RESULTS
YOU CAN COUNT ON

Institutional Equity Assessment
United Church of Christ
National Setting
Delivered on September 30, 2020  Submitted by Earl Ross
Dear Denise,

God is still speaking... Even in this moment of great anguish and concern about the incivility of our national leaders. Even when the challenges of COVID-19 upend our world. And even when the injustice of racism experienced by too many of our citizens disrupts our sense of fairness. God is still speaking...

The United Church of Christ (UCC) seeks to create a just world for all. It's a church that weaves God's message of hope and extravagant welcome with action for racial justice and universal peace. Through your efforts manifested in the "Sacred Conversations to End Racism" (SC2ER), your UCC by-laws, your support of the Council for Racial and Ethnic Ministries, among other key efforts related to justice, equity, diversity, and inclusion (JEDI), the church and its ministries have seen a significant impact at various levels. You work hard every day to meet your mission and priorities, address your ministries and the broader community's current needs. You listen carefully, attend to your daily tasks, and provide spiritual guidance and care to mitigate structural racism within the church. You identify causes and inspire equal justice and inclusive relationships. As a God-loving community, the UCC, the UCC Board, and the National Setting are forward-thinking with an excellent reputation for fostering "good trouble" that embodies Jesus the healer and Jesus the revolutionary. So what's next?

As organizations engage in DEI and racial justice efforts, they often struggle with where to begin, how to be authentic, how to measure outcomes, how to launch and manage change, and how to get results. The recent events in the Twin Cities and around the country which have shattered the fragile veneer of "justice for all, equally applied" make these efforts even more urgent. Committed communities like yours who have been doing the heavy lifting of cultural transformation often arrive at the place where they need to go much deeper to understand their efficacy.

Like the UCCB, CultureBrokers is committed to JEDI. We are a leader with a track record of proven innovative approaches in our field. For us, this work is not just about a transaction where we hand-off a plan. It is about the results for customers, communities, partners, and other stakeholders. We use proven performance improvement approaches as well as activities that support creative collaboration, data-driven assessment, courageous leadership, trust-building, and adapting to differences.
Our clients have achieved and sustained successes that include doubling the percentage of culturally diverse staff and board members, reducing disparate impacts on youth of color by 70%, and generating support of key initiatives by communities of color. CultureBrokers’ approaches make us a valuable partner in your journey toward bold goals and long-term outcomes.

We will help position the United Church of Christ Board and the National Setting for long-term success with its mission of deeper engagement and understanding DEI that enhances the work already begun. Enclosed is a proposal for consulting over a six-month period. We look forward to hearing of your interest!

Sincerely,

Lisa Tabor, President

The City of Minneapolis’ Neighborhood and Community Relations Department hired CultureBrokers to assist with the analysis of public comments received on a major policy initiative. The initiative had a significant equity focus and involved many stakeholders. CultureBrokers was instrumental in helping shape a process that respected all voices while leading to clear deliverables.

David Rubedor, Director of Neighborhood and Community Relations & ADA Title II Coordinator
City of Minneapolis
Statement of Work
Formed in 1957 just as the modern Civil Rights Movement was on the eve of perhaps the most transformative decade in the 20th century, The United Church of Christ (UCC) became a denomination for believers who engage with anti-racism and social justice ministry as a foundation of faith. And while there have been great strides in diversifying the United Church of Christ Board and the National Setting, its members are 89% white and incidences of exclusionary bias and marginalization of BIPOC continue. Now is the time to double-down on your antiracism efforts.

Helping organizations like yours build on their strengths and position themselves for successful implementation - both in what they offer and how they offer it - is what CultureBrokers has done for 15 years. We know all your stakeholders must feel confident in the approach, deployment, learning, integration, and results. We have a track record of success with this.

