

**EXHIBIT A
STATEMENT OF WORK AND DELIVERABLES**

STATEMENT OF WORK:

In this contract, the Consultant will lay a foundation for a coordinated and comprehensive program to advance diversity, equity and inclusion (DEI) in all sectors of city government, with a focus on improving workforce diversity, creating a culture of inclusion and belonging, and serving communities of color and underserved and underrepresented populations. The project will be considered successful if the City's readiness for program launch has been tangibly improved through the completion of the deliverables.

Contractual Phases

The planning, design, and implementation of a citywide DEI program is divided into two contractual phases. The goal of this Phase I contract is to lay a strong foundation for the citywide DEI program, including initial recommendations for program design and implementation (planning). The goal of Phase II is to fully design and implement the DEI program (implementation).

DELIVERABLES IN BRIEF

- a. Establish citywide DEI principles and policy direction with the Mayor and Council, which may take the form of a statement or resolution.
- b. Assess existing conditions. Create a report with recommendations detailing the ways in which a comprehensive DEI program could improve the organization's ability to achieve more equitable and inclusive outcomes.
- c. Develop a proposed Phase II work plan, which include elements of program design and implementation.

DELIVERABLES

A) COUNCIL POLICY DIRECTION

Facilitate and support Gresham's Mayor and Council in achieving alignment around their commitment to DEI as a citywide priority, which will include the crafting and adoption of a DEI statement. The statement could take the form of a set of guiding principles, a resolution, and/or a description of key terms and concepts. The consultant will propose and implement a process for achieving Council alignment and creating a statement, which may involve group or individual training and coaching, a discussion of key concepts and terms with agreed upon definitions, and/or a comparative review of other jurisdictions' statements. The expected deliverable is clear organizational policy direction about DEI that will serve as the basis for the City Manager to effectuate that policy direction throughout the organization. The resolution will undergo a series of reviews to ensure applicability, comprehensiveness, and general buy-in.

Ideally, successful Mayor and Council facilitation will create alignment in how the Mayor and Councilors talk about the mutual benefits of DEI for Gresham. The Mayor and Councilors will be trained or otherwise equipped with DEI talking points and rationale which might vary by audience (e.g., hiring managers, staff, community members, and business leaders). Successful Council Policy Direction would result in, (a) Mayor and City Council understanding, alignment and buy-in around the DEI assessment and resolution; (b) asset of DEI principles outlining general priorities.

B) EXISTING CONDITION ASSESSMENT

The consultant will ascertain what work has occurred or is already occurring at the City of Gresham to advance DEI and assess and describe how a comprehensive DEI program could improve the organization's ability attract and retain a diverse workforce, create a culture of inclusion, and serve communities of color and underserved and underrepresented populations. The consultant should determine what they need to know about Gresham in order to effectively design a DEI Program. In a report, the consultant will suggest focus areas for analysis which may include, but are not limited to:

- Recruiting, retaining, and supporting a diverse workforce
- Culturally competent community engagement and customer service
- City Council, Management and Staff Training
- Purchasing and Procurement services
- Building a culture of inclusion in the workplace
- Creating an 'equity lens'
- Utilizing an equity lens in the provision of City programming and policies
- Support for staff of color
- Conflict management and resilience

C) PHASE II WORK PLAN

The consultant will develop a recommended project plan and budget for Phase II, including a project proposal and recommended scope of work. The Phase II work plan will include preliminary recommendations for the DEI program's design. The consultant will describe recommended methods for how the City will create and deliver on DEI goals and outcomes. In Phase II, the City hopes to launch a functional, sustainable structure for incorporating DEI principles into the everyday work of the City. The second phase includes action plans and short-, medium-, and long-term goals needed to ensure a successful and well received DEI initiative that benefits all. The plan would utilize SMART or LEAN type project management approaches that enables monitoring of progress and continuous improvement strategies and resources.

PROGRESS REPORTING

The consultant will provide monthly written progress reports to the City. Each report will provide a summary of work completed, describe the progress made toward completion of Deliverables A, B, and C, and provide an estimate of time spent on the project.

CONSULTANT'S PERSONNEL:

The Consultant shall assign specific personnel to do the work required under this contract as designated below. The Consultant shall not change personnel assignments without the prior written consent of the City.

Name	Specified Duties or Role	Estimated Hours per Month
James L. Mason, Ph.D.	Project Manager	60
Sik Yin Chan, DSW	Assistant Project Manager	60
Theresa Sayles, M.A.	Project Coordinator	57