

APPROACH

Over the course of BDS' history in working to help organizations create more vibrant, just, and sustainable communities, we consistently evaluate and refine our approach to equitable community development work in response to lessons learned and emerging circumstances of the communities we work with.

It is critical that all of our work contain a race and social equity lens, and as such our approach is guided by the following foundational principles:

- **We do this work in partnership.** We are proud of the relationships we have cultivated and recognize that our strength is in our collaboration. In Long Beach, we will identify local collaborators to ensure the delivery of services are appropriately rooted in the local context of the community
- **Accountability to those closest to impacts and harms.** In any process, we help our clients make sure that the right folks are in the room and that their ability to participate is prioritized.
- **"Move at the speed of trust".** Relationship and capacity building are essential to the long-term success of any project
- **Course correcting is inherent.** As we strive to plan with the end in mind, we acknowledge and that emerging issues may require us to be nimble and adaptive.
- **Conflict is an important element of growth.** BDS is known for striving for consensus among unlikely coalitions. To address and combat social inequities, many of these issues need to be tackled head on.

This proposal describes an approach to providing DLBA with a strategy to complement its current strategic planning efforts with a Diversity, Equity, Inclusion, and Access component. BDS will ensure that this effort is aligned and informed by the progress of DLBA's ongoing strategic planning work but suggest the DEIA strategy development process to take place on a timeline that is appropriate to satisfy the needs of the organization and the proposed scope.

Our approach to Community Responsive Placemaking evolves over **three phases**: Foundation, Planning, and Ala Carte. The foundation phase includes education & grounding, plus building trust & relationships. Planning includes current assessment and future planning. The Ala carte or on-call services phase includes consulting as needed during program implementation. These phases are outlined below and followed by an illustration and detailed in the Scope of Work.

PHASE I: FOUNDATION

EDUCATION & GROUNDING: Where We Have Been

Shared Accountability as expressed in language, purpose, and expectations

This foundational phase explores the history of racism in America and in Long Beach through research and training. It builds a common understanding and vocabulary among the organization's leadership and concludes with an organizational statement of commitment to equity.

TRUST & RELATIONSHIPS: Who We Are With

Shared Accountability as expressed in language, purpose, and expectations

As noted above, we do this work in partnership; so must the Downtown Long Beach Alliance. This phase is about making the effort to be truly inclusive of the individuals and organizations that represent downtown Long Beach's complex cultures and identities. To effectively assess, plan, and implement its strategies, this work must be in partnership with these diverse communities.

PHASE II: PLANNING

ASSESSMENT: Who We Are

Shared Stories as expressed through incorporating multi-cultural thinking into the organization's foundational values and understanding

This phase includes an assessment of current conditions, through both quantitative analysis and qualitative conversations. Since you have already done a lot of work on strategic planning, it likely means reviewing your existing Vision, Mission, Values, and the Strategic Priorities to ensure that they are reflective of the lessons learned during Education & Grounding plus Trust & Relationships.

PLANNING: Where We Want to Go

Foregrounding DEIA actions as strategic priorities

Building on the outreach and analysis in the earlier phases, planning will be focused primarily on building Culturally Responsive Placemaking into your new strategic plan's goals and objectives.