KEY DELIVERABLES

To help develop a deeper understanding of the barriers to full participation and institutional capacity for intercultural engagement and structural racism dismantlement that enable the UCC a comprehensive approach to change, we will provide:

1. A Racial Equity Assessment that includes:
   - 360-degree assessment of cultural inclusiveness in key institutional policies, practices and environments
   - review of communication strategies

2. Recommendations that ensure an inclusive, equitable, racially just culture

3. Deep staff and stakeholder engagement

4. Objective, inclusive and appropriate decision-making processes

5. Equity Strategic Action Plan (ESAP) to serve as your blueprint for immediate and sustainable improvement

6. Implementation support (6 months)
BUILDING INSTITUTIONAL CAPACITY

UCC wants to end structural racism. CultureBrokers will help you identify immediate priorities. We will provide the final version of the ESAP with implementation strategies, timelines, responsible parties, performance measures, resource needs, and intended outcomes. You will learn and actively participate in our process so you can repeat it annually after we leave.

NAMING THE BARRIERS TO FULL PARTICIPATION

We believe that any effort to address racial equity within systems must include those populations that have been most harmed by systems. Inclusion does not simply mean optic representation, but deliberate intentional integrated engagement that values the voices of those who have been historically underrepresented. Our assessment helps you examine all areas of your institution, across eight dimensions. See the Assessment section for details.

REVEALING PATHWAYS THAT LEAD TO A RACIALLY INCLUSIVE CHURCH

To ensure JEDI efforts are sustained long-term, you must shore up your ability to understand various populations and stakeholders interculturally. CultureBrokers will work with leaders and staff to integrate resources and tools within your organizational culture.

PROVIDING CLEAR NEXT STEPS - CONTENT AND DIRECTION

We will help you establish operational priorities from the strategic priorities. You will identify and articulate key takeaways from key discussions and make recommendations for future strategic decision making. We will assist in the development of other materials and presentations that aid in the successful implementation and ongoing efforts of JEDI. In addition, we now include 6-months of implementation support for your Equity Strategic Action Plan.

HELPING THE UCC ARTICULATE CHANGE GOALS AND WIDE OWNERSHIP

The ESAP provides SMART (specific, measurable, achievable, relevant and time-bound) goals for improvement, along with milestones, responsible parties, and resource needs. As we execute our consultancy, we always include your stakeholders, allowing them to not just provide insight and feedback, but to also make decisions where appropriate.
Timeline

Below is a draft of a visual process map of the consultancy. These timelines and key responsible parties are based on our experience managing Equity Strategic Action Plans and consultancies with counties and municipalities. Of course, we would work with your project manager and team to clarify and finalize the process.
Prepare & Launch
MONTH 1-2
We work with a single point of contact (Minister of Racial Justice) to develop a detailed consultancy plan that will include milestones, timelines, measurable targets, responsible parties, resource needs, and tasks. We identify specific gaps, set benchmarks for success, and select analytics tools. In this phase, we will review your institutional practices for areas of improvement. We will also get to know your organization’s culture, processes, history, current results, vision, and constraints. We compare your current practices, structure, and dimensions of community culture to your desired state - where are you now and where do you want to be with the resources, tools, insights, and strategic initiatives you support to promote JEDI, and how will we know when you are successful? Of course, all this will be done through an intercultural lens. In early September, we will begin to engage your stakeholders, including leadership, in multiple ways. We work with you to identify partners and service providers for service assessment. They will also help identify priorities.

DELIVERABLES:
- DETAILED PROJECT WORK PLAN WITH TIMELINE, MILESTONES, MEETING DATES, RESPONSIBLE PARTIES, COMMUNICATIONS, AND RESOURCE NEEDS
- PROJECT LAUNCH EVENT

Assess & Prioritize
MONTH 3 - 5
We will conduct a formal review of existing data sources, focusing on both qualitative and quantitative results of intercultural assessments of leadership, board, staff, and other stakeholders. During this phase, your staff will practice conducting equity analyses as we collectively assess your policies, processes, and situations. We will begin to fully engage operational processes as we establish the framework and co-create your strategies for implementing long-term stakeholder engagement. We work with you to create a clear vision for the plan and its intended outcomes. We will continue to communicate the results of each stage with the project manager, community, and other key stakeholders to obtain their feedback and monitor satisfaction. We will assess the capacity and service efficacy of current racial equity efforts including how these strategies engage local churches and conferences. We will be especially focused on how these strategies affect, engage, and connect persons of color especially those from ADOS, and Indigenous populations.

