



## Village of McFarland Consultant Proposal:

This agreement is by and between Meraki Consulting LLC and the Village of McFarland (herein referred to as VOM). For the purposes of this agreement, reference to the Village of McFarland through the acronym VOM will refer to the municipal organization and the use of the word Community shall refer to the Village at large. The parties agree to the following terms:

1. Consultant, Rainey Briggs (Meraki Consulting) shall participate as trainer/facilitator for VOM administrator and community based teams in the development of systemic critical consciousness for the remainder of 2021 and 2022, ending on June 30, 2022.
2. Sub-Consultant, Percy Brown (Critical Consciousness) shall assist the lead Consultant as a trainer/facilitator for VOM administrator and community based teams in the development of systemic critical consciousness for the remainder of 2021 and 2022, ending on June 30, 2022.
3. Scope of Work: Consultation with VOM staff on the planning and preparation for each session.

### A. **Equity Audit**

- i. Description – Quantitative data collection and analysis of the VOM as an organization based on areas selected by the Village Board upon recommendation of the DEI Subcommittee and Department Heads. Dates to be determined in consultation with VOM leaders.
- ii. Definition – The goal of an Equity Audit is to identify institutional practices that produce discriminatory trends in data that affect communities, students, school systems, and organizations. Equity Audits are conducted to analyze data in three key areas: Departmental Equity; Recruitment, Hiring and Retention Equity; and Community Collaboration Equity (Skrla, McKenzie & Scheurich, 2009). In Section 3(A)(iii) are examples of guiding questions related to each of the three areas of equity to study. These questions help community leaders find areas of concern that may require further investigation.
- iii. Guiding Questions:

### *Departmental Equity*

- Which population groups are underrepresented in particular areas of focus?
- Which groups are overrepresented or underrepresented in particular departments etc?

### *Recruitment, Hiring and Retention of VOM Staff Equity*

- What efforts have taken place to recruit and hire VOM staff that reflects McFarland?
- What are the current demographics of VOM staff?
- What efforts have taken place to provide village staff equity based professional learning opportunities?
- Are there certain departments that have high employee mobility? Why?

### *VOM and Community Collaboration Equity*

- In what ways does the VOM collaborate with the McFarland School District?
- In what ways does the VOM collaborate with community-based stakeholders (community-based organizations, clergy, chamber of commerce, etc...)?
- What is the purpose and mission of the VOM DEI Committee?

When the Meraki Consulting facilitates equity audits with organizations, we work together to discover the institutional changes that will ensure equitable, diverse and inclusive environments for all community members.

- iv. Data Collection and Review – An equity audit requires data collection from stakeholders across the VOM organization. Organizations collect data in many forms to provide them with a wide range of influences that contribute to better service for all residents of the VOM. Data collection can come from a variety of sources, including but not limited to the following:
- Listening sessions with stakeholders/community leadership;
  - Organization observations;

- Focus group interviews with community members;
- Reviews of VOM policies, mission statement, vision statement, and ordinances;
- Information provided on the organization’s website;
- Organization climate surveys;
- Attrition and retention reports; and
- State reports based on the organization.

Several community characteristics help tell the story of data. These include race, gender and gender identity, family income, national origin. Data indicators for community achievement include job opportunities; incarceration rates; restorative opportunities within the community with criminal justice system; and family and community engagement and leadership etc.

- v. Deliverables – The deliverables of this process will be identifying challenges in the Community regarding diversity, equity, and inclusion. Additionally it will provide involvement from people who do not always have a voice at the table to give them a chance to be heard. That input collected through this audit will be crucial in plan development within the institute process to shape desired outcomes that consistently address the challenges outlined within the audit and SWOT analysis. This alignment between these efforts are key to ensure our message is consistent so that our targeted outcomes can be achieved. The Consultant will work with the VOM on the development of a survey template in order to extract and collect the necessary data from the organization. Consultant will organize and engage data collection where necessary as identified in Section 3(A)(iv) of this proposal with assistance from VOM as needed.

## B. **SWOT Analysis**

- i. Description – Planned to run concurrently with or adjacent to the Equity Audit as a means to gather more information about the Village as an organization and how it operates within the Community. SWOT analysis with following groups: Families, VOM staff, Students, and Board members and other stakeholder groups as recommended by the Village Administrator. (Dates to be determined in consultation with VOM leaders.)
- ii. Definition – SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The analysis will look at these four elements against the organization drawing vantage points from several different stakeholders both internal and external the

organization. The intent is to partner this information with the data collected in the Equity Audit in order to fuel the learning process in the Equity Institute and recommendation planning within Leadership Development.

- iii. Deliverables – Each session will be approximately 90-120 minutes in length led by the Consultant(s). A report will be prepared upon completion of the sessions that summarizes the findings and input received. Consultant will provide presentation to Village Board and DEI Subcommittee on preliminary findings at the conclusion of this item.