PHASE III: ALA CARTE SERVICES

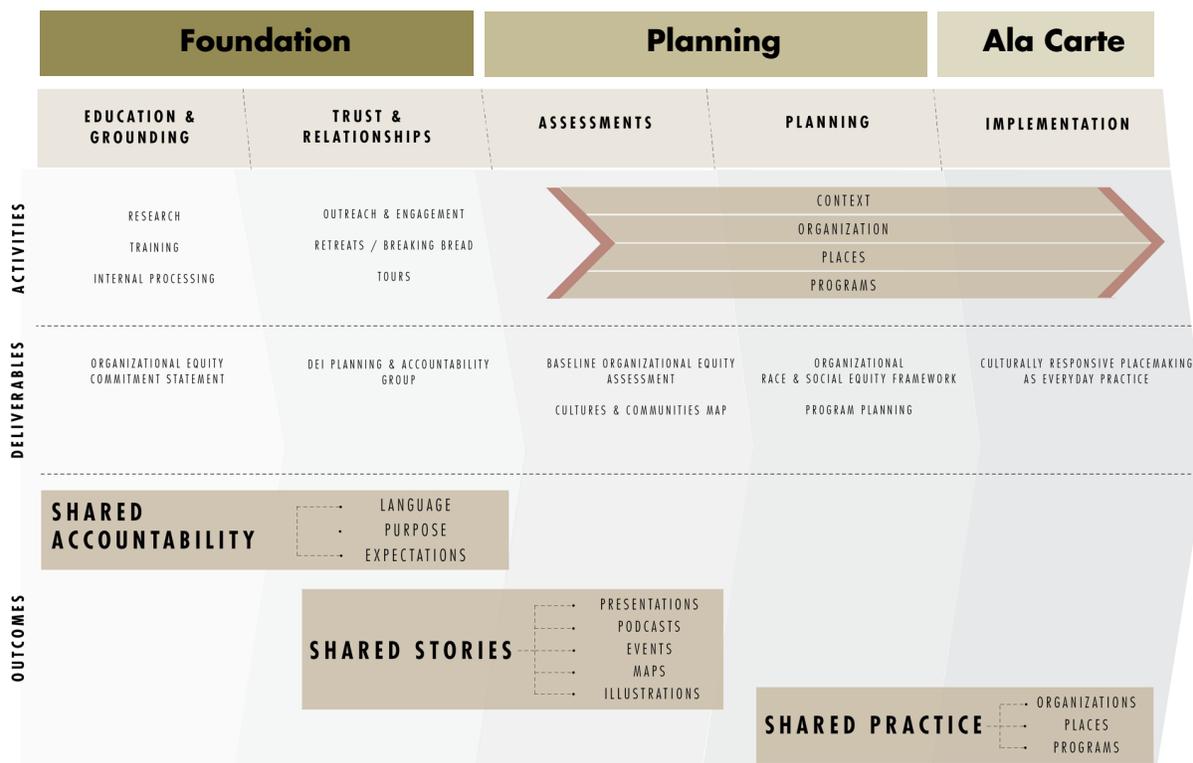
IMPLEMENTATION: How We Are Going to Get There

Shared Practice through culturally responsive organizations, places, and programming

This final implementation phase of the process begins with targeted vetting of your strategic plan with the targeted constituencies and partners identified earlier. The key questions will be how do the plan's proposed activities and performance measures include, respect, celebrate, and elevate the many cultures of downtown Long Beach?

APPROACH SPECIFIC TO THE SCOPE OF WORK

The illustration and paragraphs below provide a specific scope of work following the approach described above. This is based on our experience with Culturally Responsive Placemaking and our understanding of the Downtown Long Beach Alliance. Of course, we are happy to adjust to meet your specific needs.



PHASE I: FOUNDATION

Task 1. Racial Equity in Urban Place Management – Education & Grounding – August/September 2021

Any good planning effort is grounded in its context, but this is especially important when the subject is race and place. To be successful, everyone needs to understand the history and context both of the place and about the role of race & identity in America and in Long Beach.

✓ Local Context Research

While we believe we are the right team to support your needs, one fact we cannot change is that we are not embedded in the everyday context of Long Beach. Thus, in order to do this work appropriately we believe extensive remote and on-the-ground research and partnerships are critical to the development of a scope that serves DLBA and the community appropriately.

Research conducted at the outset of the project, with support from DLBA staff, will inform the historical and present-day analysis of Long Beach’s relationship with race and identity.

✓ **Training**

BDS Planning offers a comprehensive training in Racial Equity in Urban Place Management built upon extensive research of the local context. In our experience, a group that is serious about addressing race and social equity needs to go through a course like this to develop common language, a shared understanding of the issues, and a level of group trust-building on this sensitive subject.

The first half of this training explores race in America and locally through historical analysis; individual and intrapersonal self-assessment; interpersonal assessment; and communal assessment. The second half of the training is directly focused on Place Management organizations like Downtown Long Beach Alliance, and explores urbanism's racist history, the roots of the place management industry, and the elements of Black-affirming and culturally responsive placemaking, as well as the early work on an organizational assessment and response to these issues. Given this special focus on organizations in place management industry, the primary goals of the training include:

- Clearly contextualizing the **impact** of place management, placemaking, and urban development for Black, Indigenous, and other communities of color.
- Help groups define their "why" and **purpose** in committing to promote race and social equity *through* their work as a place management organization.
- Identifying realistic **opportunities** for organizations to begin planning and action

We believe that the second half of our training is uniquely suited to organizations like yours and think of it as a prerequisite to the remainder of this scope of work.