DELIVERABLES:
- VIRTUAL WORKSHOPS/MEETINGS WITH STAFF and KEY STAKEHOLDERS
- ASSESSMENTS
- PROCESS MAPS
- COMMUNICATIONS ASSISTANCE
Assess & Plan

MONTH 6-7

We will draft your report and help you develop an Equity Strategic Action Plan (ESAP) to meet a set of carefully identified performance key milestones related to and based on the assessments, tools, and insights. This phase will include action learning for equity as participants seek out solutions (policies, best practices, and resources) that will ensure communities of color and Indigenous populations are engaged authentically. We will formalize the recommended strategies and processes for National Setting development and cultural responsibility training. At this stage, we will begin to develop and incorporate an evaluation process for the ESAP. Are the success indicators easily evaluated through the organization’s operations? Are there immediate structural changes required to ensure the successful implementation of plans? We will also work with you to determine how to budget, measure, report, and manage for results. The initial draft of the report will be provided to provide time for review and adjustments as we move into the final phase of the project. We will work with your Minister of Racial Justice or project manager to obtain feedback and ultimately gain support from the UCCB and National Setting. We will facilitate plan and budget adjustments as needed.

DELIVERABLES:

- VIRTUAL WORKSHOPS/MEETINGS WITH KEY STAKEHOLDER GROUPS
- DRAFT EQUITY STRATEGIC ACTION PLAN
- COMMUNICATIONS

Memorialize and Implement

MONTH 8-9+

We assist the integration of JEDI efforts into your business practice. We will support you as you review the report and recommendations with leadership, board, staff, community and other key stakeholders through an adoption process. Because key leaders, staff, and community stakeholders have been included in every step and are aware of their input, this process should be effective in codifying a shared responsibility and accountability for implementing key next steps. This phase ends with a final version of the report and plan delivered to your executive and governance teams for formal adoption.

DELIVERABLES:

- FINAL EQUITY STRATEGIC ACTION PLAN
- STAKEHOLDER LAUNCH EVENT
- RECOMMENDATIONS
CultureBrokers' prime imperative is to help our clients quickly get and sustain meaningful results for their cultural diversity, inclusion and equity investments. After thousands of hours of learning and practice, we developed a macro-approach to creating lasting intercultural competence in organizations.

Our unique Diamond Inclusiveness™ approach is not only what differentiates us, but also what makes YOU successful. We provide a disciplined, holistic, comprehensive system that helps you achieve your diversity, inclusion or equity vision while optimizing intercultural performance and productivity. Our role is to help you develop the individual, social and structural discipline you need to get reliable, high-quality results.

Theory of Change

CULTUREBROKERS' EQUITY THEOREM™

(Diversity + Inclusion) x Discipline = Equity™

In the beginning, there was "equality" and "diversity". Millions of organizations adjusted to new government-driven policies. Later came "inclusion" and they created employee resource groups, special committees, supplier diversity initiatives, special staff training, and targeted marketing campaigns. But more than 50 years after the Civil Rights Act, inequity (the significant social, political, health and economic disparities among different groups of people) remains. In some cases, they are worse. Why?

CultureBrokers believes the reason lies in a significant lack of discipline. Most of those efforts have been segregated from results-oriented accountability, from the business strategy of leaders, from the governance responsibilities of boards, from key business systems and processes, and from the day-to-day work of staff. Our experience demonstrates that applying rigor to approach, deployment, learning and integration delivers results. And those results happen faster and are sustained over time. We built our Equity Theorem to explain our model of relationship among diversity, inclusion and equity, as well as the compounding factor of discipline on your ability to get results. This model is the foundation of our consulting approach.
To help organizations practice and install discipline, we created a repeatable, comprehensive system that overdetermines the behavior changes you need to get reliable results now and into the future. We call it the Diamond Inclusiveness System.

At its core, our approach creates permanent behavior change by leveraging as many sources of influence as possible. We lead with revealing and addressing critical structural influences - policies, practices and situations - that are supporting or undermining your ability to get desired results. In organizations, these are the nonhuman things that convey, reinforce and sustain its culture. Leading with the non-human does some good things for your initiative:

- It cements organizational benefit and accountability.
- It reinforces cohesion within and across otherwise fragmented audiences. Your organization’s success is the only goal every stakeholder shares.
- It circumvents sensitivity, fear, apprehension or apathy that hold many people back from buying in to this kind of work.
- It makes immediately practical the benefit of cultural competence improvement.

