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June 9, 2020

City of Racine
Mayor Cory Mason
730 Washington Avenue
Racine, WI 53403

Dear Mayor Mason:

Thanks so much for meeting to discuss the City of Racine's police reform efforts. We are excited about the possibility of partnering to do this critically important work.

Our approach is multi-faceted and includes:

- Facilitated Community Conversations to solicit the aspirations, ideas and concerns of stakeholders who are critical to the success of the City of Racine's police reform efforts.
- Community-wide Task Force to examine RPD's use-of-force policies and procedures and make recommendations about forming a Community Review Board.
- Community Review Board to serve as a community-led body to ensure that the voice of the community is part of existing RPD processes.

This proposal includes background information on Payne & Frazier Consultants, a proposed scope of work, timeline and fees. If this proposal is acceptable to you, our next steps are to initiate an agreement and start working together.

We can be reached at 262.994.9985 (Arletta) or 262.672.3185 (Kimberly). Additionally, you can email us at pandfconsulting@gmail.com.

Sincerely,

A handwritten signature in black ink that reads 'Arletta Frazier'.

Dr. Arletta Frazier

A handwritten signature in black ink that reads 'Kimberly J. Payne'.

Kimberly J. Payne

BACKGROUND

About the Company

Payne & Frazier Consultants (P&F) is a Racine, WI based firm that specializes in community engagement, support programs, education, training and development. We empower individuals and organizations by building awareness and developing and implementing strategies that can be utilized to make a lasting impact.

With nearly 55 combined years of experience in the non-profit, education and government sectors, P&F merge best practices with innovative approaches to provide customized services and solutions. Our areas of expertise include:

- Community Engagement – discussion group, Community Conversation and conversation cafe planning, facilitation and qualitative data synthesis.
- Support Programs – youth and family support programs including mentoring and family coaching.
- Training – small and large group training on select topics including diversity and inclusion, ethics and boundaries, soft skills in the workplace, Family Teaming, social-emotional development of children, parenting and foster care.
- English-Spanish Translation – written and verbal translation services.

P&F's approach includes assessment of the current situation by engaging stakeholders, analyzing existing data and program elements and using data and bright spots to inform the development of customized strategies. We believe in only deploying strategies that align with the mission of the organization we are serving and are sustainable.

About the Consultants

Kimberly J. Payne – Kimberly has nearly 25 years of experience in the education, non-profit and government sectors. Kimberly holds a bachelor's degree in psychology from Drake University, a master's degree in education from Iowa State University and a community engagement certificate from the Harwood Institute for Public Innovation.

Over the years, she has contracted or been employed with organizations that range from institutions of higher education to local non-profits and government agencies. Kimberly is an expert project manager, facilitator, program developer and community engagement strategist. She was instrumental in the development of local programs including Dress for Success and Advancing Family Assets.

Kimberly is committed to education, advocacy and staying involved in the local community. Kimberly serves the community through various speaking engagements and by being actively involved at her church, Jesus Alive Ministries. She stays connected to education as an adjunct instructor for University of Wisconsin-Parkside's Institute of Professional Educator Development. Kimberly was recently awarded the YWCA of Southeastern Wisconsin's Women of Distinction Award and she was also inducted as a Distinguished Alumna of J.I. Case High School.

Dr. Arletta Frazier – Arletta has over 30 years of experience in the education, non-profit and social service sectors. She holds a bachelor's degree in criminal justice from Carthage College, a master's degree in social work from Aurora University and educational leadership from Carthage College and completed her PhD in clinical social work at Aurora University. Arletta is currently a professor in the Social Work Department at Concordia University. Arletta's expertise runs the gamut from leadership skill building and program and curriculum development to community engagement and social work.

Arletta presented at national conferences such as the National Association for the Education of Young Children (NACEY). Her presentation was entitled *Child Development, Family Support and Healthcare Services: How to Coordinate, Collaborate and Communicate*. She also presented at the Governor's Summit – State Call to Action on Child Abuse and Neglect. Her presentation was entitled *Innovative Approaches on Comprehensive Family Support Programs*.

Arletta is committed to education, advocating for families and improving the conditions of the local community. She believes knowledge is power and makes it her personal mission to impart knowledge to all that she comes in to contact with.

Organizational Capabilities

Payne & Frazier's co-owners and lead consultants, Kimberly Payne and Dr. Arletta Frazier, founded the minority, woman-owned company in 2017 on a very simple premise – in order to truly make an impact in the community, it is critical to engage and educate community members and this will ultimately result in empowerment and collective action.

The work of P&F is supported by a team of the best and brightest consultants in the area. P&F's consultants are diverse, multi-lingual and possess the skills and expertise to deliver meaningful and strategic programs and real results. Many of the consultants possess advanced degrees and the flexibility that is required to reach stakeholders with varied schedules.