Note – As part of our commitment to engage in racial equity work in partnership and with an accountability to those closest to impacts and harms, we are willing to work with local Long Beach partners to engage as part of the training's communal assessment and possibly other parts of this scope of work.

Intended Outcome: Shared Language & Purpose

Deliverable:

- Organizational Equity Commitment Statement: Articulates why race & social equity is specifically important to DLBA, how the organization will approach this work, and what the organization hopes to accomplish.

Task 2. Trust & Relationship Building – September/October 2021 (extend as needed)

With the intent to "move at the speed of trust" and the acknowledgment that the impact DLBA seeks to have on its community cannot be done alone, we recommend real investment and resources in building trust and relationships with local stakeholders to involve as an integral support in the assessment, planning, and implementation elements of the scope.

✓ **Power Analysis**

Identification of major players, diverse populations closest to impacts and harms, and critical stakeholders will inform the landscape of potential partners to involve in the process. By conducting a simple power analysis, DLBA staff and key leadership will be able to prioritize which stakeholders hold the greatest opportunities to have impact on the process and ensure the coalition needed to ensure long-term support and accountability.

✓ **Outreach & Engagement**

BDS is experienced in direct and population appropriate outreach & engagement with many diverse stakeholders. Our experience includes mobilizing the participation of elected officials, institutions, business community stakeholders, staff & board members, and community/neighborhood leaders to work together on a shared set of goals and expectations.

Engagement activities might include: one-on-one interviews, internal meetings with staff and both the DPIA and PBID Board of Directors, and broader relationship building activities described below.

✓ **Relationship Building Activities**

A critical element of undergoing meaningful diversity, equity, inclusion, and access work is to facilitate trust and shared understanding among the collective of leaders and partners supporting the work. We have seen the most success when members of advisory bodies see one another as more than just peers but rather as people.

We envision such activities might include, sharing food and conversation, hosting a retreat, or meeting people where they are.

Intended Outcome: Shared Accountability & Expectations

Deliverable:

- Formation of Diverse Planning Leadership Committee: A mixed stakeholder leadership group underscored by those closest to impacts and harms. Critical for a meaningful community-informed process, this group will also lead the accountability of the implementation.

PHASE II: PLANNING

Task 3. Assessment – October/November 2021

As a steward and leader of downtown long beach, we have grounded the assessment, planning, and implementation phases of the process with the premise that impact will be focused on: context, organization, places, programs

✓ **Strategic Plan Alignment**

The beginning of this assessment phase should align with the conclusion of the DLBA Strategic Plan and PBID Management Plan. Fortunately, this should set DLBA up for success by building upon the

data, analysis, and evaluation conducted during external environment assessment and internal organizational assessment. Using the strategic plan as a resource, BDS will add nuance by facilitating the development of a cultures & community map and an equity-specific internal assessment.

✓ **Consensus Building**

BDS is known for dynamic and substantive facilitation that uses topical information to engage and guide groups to articulate expectations, intended outcomes, and priority areas for DEIA integration into the organization and its programs and policies. We develop real-time graphic displays using virtual white board tools or with large newsprint panels on the wall, allowing everyone to know that they have been heard and build a common understanding of next steps. Other creative media may also be used including presentations, podcasts, events etc.

✓ **Individualized stakeholder engagement**

In between meetings, we engage individual stakeholders in a safe environment for private discussion to identify individual must-haves and dealbreakers, test tolerances for unlikely actions, and help design upcoming meetings. We encourage stakeholders to candidly express their thoughts hold space for staff and group members to bring up their most important issues.

✓ **District Tour**

We often consider this a (re)introduction of the district to itself. As a collective, staff, board, and members of the planning committee have the opportunity to walk around the district together compare experiences, point out bright spots & gems, and articulate deeply what the identity of the district is. As a result, all members get to hear each other's diverse perspectives and inform the development of specific challenges and opportunities that need to be elevated and prioritized.

Intended Outcome: Incorporating multi-cultural thinking (shared stories, mapping, media)

Deliverables

- Baseline Organizational Equity Assessment: Given organizational resources, priorities, and realities, BID staff/leadership group will have a clear and shared understanding of how the DEIA work aligns with the organization's people, programs, processes, and policies
- Downtown Long Beach Communities & Cultures Map: A documentation of the district tour and situational analysis, the communities and culture map directly underscores (and communicates) the relationship of the organization to its unique context and place.