As we address key structural influences, we also make improvements for individual motivation and ability, as well as install positive social supports.

Each of the improvements follows the Deming Cycle: four repetitive steps for continuous improvement and learning (Plan, Do, Study (Check) and Act).

During the application of our system, we help participants learn, apply and most importantly practice the discipline needed to get results. At the end of our engagement, your organization will have the confidence, systems and initial results it needs to deliver on its equity promise.
Key Principles

The following principles will be front and center of your consultancy:

USE SEGMENTED DATA AND INFORMATION

One of the drivers of disparity is the inability or unwillingness to examine results of policies and activities for segmented racial, ethnic or cultural groups. To achieve equity, therefore, we must collect and analyze quantitative and qualitative information in this way. We will collect data segmented (at minimum) by census-based racial and ethnic categories and use that data to create options and make decisions.

MAKE DATA-DRIVEN DECISIONS

Another driver of disparity is the unwillingness to use segmented data to make decisions that ensure parity. We will consider racial and ethnic information as we work. We will compare results for each group against their presence in your service areas and against the results of the other groups. We will provide these analyses when making recommendations.

LEVERAGE EXISTING ASSETS

You have valuable assets at our fingertips: knowledgeable staff, board members, partners, community members, technical experts and professional services, state agencies and more. We will tap into these institutional resources at all phases of our work.

USE EXISTING AUTHORITY

Senior leaders, supervisors, other staff members and the commissioners have individual powers within their jobs and roles. We will help you explore and utilize these authorities as necessary so you can deliver on your ESAP and build trust with your customers.

MAKE POLICY CHANGES

You have hundreds of policies – those with an external focus and those with an internal focus. While delivering on your ESAP, we will help you uphold or strengthen policies that will deliver strong equity results. We will also help you identify and change policies that create barriers.

USE EQUITY TO BALANCE DECISIONS

When making decisions, we will help you give equity sufficient weight. You will develop a method for considering equity results balanced against financial and other business results. This will ensure People of Color, Indigenous People and other marginalized groups get due consideration, and that their interests are respected.

It was a pleasure working with CultureBrokers. They were involved in every step and gave guidance to help us work through questions along the way.

Staff at Fraser
**DIAMOND INCLUSIVENESS ASSESSMENT®**

The DIA considers 64 organizational behaviors via a 15-20-minute online survey and a set of facilitated debriefings. A curated group of culturally diverse stakeholders (employees, program participants, partners, vendors, funders, etc.) thinks about observable policies, practices, and situations clustered within eight dimensions (Built Environment, Cultural Capital, Financial Investment, Human Development, Natural Environment, Political Capital, Social Capital, and Spiritual Capital). The DIA comes as a package of products and services that include the survey, templates, advice, Gap Report, facilitated debriefing of participants, a Gap Analysis workshop for senior leaders, and advice developing an improvement plan. Since its launch in 2014, thirty-one organizations, co-ops, and agencies have used the DIA to promote system thinking and establish clearly defined goals.

**INTERCULTURAL DEVELOPMENT INVENTORY®**

The IDI considers individual intercultural competence — a person’s capacity to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities. It is an online questionnaire that can be completed in 15-20 minutes. The IDI comes as a package of products and services that include an introductory presentation; the questionnaire; individual reports, Individual Development Plans with personal feedback sessions; and a group report with a group feedback session. IDI results can be used to help develop the cultural competence of individual members, so they can be as effective as possible in crafting, evaluating, and executing your organization’s diversity, inclusion, and equity efforts. Since its launch, thousands of individuals and groups have used the IDI to make sense of cultural differences and how they respond to those differences. The tool is based on the Developmental Model of Intercultural Sensitivity, Milton Bennett’s explanation of how people construe cultural differences. It has been rigorously tested and found to possess high cross-cultural validity and reliability.

