assignment:
Ask subcommittee members to review the results of the stakeholder engagement activities and any themes or trends that emerged.

**Your Chrysalis Lab liaison will assist with creating a summary report containing results of the stakeholder engagement activities for your sub-committee members to review.

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. Stakeholder Engagement Results Discussion
   Review and discuss the results of the stakeholder engagement activities and any themes or trends that emerged. Do these results support or contradict the potential factors of inequitable outcomes that your group identified during Phase II (Assessment)?

3. Research Discussion
   What stood out to you in the research? What policies, practices, and/or improvements are relevant to the City of Brookhaven, based on what we know so far from assessing data and policy?

4. Recommendations Outline
   Chrysalis Lab will share a recommendations template, along with criteria, tips and advice on writing the recommendations.

5. Next Steps

Confirm agreements and set expectations for the next meeting.
Confirm information and follow up to be provided by staff liaisons.
Delegate assignments for subcommittee members.

6. Wrap-up
Address any outstanding matters.

7. Adjourn

Consider any homework that would be helpful to advancing efficiency and understanding
for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by December 2021:
- Recommendations for maintaining, changing, and/or improving policies and practices to advance social justice and equity
- Presentation of recommendations to the Commission

Suggested Pre-Meeting Assignment:
Based on the themes, policies, and practices identified in the previous meeting, ask the subcommittee members to form pairs. Assign each pair 1-2 of the identified themes, policies, and/or practices. Ask them to work with their partner to draft a recommendation based on the recommendation template and criteria.

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. Recommendations Discussion
   Considering EVERYTHING the subcommittee has examined to this point--the data, the assessment, the stakeholder input, and the research findings--what themes and directions do you want to be sure are reflected in your recommendations? Are there specific policies and practices that need to be addressed by the recommendations?

3. Next Steps
   Confirm agreements and set expectations for the next meeting.
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members.

4. Wrap-up
   Address any outstanding matters.

5. Adjourn

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by December 2021:
- Recommendations for maintaining, changing, and/or improving policies and practices to advance social justice and equity
- Presentation of recommendations to the Commission

Suggested Pre-Meeting Assignment:
Assign members to draft recommendations based on themes identified in previous meeting, using the recommendation template and criteria.

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. Recommendations Draft Report Out
   Report out on draft recommendations.

3. Recommendations Discussion
   Discuss how recommendations could be improved. How could the language be adjusted for clarity and conciseness? Do any of the recommendations overlap one another, and could they be consolidated? Are any of the recommendations conflicting?

4. Next Steps
   Confirm agreements and set expectations for the next meeting.
   Confirm information and follow up to be provided by staff liaisons.
   Delegate assignments for subcommittee members.

5. Wrap-up
   Address any outstanding matters.

6. Adjourn

Consider any homework that would be helpful to advancing efficiency and understanding for the next meeting.

Note: It's most efficient for chairs to meet with the staff liaisons in advance of each subcommittee meeting to discuss progress and next steps, agree on expected outcomes, and set expectations and agenda for the upcoming meeting.

Deliverables to be achieved by December 2021:
- Recommendations for maintaining, changing, and/or improving policies and practices to advance social justice and equity
- Presentation of recommendations to the Commission

Suggested Pre-Meeting Assignment:
Assign 1-2 copy editors to ensure 1) feedback is duly integrated, 2) the recommendations are put into a single document with a consistent voice, and 3) the document is finalized to a quality standard for presentation to the full Commission.

Agenda:
1. Greetings & Icebreaker
   Find a short warm-up or game to engage members. It's okay to keep it personal and have people share what's on their minds as they enter the "room". See attachment for icebreaker questions.

2. Recommendations Final Review
   Review the latest versions of subcommittee recommendations and make final adjustments to the copy.

3. Presentation
   Determine who will present to the full Commission.

4. Wrap-up
   Address any outstanding matters.

5. Adjourn