Task 4. Planning – November/December 2021

At the crux of the planning phase the organization and its partners will begin outlining what progress will look like both in the immediate and long-term with the development of a race & social equity framework.

✓ **Diversity, Equity, Inclusion & Access Strategies**

This phase builds on the previous work, creating focused work groups within identified priority areas to develop aspirational goals and specific measurable objectives. These work groups should certainly include staff members but may also be a good place for board member input, as well as participation from members and other local stakeholders in the area.

The products of the priority area work groups inform the fleshing out of tactical initiatives within a race and social equity framework for the organization as well as identifying a partner for the final community product.

Intended Outcome: Foregrounding DEIA actions as strategic priorities

Deliverables:

- Race & Social Equity Framework: Strategic outline of organizational change actions and measures. Programming and final community product planning will be guided by learnings and key findings of robust stakeholder and community engagement

PHASE III: ALA CARTE SERVICES

The final phase is largely work by the DLBA staff. BDS will be available as needed for consulting and coaching to support this work.

Task 5. Implementation – January – March 2022

The implementation phase comes directly from the planning work, using the same work groups to develop specific actions, timelines, and performance measures. This phase will produce an active implementation guide, with specific actions, timelines, lead individuals, and performance measurements, as well as an active tracking system to keep it up to date and measure progress.

✓ Targeted Vetting

To ensure, draft actions and measures are appropriate to the local context targeted constituencies will have the opportunity to provide feedback for final refinement.

✓ Action & Stewardship Planning

Through the completion of the race and social equity framework, assignments are delegated to staff and planning committee members. Participation in the planning process transitions to long-term accountability, ownership, and implementation of co-developed actions.

✓ . Pilot Product (timeline as needed)

We strongly believe that pilot and modelling is a transformative way to “see what you wish to be”. At a scale appropriate to the process, DLBA will launch a community product as a demonstration of what impact could look like in practice. Examples might include the development of a cultural history walking tour, a technical assistance workshop for entrepreneurs of color, or pop-up event or exhibit.

Intended Outcome: Shared Practice (priority context, organizations, places, programs)

Deliverables

- Culturally Responsive Placemaking as Everyday Practice: DLBA led community product will model the role and impact the organization will sustain as everyday practice.
- Implementation Guide and Accountability Group: DLBA led guide for the ongoing implementation and evaluation of strategized actions among organization and community stakeholders.
- Ala Carte: Ongoing consultation and coaching from BDS.

QUALIFICATIONS & EXPERIENCE

BDS Planning was founded in 2009 to build consensus and unlikely coalitions around complex issues. We envision vibrant, just and sustainable communities, and specialize in inclusive process, consensus facilitation, organizational development, and place management.



Consensus Facilitation

BDS has a knack for finding common ground between voices that are not typically allied. We help clients work through conflicts and build strong coalitions, often among unlikely partners, around contentious public decisions and policy initiatives.

Inclusive Process

BDS specializes in planning that is participatory, comprehensive, strategic, and implementable. We strive to amplify racial, environmental, and social justice to empower diverse communities.

Organizational Development

Figuring out how to get things done is just as much fun as coming up with the ideas in the first place. BDS is known for dynamic strategic planning, and molding organizations to ensure implementation and lasting change.

Place Management

Making cities livable, lovable, and exciting means shaping and managing places that inspire their users. Establishing, managing, and renewing Place Management Districts is a particular specialty.

Project personnel are identified below with their role in the project and brief professional qualifications. Résumés appear at the end of this proposal.



Brian Douglas Scott, Ph.D. (he/him) will serve as principal-in-charge, lending his extensive BID experience and providing overall quality assurance. With more than 40 years of relevant professional experience, he has facilitated hundreds of planning efforts for place management organizations. Brian serves on the IDA board of directors and chairs its research committee. He holds a Ph.D. in urban studies from Portland State University.



Ishmael Nuñez (he/him) will serve as project director and lead facilitator. He will lead the DEI training, anti-racist planning, action-agenda planning and programming. An urban planner, Ishmael is a recognized leader at the intersection of racial equity and placemaking. His work on culturally responsive placemaking has been featured in workshops across the country. Ishmael holds a master’s degree in urban planning from the University of Washington.