**CULTURAL INTELLIGENCE ASSESSMENT®**

The CQ Assessment measures an individual’s capability for working and relating across cultures. Participants complete the assessment online and receive a personalized feedback report that compares their CQ with the worldwide norms, helps them interpret the feedback, and guides them through the process of creating a personal CQ Development Plan. Organizations receive group reports that summarize the scores for an overall group of participants, compare these scores with the worldwide norms, and offer suggestions for how to use the feedback. Multi-Rater Assessments (360 degrees) are also available at an additional cost.
CultureBrokers services don’t really come out of a box ready to plug and play...

But, we DO pride ourselves on using proven tools and processes like Racial Equity Impact Analysis, Lean Six Sigma, Strategic Exploration, Baldrige, and Balanced Scorecard to identify your specific challenges quickly and help you design strategies to address them (always keeping top of mind your need for minimal disruption). Your solution is built to be efficient, effective and uniquely your own!

We provide comprehensive, results-oriented cultural diversity, inclusion and equity services that help you leverage core strengths, solve persistent problems, and continuously improve. Our services include equity strategic action planning; systems change planning & implementation; process design & institutionalization; leadership development; individual & team cultural competence; marketing & communications; various technical expertise; and social capital-building. Our consultants will help you build and sustain the processes and work culture necessary to exceed constituent expectations and generate innovative solutions on a consistent basis.

We’ve been helping government agencies like yours for over 12 years. Our emphasis on measurable outcomes and focus on leveraging the power of structural influence to speed up and sustain results has resulted in client and community recognition for distinguished and outstanding performance in achieving remarkable qualitative and quantitative results.

CultureBrokers is a minority-owned, woman-owned, small business enterprise certified by Minnesota UCP. We have applied to the State of California for MB and DBE certifications.

Our certifications include:

- Metric of Urgency™ Lean Six Sigma White Belt
- Baldrige Performance Excellence Award Examiner
- Cultural Intelligence® Assessment Administrator
- Diamond Inclusiveness® Assessment Facilitator
- Intercultural Development Inventory® Administrator
- Joel Barker Strategic Exploration® Tools Administrator
- Various Minnesota TGB and Small and Underutilized Business Program certifications
The following is a brief list of contracts we have performed of similar size and/or scope. Some projects are described in greater detail in the following pages.

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| Racial Equity Implementation       | Ramsey County JDAI                                        |
|                                    | Minnesota Housing Partnership                             |
|                                    | Saint Paul Port Authority                                |
|                                    | PRG Inc.                                                  |

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| Cross-Boundary Consensus Building       | Ramsey County JDAI                                     |
|                                        | MN DOT DBE and Workforce Collaborative                 |
|                                        | Dayton’s Bluff Community Council/Ramsey County Regional Railroad Authority (FESTEC) |
|                                        | Dayton’s Bluff Community Council/City of Saint Paul East Side Alive Promise Zone |
|                                        | World Cultural Heritage District (Saint Paul)           |
|                                        | Rochester (MN) Intercultural City Initiative           |
|                                        | Hennepin County                                         |
|                                        | MN DEED                                                 |
|                                        | Metropolitan Council                                    |
FOSTERING EASTSIDE TRANSIT EQUITY CONVERSATIONS
DAYTON’S BLUFF COMMUNITY COUNCIL & RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY
We worked with the Saint Paul community council and RCRRA to 1) foster better working relationships between government and constituents in transit decision making; 2) develop a deeper understanding about transit service on the East Side; and 3) cultivate a constituency that continues to influence transit decision making. We recruited and managed a team of four community councils, funders, businesses, Metro Transit, RRA, subcontractors, and ten organizers from communities of color, immigrant and indigenous communities. Together, we engaged hundreds of underrepresented East-Side residents through surveys, focus groups, and community meetings at high schools, senior residences, community recreation centers, marketplaces and playgrounds. These residents and business owners created a vision of transit equity, identified a set of transit equity principles, and presented a community covenant that continues to support the realization of equitable transit opportunities for the East Side today. The project received the WTS-MN Rosa Parks Diversity Leadership Award for extraordinary efforts in promoting diversity, inclusion and multicultural awareness within a transportation organization, industry, or project or activity.