With extensive training and real-life experience developing and implementing community engagement efforts, P&F is one of a handful of local agencies with training from the Harwood Institute for Public Innovation. As an international leader in public innovation, the Harwood Institute has worked for 30 years with people in 50 states and 40 countries to solve community problems, create a culture of shared responsibility and deepen people's civic faith.

A few of the organizations Payne & Frazier partnered with to plan and implement community engagement efforts are:

- State of Wisconsin – facilitated a Conversation Café to introduce a new job development and support program for local community members with disabilities.
- City of Racine (Racine Public Library) – planned and implemented a Conversation Café to engage library stakeholders about connecting vulnerable library patrons to critically needed human and social service programs.

- Central Racine County Health Department – planned and implemented Community Conversations to gain the insights of youth and families of color on water safety and drowning prevention.

Additionally, Payne & Frazier planned and implemented a conference called Black Boys: An Endangered Species to build awareness of the plight of Black boys and men. This community engagement event was attended by a capacity crowd of 250 and supported by diverse partners including Racine County, Gateway Technical College, The Johnson Foundation at Wingspread, Visioning a Greater Racine, the Racine Community Foundation, NAACP-Racine Branch and 21st Century Preparatory School.

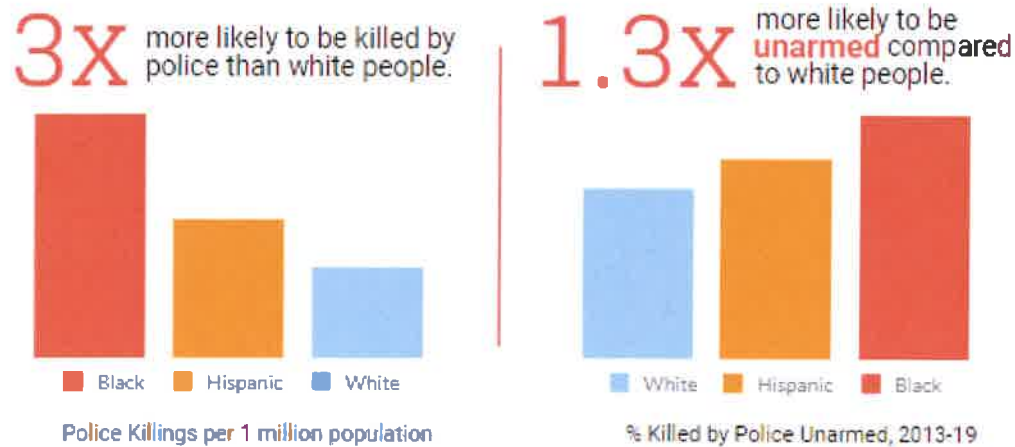
What Partners Are Saying About Payne & Frazier

- **Central Racine County Health Department** – “What is impressive about Payne & Frazier is their ability to work with a diverse range of individuals and agencies, focus on collaboration, encourage inclusion, and appreciate the big picture as well as the underpinnings of health and well-being in our community.”
- **Siena Retreat Center** – “Thank you again so very much for the challenging, informative, inspiring, practical, and engaging evening you presented at Siena Retreat Center. I came away with much to think about and ways to continue working toward true racial justice. I heard many, many positive comments about how informative and well-put-together your presentation was. You incorporated an overview picture—stories and data—with well-structured discussion in a way that tells me you’ve been facilitating groups for a long time! Either that or you’re naturally great at it.”
- **Roots Residential** – “Your team of presenters kept our staff engaged and excited from beginning to end. The presenters were able to capture our staff using real-life scenarios and upon the completion of the workshop the group wanted more and felt the workshop was too short. Thank you for developing relevant content for our staff and for your professionalism during the entire process.”
- **#1 Transportation** – “We developed a great relationship with Payne & Frazier Consultants. We appreciate their attention and diligence to help us promote and express the scope and mission of our business to the public. Payne & Frazier have great energy and they are passionate about their clients!”

SITUATION OVERVIEW

Police departments around the nation are in unprecedented times with policing being highlighted in the national spotlight due to officer involved deaths of African Americans including George Floyd, Armaud Arbery and Breonna Taylor – the most recent in a myriad of deaths. Last year, more than 1,000 people were killed by police, according to Mapping Police Violence, a research group. The group found that Black people were disproportionately among those killed. Black people accounted for 24% of those killed, despite making up only about 13% of the population (CNBC, June 2020). Mapping Police Violence’s data indicates that Black people are three times more likely, than White people, to be killed by police even though Black people are nearly one and half times more likely to be unarmed.

