

Pittsfield Township DEI Training Proposal

September 25, 2020

1.0 Company Background

Change Works Consulting LLC specializes in helping organizations build the knowledge, culture, and skills to cultivate diverse, inclusive, and equitable teams and operations. Our team offers decades of combined experience, dedicated award-winning professionals, and government sector expertise. Change Works Consultants are comprised of specialists committed to diversity and equity who bring valuable perspectives as seasoned leaders of color and allies. Just like our team, our clients are remarkably diverse: large and small, private and public, for-profit and nonprofit. We help them grow, sustain and transform: whatever it takes to embrace their future and build a more just world for everyone.

2.0 Pittsfield Township's Challenge

Pittsfield Township government serves one of the most diverse and fastest-growing geographies in Washtenaw County. The Township represents a broad array of races, ethnicities, and income levels. In this period of increased attention to equity, Township staff and officials must be equipped to provide equitable service to all residents, visitors, and stakeholders.

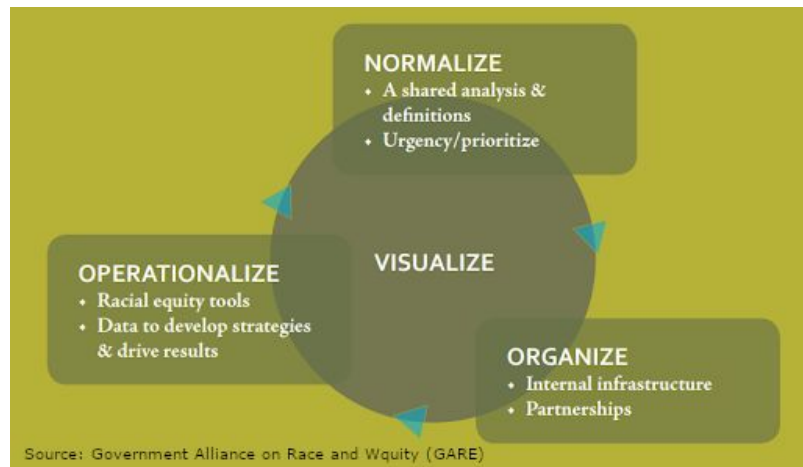
While the Township has had some direct engagement on diversity, equity, and inclusion (DEI), such as staff training on cultural responsiveness and participation by senior staff members in the Champions for Change racial equity leadership program, the municipality has not yet formed a baseline organizational understanding of the challenges and opportunities to bring DEI into all areas of the organization.

While regional efforts to support municipal DEI efforts are in the works through Washtenaw County's Office of Racial Equity, the leadership of Pittsfield Township sees the value of beginning now to begin training and empowering staff to recognize and mitigate their biases to better ensure that all residents, employees, visitors, and suppliers receive high-quality, equitable service.

3.0 Proposal Overview

The [Government Alliance on Race & Equity \(GARE\)](#)

recommends that municipal racial equity initiatives begin by **normalizing** racial equity within the organization. This step includes developing a shared understanding of equity concepts and how they relate to municipal operations and developing a sense of urgency to prioritize equity efforts within the many demands facing local government.



Training is an important element of the normalize phase. Training helps employees and elected and appointed officials recognize that policies, practices, and procedures that appear race-neutral on their face can generate racial disparities; identify why equity-focused efforts benefit the community and organization as a whole; and begin to identify steps to better provide equitable services to all stakeholders.

While training is a vital component of organizational change processes, training alone will not move the needle for equity within Pittsfield Township. Beyond the initial training phase, we strongly recommend that you also build a process to organize for and operationalize equity within the Township government. Whether you choose to work with the National League of Cities effort with Washtenaw County, choose a different partner, continue to work with Change Works Consulting, or take this on in-house, it is the ongoing attention and work that will unlock the benefits of training for the Township. Just as passing a new master plan does not complete land use planning, an anti-bias training does not complete equity work within an organization.

3.1 Foundational Training: Confronting Unintentional Bias

To begin the normalization phase of Pittsfield Township's equity work, **we recommend our introductory workshop on confronting unintentional bias**. This workshop goes beyond typical implicit bias trainings that prepare people to acknowledge unconscious bias by addressing other forms of unintentional bias and equipping people with the tools to intervene. At the conclusion of this workshop, participants will:

- Build a framework that separates *intent* from *impact* when examining racial disparities.
- Recognize how dynamics such as implicit bias and structural bias can impede an organization from achieving equitable outcomes and sabotage other organizational objectives.
- Learn the value of radical curiosity to counter implicit bias and how to cultivate it.
- Build a toolkit of specific intervention strategies to counter individual and organizational bias.
- Create a short-term personal action plan to help employees move from knowledge to action.

The Change Works Consulting training team will customize this training to reflect scenarios and circumstances common to local government to ensure that the lessons apply to Pittsfield Township employees.

3.2 Coronavirus safe training options

Change Works Consulting offers a variety of safe training options during COVID-19. We have experience offering:

- In-person training.
- Live video training.
- Blended classroom options with pre-recorded video for asynchronous learning and live facilitated discussion.

Given that Pittsfield Township has appropriate facilities to safely meet in person, **we recommend in-person training for this engagement**. While remote learning options are an important and growing aspect of professional development, DEI training requires more than simple content transmission. It requires that trainers and participants engage personally and at times emotionally with the content. Our experience is that in person training creates the best atmosphere to attend to learners' needs and create an learning environment that supports courageous and productive engagement with the content.