REGIONAL PARKS SYSTEM EQUITY CONSULTANT
METROPOLITAN COUNCIL
CultureBrokers delivered a Regional Parks Equity Toolkit for Council adoption and created the scope of work for the Regional Parks Ambassador program. The Council’s 2040 Regional Parks Policy Plan outlined a new focus: equitable use of regional parks and trails by all residents. Sample feedback from a 2014 study of regional park use by communities of color revealed barriers to park and trail visitation. The toolkit helps set expectations of local parks implementing agencies and guide decisions about future projects and policy directions, including the awarding of grant funds. The Ambassador Program is designed to help non-users become familiar with and use the Regional Parks. Based on the scope we developed, the outreach program launched in 2017 to build trust and authentic relationships with underrepresented communities who are not using the Regional Park System. The Park Ambassador Program works in coordination with the 10 regional park implementing agencies to achieve more equitable use of the Regional Park System.
JUVENILE DETENTION ALTERNATIVES INITIATIVE
RAMSEY COUNTY COMMUNITY CORRECTIONS

For six years, we worked with Ramsey County to reduce over-reliance on the secure detention of juveniles while reducing the significant racial, ethnic, gender and geographic disparities. Adapting the Annie E. Casey Foundation model, within the first six months we had recruited nearly 70 leaders, staff, and community members across a dozen systems to work together for the first time. We created consensus around contentious subjects, including the definitions of “detention”, “accountability”, and “success”, as well as the use of risk assessment and other objective criteria. Within the first year, detention usage declined 10%. By year three, youth in detention declined 60%. By 2012, JDAI/DMC secured a permanent change to the county’s juvenile justice system; saving more than $1 million; attracting nearly $1 million in federal and foundation funding; achieving a 65% reduction in admissions for the youth of color; and improving overall public safety. Ramsey County quickly became a state and national trailblazer for community engagement in this work. As a result of our contribution, the county recognized CultureBrokers with an award and proclamation for “distinguished and outstanding performance in achieving remarkable qualitative and quantitative results”.

As we update the Regional Parks Policy Plan in 2018, it is clear that the Equity Toolkit, which Lisa helped us develop, is roundly supported by stakeholders including agencies, communities and staff. Today’s participants talk about the satisfying process that led to the Toolkit, which grappled with new (and sometimes difficult) topics, built trust and relationships, and created a common vocabulary and tools that continue to advance equity in our regional parks system.

Dan Marckel, Planning Analyst
Metropolitan Council

[CultureBrokers] has been instrumental in taking us from a place where we were just focused on equity in customer service to looking more holistically at the systemic equity, diversity and inclusion aspects of all our work.

Erika Rivers, Parks and Trails Division Director
Minnesota Department of Natural Resources
CASE STUDY

Mississippi Market
Natural Foods Coop

Two years after Mississippi Market Natural Foods Coop in St. Paul undertook its first Diamond Inclusiveness Assessment™ and began implementing the strategies that arose from the survey results, General Manager Gail Graham decided it was time to do a second round of DIA surveys to ensure that Mississippi Market was still on the right path.

Graham knew that the natural foods coop had made strides in hiring a diverse staff. She and Je Vang, the coop’s Talent Acquisition Specialist, wanted to focus on Mississippi Market’s growing staff and to develop strategies that would make the coop a more culturally inclusive workplace.

CultureBrokers® LLC
Results-based Organizational Inclusion™

We sat down with Gail and Je at the coop’s Selby Avenue store to talk about their experience with CultureBrokers® and DIAlworks during their followup assessment.

Tell us about your work with CultureBrokers® and DIAlworks this past year.
Gail: For our follow-up survey this year we went with a shorter survey. The DIA was an important step in establishing a baseline of our coop’s inclusion. The results are helping us to focus our efforts and plan strategic actions to achieve measurable goals.

Je: We surveyed staff only this year. We opened a new location on the Eastside of St. Paul and wanted to focus on what we could do to improve our cultural inclusion from a staff level. We held a debrief meeting to discuss our strengths and what we need to work on.
What did you like about the partnership?
Gail: Lisa and Barb are accessible. We’re working to make sure that we’re culturally aware and inclusive. They helped us to think about our business strategy and look at it in different ways.
Je: I’ve only been here a year, but I am already seeing the positive impact on our focus on cultural inclusion.