### C. **Equity Institute**

- i. Description – Equity Institute for up to 60 individuals within key stakeholder groups to be determined by the Village Board upon recommendation of the DEI Subcommittee. Dates to be determined in consultation with VOM leaders.
- ii. Definition – The Equity Institute is designed for government staff and community members who want to address equity challenges in the VOM. Through experiential based learning, participants will explore the implications of historical and contemporary discrimination in governmental policies, housing policies, economic opportunities and hiring practices on historically disenfranchised groups. Data from the Equity Audit and SWOT Analysis will be used to bridge foundational learning and place it in the context of the VOM. The facilitators will use personal narratives and research-based content to engage participants in meaningful self-reflection, small/large group dialogue and community building.
- iii. Deliverables – The Institute will take place over the period up to three workshops with dates/times to be determined with the Consultant. Flexibility can be provided to conduct this work over consecutive days, nights, and weekends at the availability of all involved. The objective of the institute is to deepen the awareness of inequities in the VOM and its relationship to inequities across Dane County and the State of Wisconsin. Outcomes of the institute will be the development of recommendations, benchmarks, and progress monitoring tools that will guide the work of the VOM. Participants in the workshop will experience:
  - A deepened awareness of why discrimination exists.
  - Learning about equity challenges in the Community.
  - Learning about inequities through personal narratives from facilitators.

- Action planning to advance the work of the VOM DEI Subcommittee.

**D. Leadership Development**

- i. Description – Delivery of a full day in person or virtual leadership development in the area of diversity, equity and inclusion for the VOM including the Village Board, Diversity, Equity, and Inclusion (DEI) Subcommittee, and Department Heads. Dates to be determined in consultation with VOM leaders and responsive discussion of next steps.
- ii. Definition – Leadership Development is an exercise to take all the data through the audit, gather all the input through the SWOT analysis, and create education awareness through the institute in order to prepare recommendations for the VOM. These recommendations will outline goals and objectives on key diversity, equity, and inclusion initiatives that are specific to improving the VOM and its work within the Community. Additionally this will also include built in tools to monitor progress on how these recommendations can be implemented and maintained.
- iii. Deliverables – This step will take place over the course of a workshop at a time and date to be determined. It will be completed with a report provided outlining the recommendations developed and monitoring tools provided.

4. Cost Proposal: VOM agrees to pay Meraki Consulting LLC for services rendered as follows:

A. **Year 1- 2021/2022** – VOM agrees to pay educational consultant for services rendered as follows:

- i. Equity Audit – \$8,000 for the items listed in Section 3(A). Paid within 30 days of completion.
- ii. SWOT Analysis – \$7,000 for the items listed in Section 3(B). Cost is per group that is paid within 30 days of the workshop.
- iii. Equity Institute – \$20,000 for the items listed in Section 3(C). Paid within 30 days of workshops.
- iv. Leadership Development – \$8,000 for the items listed in Section 3(D). Responsive discussion, goal setting, & next steps. Paid within 30 days of the workshop.
- v. If applicable- mileage to be paid at the rate of \$.58 per mile.

**B. Year 2- 2022/Beyond – Community Engagement to be determined.**

5. The parties agree and understand that Meraki Consulting, LLC retains sole and exclusive right and title to all intellectual property produced under this agreement. Furthermore, the parties agree VOM retains the right to use the work products from the consulting engagements to support the VOM boards, commissions, committees, and departments in DEI activities. The right does not extend to hosting workshops using the consultant’s intellectual property or materials.

6. Consultants enter into this agreement as, and shall continue to be, an independent contractor. In no circumstances shall educational consultants look to VOM as her/his employer, partner, agent, or principal. Educational Consultant shall not be entitled to any benefits accorded to VOM.

7. The undersigned Consultants shall be solely liable and responsible to pay all required taxes and other obligations including, but not limited to, withholding and Social Security.

8. The Consultants will maintain insurance coverage and shall provide the VOM with a copy of the Certificate of Insurance.

9. The Consultants will adhere to all privacy policies, practices and laws with regard to information, events, anecdotal, qualitative and quantitative data collected and used as part of this contract.

10. This contract may be terminated under mutual agreement of both parties or due to negligence or violations of policy, statute, or federal law.

\*\*\*Signatures to follow on the next page.\*\*\*

For Meraki Consulting, LLC:

Signed \_\_\_\_\_  
Dr. Rainey Briggs Educational Consultant

Date \_\_\_\_\_

For Village of McFarland:

Signed \_\_\_\_\_  
Carolyn A. Clow, Village President

Date \_\_\_\_\_

Signed \_\_\_\_\_  
Cassandra Suettinger, Village Clerk/Treasurer

Date \_\_\_\_\_