4.0 COST PROPOSAL

Based on Pittsfield Township's organization size and facility availability, **we recommend a series of 5 in-person workshops of 2-3 hours each led by a multiracial team of experienced anti-bias trainers.** We offer a core package of training sessions with participant supports as well as optional add ons to support the Township's ability to continue its DEI journey.

SERVICE	COST EACH	COUNT	TOTAL COST
Confronting Unintentional Bias workshop 2-3 hours each, including availability after workshops for personal debriefing	\$1,800	5 workshops	\$9,000
Post workshop resources and exercises	\$ 500 Value		FREE
Next Steps Strategy Session with Internal Champions	\$500 Value	1	FREE
Optional: Post-training Report	\$1,000	1	\$1,000
Optional: Train the Trainer Session	\$4,000	1	\$4,000

4.1 Post Workshop Resources and Exercises

To be effective, professional development must escape the classroom and be incorporated into participants' work and life behaviors. To facilitate this transition, Change Works Consulting will create a post-workshop email sequence with resources and exercises to support implementation of the concepts and tools covered in the training.

4.2 Next Steps Strategy Session

Our goal is to ensure that participants leave the workshops committed to implementing the concepts and skills they've learned in the workshop. However, everyone who has tried to start a new diet or workout routine knows, sustainable change requires more than strong initial enthusiasm.

To support the Township in building a strategy for sustained organizational change, we offer an optional 90-minute Next Steps Strategy Session for internal champions who are interested in supporting the organization in its ongoing equity journey. This strategy session would seek to cement themes that came up over the course of the trainings about challenges and opportunity the organization faces moving forward; build a personal sense of commitment to DEI among participants, and identify concrete next steps individuals and the organization can take to advance equity within Pittsfield Township.

4.3 Optional Post-training report

During the course of the training series a variety of DEI observations from across the organization will emerge, and we will collect and report back to you to help sustain your ongoing equity work.

A standard agreement for Change Works Consulting trainings is, “What’s said here, stays here. What’s learned here, leaves here.” This report will share the learnings from across the training sessions so that observations learned in the trainings can leave the trainings, while rigorously protecting the confidence of participants in the process.

4.4 Optional Train the Trainer Session

Part of sustainable organizational change is building the internal capacity to train and operationalize diversity, equity, and inclusion. That’s why we offer an optional Train the Trainer package in which interested participants opt-in as Trainers In Training. As such, these employees would attend all trainings in the series, first as participants, then as observers, and take on increasing roles within the training over the course of the series. Trainers In Training would also meet with members of the training team for training tips, feedback, and professional development.

Not only is developing internal capacity through the Train the Trainer program an excellent way to build organizational DEI capacity, it is also a tremendous leadership development tool for staff looking to build their confidence and composure in group presentation and facilitation.

5.0 OUR TEAM

5.1 Chuck Warpehoski

[Chuck Warpehoski](#), Founder and Chief Change Strategist, is an award winning leader with over seventeen years of experience building coalitions across differences in the nonprofit, government, and religious sectors. Prior to founding Change Works Consulting LLC, Warpehoski served 16 years as Director of the Interfaith Council for Peace and Justice, where he brought together diverse coalitions to expand public transit, improve police accountability, and protect human services funding.

Chuck also served six years on the City Council of Ann Arbor, MI, where he served on the leadership team for the [One Community](#) effort to advance racial equity in government operation for the City of Ann Arbor and Washtenaw County. At Change Works, Warpehoski has helped nonprofits, businesses, and schools recognize and confront dynamics that generate inequitable outcomes. He was the curriculum designer and co-facilitator of the 2019-2020 [Allies Academy](#) (a component of NEW's Champions of Change program) a cohort-based leadership development program that equips mid and senior-level leaders with the skills to lead equity-focused change initiatives within their organizations.

5.2 Marv Fox Jr.

[Marv Fox Jr.](#) conducts Unconscious Bias presentations that focus on reducing implicit bias through "Radical Curiosity." Unconscious Bias is telling someone else's story before they tell you their story. Developing assumptions and prejudice about others and telling their story without conscious awareness of where those beliefs come from may lead to unproductive behavior. Radical Curiosity encourages people to be curious in the presence of discomfort and inconvenience. Beliefs, opinions, and actions may collide, but by employing Radical Curiosity instead of judgment, people unlock their ability to understanding, helpful, and empathic.

Marv has a Bachelor of Psychology and a Master of Student Personnel in Administration in Higher Education. Marv has worked in programming for the Trotter Multicultural Center at the University of Michigan and currently presents on unconscious bias in grade school and higher education settings.

6.0 REFERENCES

- Annie Rubin, Customer Services Manager, Above the Treeline, arubin@abovethetreeline.com, 734-834-1818
- Neel Hajra, Neel Hajra, CEO, Ann Arbor Area Community Foundation, 734-663-0401, nhajra@aaacf.org
- Walter Landberg, Head of School, Summers-Knoll, wlandberg@summers-knoll.org, (734)-971-7991, ext. 105
- Margari Hill, Managing Director, Muslim Anti-Racism Collaborative, margari@muslimarc.org

7.0 GUARANTEE

The proposal will be delivered in four phases, corresponding to the four trainings. At the conclusion of each phase, we will make every reasonable effort to satisfy you. If you are still not satisfied, you are eligible for a 100% rebate on that phase.