Please share your specific goals and priorities for this project.
Gail: We exceeded the employment diversity goals we set for ourselves in the first DIA process. We need to push ourselves more. We feel we are doing a pretty good job now — but we want to do more than a pretty good job. We strive for excellence, and to truly excel we have to make sure we are building on our strengths and taking advantage of opportunities to improve in areas of weakness.

As we grow, we help our local food economy grow — and this is an important value. We want to look at possible partnerships with local suppliers and celebrate the diversity this can bring to our coop too. So we’re tracking our spending with our vendors.

What challenges led you to seek CultureBrokers® and DIAworks’ help?
Gail: This was just step two. We need to keep moving forward. What you measure is what you impact. We’re still measuring.

What would have happened if you did not seek this partnership?
Je: We started the process a year ago, during a time of growth. I came in during the first brief. What we learned from our conversations helped us with hiring for our new East 7th Street store.

What were some challenges that you did not foresee when you began?
Je: A challenge for us was being able to get staff from all three stores together to debrief. We knew that was important so we made it a priority.

During the process, what solutions became apparent for your organization to grow in delivering quality service to your clients?
Gail: Focusing on diversity and inclusion puts us in a better competitive position to serve our diverse community. As we become more sensitive to others and work on making our stores inclusive, it helps us in delivering exceptional customer service experiences to a wide variety of people. We are committed to finding and developing the people we need and we want to do a better job of supporting and developing an engaged workforce that reflects the demographics of our community.

As we pay attention to the diversity of our shoppers, we can do a better job at building trust. Being the most trusted advisor on food issues is important to us.

What have been the main benefits of working with CultureBrokers® and DIAworks?
Je: CultureBrokers and DIAworks provided a competent, welcoming atmosphere for discussing difficult topics.
Gail: We saw a dramatic increase in staff diversity after we began to implement the strategies we developed. When we started the process in February 2014, 20.1 percent of our workforce was nonwhite. In February 2015, we had increased that percentage to 24.4. By February of this year, 30.2 percent of our staff was nonwhite. We know that our focus on increasing diversity is so very important.

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About the Diamond Inclusiveness Assessment (DIA)™
The DIA is a low-cost online survey that asks respondents to consider a comprehensive list of 64 observable situations, clustered within eight dimensions. A variety of reports can be generated from the results to help leaders see what is really happening in their organizations. The DIA is an invitation to your leaders and stakeholders to begin collectively exploring all the ways your organizational systems affect intercultural relations and outcomes. Through facilitated group analysis of the DIA results, your organization can improve cross-cultural understanding.
BETSY LEACH, FORMER EXECUTIVE DIRECTOR
DISTRICT 1 COMMUNITY COUNCIL

I have worked with Lisa Tabor on several projects that have demonstrated the high degree of skill she has in working with people in leadership positions from a variety of institutions and with a wide variety of viewpoints. I have observed her interactions with politicians of all stripes and admire the rapport she immediately establishes. She has a great skill at listening to varied positions, keeping in mind the ultimate goals of projects, and finding the common thread that brings people to consensus about how to reach those goals. Her knowledge of best practices in inclusive and equitable facilitation, her political savvy, and her focus on results are a dynamite combination for any complex project. I have worked with her on projects dealing with equity in transportation (Fostering East Side Transit Equity Conversations - funded by Ramsey County), in economic opportunity (a Promise Zone application for the East Side of Saint Paul), and in organizational change/development (evaluating levels of organizational inclusivity, and Equity Strategic Action Planning for neighborhood groups). I have also worked with her on personal leadership development around issues of racial equity. I recommend her to you with the highest possible ratings.

