

CITY OF SANTA ROSA
CITY COUNCIL

TO: MAYOR AND CITY COUNCIL
FROM: AMY REEVE, HUMAN RESOURCES DIRECTOR
HUMAN RESOURCES
SUBJECT: PROFESSIONAL SERVICES AGREEMENT WITH SEED
COLLABORATIVE, LLC, TO PROVIDE CONSULTING SERVICES
IN THE DEVELOPMENT OF A CITY EQUITY PLAN AND
RELATED PLANS

AGENDA ACTION: RESOLUTION

RECOMMENDATION

It is recommended by the Human Resources Department that the Council, by resolution, approve a Professional Services Agreement with Seed Collaborative, LLC, Inglewood, California, in an amount not to exceed \$402,680.00, to provide consulting services in the development of three plans, including a 1) a City Equity Plan that supports equitable structures, policies and practices, 2) a Fire Department Diversity in Recruitment Strategy Plan that supports diversity and equity in recruitment, and 3) an Equitable Policing Plan designed to further improve community-police relations and protect citizens and officers.

EXECUTIVE SUMMARY

Staff recommends that the Council approve an Agreement with the Seed Collaborative, LLC of Inglewood, CA in an amount not-to-exceed \$402,680 to provide consulting services that support the development of three plans for the City, including: 1) a City Equity Plan, 2) a Fire Department Diversity in Recruitment Strategy Plan, and 3) an Equitable Policing Plan. All three Plans focus on advancing a more equitable, inclusive, and diverse City, Santa Rosa Fire Department (SRFD) and Santa Rosa Police Department (SRPD).

BACKGROUND

Council has been interested in developing an Equity Plan that is designed to address both the immediate needs of the organization and to provide structures, processes and procedures that continue to reach strategic equity goals. City staff see significant value in Seed Collaborative's data driven, collaborative and consensus- driven process as compared with more traditional strategies for addressing these issues. For instance,

efforts that only emphasize internal group changes without focusing reliably on external groups or on bringing all employees to the table in support of a systemic cultural change can be less successful or lasting. In addition, targeted strategies that only focus on equitable treatment of individuals or groups while not improving policies, structures and systems can also fall short in meeting an organization's goals. The advantage of the approach proposed by the Seed Collaborative here is that it is designed to create a partnership with an organization that has a dynamic viewpoint and successful track record in creating systemic culture change with government agencies.

PRIOR CITY COUNCIL REVIEW

Not applicable.

ANALYSIS

The City issued an RFP on September 3, 2020. The City received three responses: Of the two finalists selected by the selection committee, one proposal was from Amistad Associates with a proposed cost of \$96,600 and an estimate of 485 project hours. The other proposal was from Seed Collaborative with a proposed cost of \$402,680 and 1,585 project hours estimated to complete the scope of work. Following a review of submitted RFP's, presentations by and interviews with two finalists, and after contacting references provided by Seed Collaborative, the selection committee has determined that Seed Collaborative provides the best strategy for developing and introducing meaningful City equity goals.

Based on the Targeted Universalism concept; Seed Collaborative's five-step, data driven methodology is combined with collaborative, and consensus-driven processes, led by consultants with extensive experience working with public agencies and large, private sector companies. The Seed Collaborative demonstrated proficiency in using various technologies in a COVID-safe environment, to effectively conduct data collection and facilitate meetings.

References described a partnership that led to clarity in understanding their "current state", effective orientation to Targeted Universalism, and discovering needed structural, procedural and process changes required to meet the established equity goals. All were clear that previous equity efforts did not hamper the adoption of Targeted Universalism.

Collaboration resulting in establishing priorities, metrics that represented actual positive change and effective resource allocation were expressed by each of them.

In preparing the three plans, the Seed Collaborative will perform a scope of work that includes the following stages: Orientation, Due Diligence, Group Facilitation, Ongoing Data/Materials/Reports, and Ongoing Consultation/Updates.

The Agreement has a not-to-exceed amount of \$402,680, which includes a total of \$3,000 in engagement expenses covering all project phases. Direct consulting work is

represented by six team members providing 1,585 project hours to complete the scope of work over the next eleven months. This comprehensive plan will require significant staff support, across all City Departments. The Agreement will result in three deliverables, which include the following: 1) City Equity Plan, 2) Fire Department Recruitment Plan, and 3) Equitable Policing Plan. The time for performance under the Agreement extends through December 31, 2021.

The Seed Collaborative's goal in performing the work under the Agreement is to utilize a deeply inclusive, collaborative, data driven process that prioritizes high buy-in, consensus decision making, and intentional group process. The approach is designed to try to help get stakeholders thinking about what is possible in terms of equity at Santa Rosa early in the process, with complimentary group processes throughout to continue the feedback and buy-in loop. This high touch approach is labor intensive; however, it ensures that staff are more open to and prepared for the successful implementation of the equity plan. These types of processes coupled with a consulting project team that works collaboratively and that is built for transformation, are the factors that drive total project hours and the corresponding cost.

FISCAL IMPACT

Funds for services to be provided in FY 2020/2021 in the amount of \$402,680.00 are not included in the adopted General Fund budget and will be appropriated from the unassigned fund balance.

ENVIRONMENTAL IMPACT

The proposed action is exempt from the provisions of the California Environmental Quality Act (CEQA) under section 15061(b)(3) and 15378 in that there is no possibility that the implementation of this action may have significant effects on the environment, and that no further environmental review is required.

BOARD/COMMISSION/COMMITTEE REVIEW AND RECOMMENDATIONS

Not applicable.

NOTIFICATION

Not Applicable.

ATTACHMENTS

- Resolution/Exhibit A

CONTACT

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