Darcy Edmunds (she/her) will serve as project manager. She is an experienced project manager with ten years' experience in managing projects involving complicated community engagement. For this project, Darcy's role will be largely behind the scenes. She holds a Bachelor of Architecture from Rensselaer Polytechnic Institute.



Julia Jannon-Shields (she/her) will serve as project associate, with responsibilities for research, production, note taking, and facilitation support. A recent graduate her capstone project focused on Black Placemaking, Julia is a perfect fit for the Downtown Long Beach DEIA Initiative. Julia holds a Community, Environment and Planning degree from the University of Washington.



Jackie St. Louis (he/him) will play a major role in the Racial Equity in Urban Place Management training, as he does regularly with the BDS Team. Jackie is a nationally recognized racial and social justice educator, and a former mental outreach and case worker for downtown Seattle's Metropolitan Improvement District and the City of Seattle. He is a licensed mental health counselor and holds a master's degree in counseling from Cairn University.

RELEVANT PROJECTS

Racial Equity Assessment, Training & Facilitation

Recent local racial equity trainings with follow-up organizational change facilitation include:

Racial Equity in Urban Place Management:

- Alliance for Pioneer Square (2021)
- Ballard Alliance (2020)
- SODO Business Improvement Area (2020)

Racial Equity in 911 Communications:

- King County Sheriff's Office (2021)
- King County Sheriff's Office (2021)
- Valley Communications Center (2020)
- Washington Cities Insurance Authority (2020)

Economic Equity: Technical Assistance, Facilitation, Strategic Planning

Recent local experience supporting public agencies working toward economic equity and organizational change includes:

- Washington State Department of Commerce: Diversity, Equity, Inclusion, & Respect Framework for Strategic Planning (2020)
- King County Communities of Opportunity: Commercial Affordability Pilot (2020-ongoing)
- City of Tacoma's Hilltop Economic Empowerment Model (2018)
- Bay Area Regional Energy Network Strategic Planning (2021-ongoing)

REFERENCES

LISA HOWARD

Executive Director
Alliance for Pioneer Square
Seattle, WA

206-667-0687
lisa@pioneersquare.org

Projects:

Racial Equity (2021);
Pride & Resilience in Pioneer Square
(2019-2020)

RICO QUIRINDONGO

Interim Director
City of Seattle, Office of Planning &
Community Development
Seattle, WA

206-849-6128
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Projects:

Seattle Maritime & Industrial Strategy
(2019-2021);
Black Spatial Imaginary in Urban De-
sign Practice (2019)

MIKE STEWART

Executive Director
Ballard Alliance
Seattle, WA

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Projects:

Racial Equity (2020);
Strategic Planning (2021)

COST ESTIMATE

BDS Planning could deliver the Scope of Work outlined herein for a fee of about \$60,000, including expenses. There are a variety of ways that this estimate could vary, especially related to the number of meetings to be facilitated on-site by BDS. We are happy to work with you to customize this program to best fit your needs.

Expenses should be largely limited to travel. This estimate assumes that the training in Task 1 will be largely on Zoom. If it were in-person, there would be a bit more travel expense.

BILLING RATES:

- Brian Douglas Scott, Principal-in-Charge: \$295/hour
- Ishmael Nuñez, Project Director: \$175/hour
- Darcy Edmunds, Project Manager: \$150/hour
- Julia Jannon-Shields, Project Associate: \$85/hour
- Jackie St. Louis, Senior Advisor: \$195/hour

TOTAL ESTIMATE: 320 HOURS; \$60,000

	B. Scott	I. Nuñez	D. Edmunds	Shields	J. St. Louis	Total Hours	Total Fee
Hourly Rate	\$295	175	\$150	\$85	\$195		
Phase I: Foundation							\$24,550
Task 1. Education & Grounding	8	30	4	4	30	76	\$14,400
Task 2. Trust & Relationships	8	26	8	24	0	66	\$10,150
Phase II: Planning							\$26,070
Task 3. Assessments	8	20	14	32	4	78	\$11,460
Task 4. Planning	6	36	18	36	4	100	\$14,610
Phase III: Ala Carte							TBD
Task 5. Implementation	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Expenses							\$9,380
GRAND TOTAL	30	112	44	96	38	320	\$60,000