TONYA K. BAUER, DEVELOPMENT COORDINATOR
SAINT PAUL PORT AUTHORITY

In 2014, Lisa facilitated the entire federal East Side Alive Promise Zone application project, commissioned by the City of Saint Paul. During the six-week time frame (just prior to the fall holidays), she planned, recruited and thoroughly engaged city staff and elected officials alongside a very diverse group of 22 nonprofits, agencies, institutions and funders. Most of us had never even met each other, much less worked together. She used an effective mix of virtual and face-to-face methods for ensuring we contributed our views, needs and wants, felt heard, and could make collaborative decisions. Thus, she could get consensus on major issues, including a unanimous commitment to reduce racial and ethnic disparities in the East Side neighborhoods. She also got letters of support from local, state and national elected officials, Memorandum of Understandings from all the partners committing to the initiative, and a city council resolution passed. It was truly like herding cats. The entire experience I had with her planning process, facilitation and professionalism was top notch.
Lisa Tabor

Biography

Lisa Tabor will be your lead consultant and project manager. Passionate about diversity, equity and inclusion (DEI), she wants to see a world where ALL organizations deliver quality service and great results to all stakeholders all the time, regardless of race, ethnicity or culture - a world where a culture of mutual benefit and success is part of every organization’s DNA.

As owner and president of CultureBrokers, she taps this passion to help big and small government, nonprofit and business organizations execute behaviors that effectively meet the needs of culturally diverse customers, employees, suppliers and communities. For 15 years her company has consulted on a variety of cultural diversity, inclusion and racial equity projects related to key functions in governance, strategy, finance, marketing, research & development, information technology, customer service, human resources, community engagement, procurement, space design, and operations.

Before starting her business, Lisa managed teams in media, retail and business associations. At the Saint Paul Area Chamber of Commerce, Lisa delivered the Leadership Saint Paul program and developed the Mayor’s Leadership Academy in 2003, which still runs. This program was the first to introduce city leadership staff to cultural competence development. At the Saint Paul Convention and Visitors Bureau, she built its first relationships with the city’s communities of color, introducing them to the tourism economy. This work led her to start CultureBrokers Foundation, where she created Saint Paul's African American Heritage Corridor and catalyzed the city’s ethnic destination development movement. She helped lead the World Cultural Heritage District program which launched Little Mekong, Little Africa, and the Rondo Business and Cultural Heritage District. Her work quickly evolved to developing the Intercultural City Initiative (ICI), an adaptation of the global Council of Europe program. In 2018, CultureBrokers helped Rochester MN become the first American city to join the global network and conduct a formal Intercultural City assessment.

Lisa contributes to Minnesota’s quality of life by serving on several boards and councils. She was secretary of the Saint Paul NAACP, and on the boards of African Economic Development Solutions and African American Registry®. She was two-term board president of the Arts and Culture Partnership of Saint Paul, board member of the National Community Leadership Association, and member of the Visit Saint Paul Marketing Committee and Saint Paul’s Light Rail Transit Central Corridor Station Area Planning Task Force.
Earl Ross

Biography

Earl Ross will assist Lisa during your consultancy. Earl recently joined CultureBrokers as its Business Development Manager, but has been working with us in a variety of capacities since 2007.

A nationally sought consultant with the Annie E. Casey Foundation and the W. Haywood Burns Institute, Earl predominately works with local, state and national leaders to impact systems and to reduce racial, ethnic, and gender disparities within county and state youth justice institutions. Working with an array of community organizations, elected officials and agency employees, Earl managed Ramsey County (Minnesota) Juvenile Detention Alternatives Initiative under CultureBrokers contract. Upon its completion, he was hired to implement Wisconsin JDAI. Soon after, he helped restructure the youth justice reform effort in Louisiana. In every case, Earl's work led to the largest juvenile detention reductions in state histories as well as increased agency capacity to conduct robust data collection, analysis and reporting.

Before working with CultureBrokers, LLC, Earl held management positions in operations and marketing for the largest entertainment software retail company in the USA where he oversaw such categories as books, magazines, toys, video games and licensing products that totaled over $440m annually. Accomplishments within this realm included promotions with such entertainers and politicians as Aerosmith, Hillary Rodham Clinton, Jackie Chan and Dwayne Johnson (the Rock).

Earl teaches violin at Walker West Music Academy, and also spends time contributing to historic research and preservation about Minnesota's African American communities.

I’ve consistently been met by [Earl’s] singular intelligence, supported by incredible breadth and depth of knowledge, crowned by a prodigious work ethic. At the center of all his endeavors, then and now, is the ability to hyper-focus on elevating every word, sentence, paragraph, discussion, meeting, proposal and policy to the very highest standards possible.

Michael Belton, Former Deputy Director of Community Corrections
Ramsey County