Black people are most likely to be killed by police



Police departments are being called to evaluate their policies and procedures with specific emphasis on the use of excessive force and community oriented efforts. One of the first cities that publicly committed to this work is Atlanta, Georgia. Atlanta's Mayor, Keisha Lance Bottoms, responded to former President Barack Obama's call to action for police departments around the country to examine their use-of-force policies. Mayor Bottoms issued an Executive Order and established a commission, comprised of community stakeholders and organizers, to evaluate Atlanta's use-of-force policies and make recommendations.

The City of Racine's Police Department believes in community engagement and is a national pioneer in Community Oriented Policing. The department has recently diversified its staff, examined its culture and hired Racine's first African American Police Chief – all accomplishments of note in the local community. Despite these significant shifts in the department, there have been local officer-involved and citizen-involved deaths of community members and RPD officers that thrust the department into the spotlight.

The City of Racine is positioned to transform its policing approach and serves as a local and national model of the power of engaging the community, investing in developing officers and putting efforts in place that lead to higher levels of transparency and accountability.

SCOPE OF WORK

In response to your immediate needs and the spotlight that is on police departments, Payne & Frazier are proposing a partnership beginning June 2020 and ending in September 2020. The strategies and activities listed below are proposed as part of the City of Racine's police reform efforts. P&F will utilize a blended approach that includes virtual and in-person activities and online surveys to get additional input.

Community Engagement

- Community Conversations – Using the Harwood Institute’s community engagement approach, P&F propose hosting a series of intimate, Community Conversations to educate community members on the work of the RPD and solicit community aspirations, ideas and concerns related to RPD reform. Key stakeholders in this effort include a broad cross-section of community members, the City’s aldermen/alderwomen, the Affirmative Action Human Rights Commission and RPD staff.

Central to the Harwood Approach is **turning outward** or making the community, not an internal conference room, the focal point for creating change. **Turning outward** is rooted in five big ideas:

1. Community Ownership – taking effective action in communities depends on genuine ownership by the larger community.
2. Strategies that Fit the Community – knowing and understanding the community’s readiness for change, the implications of the stage of change the community is in and how best to move the community forward.
3. A Sustainable Enabling Environment – creating the right enabling environment for changes to take place in the community.
4. A Focus on Impact and Belief – engendering belief is just as important as the intended impact of the project.
5. The Story a Community Tells Itself – giving the community hope by creating opportunities for them to be part of creating a positive narrative.

The qualitative data from the Community Conversations will be compiled into a comprehensive findings report that will be shared back with the community using various communications and marketing tactics including community sessions, social media, and presentations at existing meetings. The data will also be used to inform RPD’s reform efforts.

- Police Reform Task Force – Comprised of diverse community stakeholders, the task force will examine RPD’s use-of-force policies and make recommendations about forming a Community Review Board.

Recommendations and feedback from the task force will result in a summary report that will be shared publicly and used to make community-informed changes within the RPD. The task force may also be utilized as a communication channel to get the word out about Community Conversations and other opportunities for the community to get information and/or give input. Through a series of facilitated meetings, the task force will use local and national data, continuous improvement strategies and the expertise of its members to develop a Police Reform Plan and a Community Review Board. Task force activities include:

- Data, information and resource sharing to ground the group and provide credible information.
- Root cause analysis to help identify key policing issues.
- Action planning based on key learning from the root cause analysis. The action plan will result in a comprehensive road map that can be shared and integrated into the work the RPD is already doing.

Racine Police Department Staff Engagement

RPD's staff are key stakeholders who hold knowledge, expertise and their own ideas about what is going well within the department and what can be done to transform the department. Staff will receive regular updates on the reform efforts that are taking place, equipping them to serve as spokespeople who can share key messages and information about RPD's reform efforts.

HIGH-LEVEL TIMELINE – The timeline for this project is June 2020 to September 2020. If awarded the contract, Payne & Frazier will develop a detailed timeline that includes key strategies, activities, deadlines, deliverables, owner(s)/operators(s) and status updates.

FEES – Payne & Frazier are proposing a budget of \$47,500. A breakdown of the fees follows:

Strategy/Activity	Justification	Budget
Community Conversation (CC) Planning & Implementation	All aspects of planning and implementing five Community Conversations (CCs) including: <ul style="list-style-type: none"> • schedule and venue coordination • logistics • managing RSVPs • CC team training • collateral development (guide, questions, pre- and post-evaluations) • facilitation, note-taking, time-keeping, observing and debriefing • community report out/share back activities 	\$25,000 (five CCs X \$5,000 per CC)
Data & Evaluation	Data entry, analysis and synthesis to develop a comprehensive report of Community Conversation findings.	\$7,500 (five CCs X \$1,500 per CC)
Police Reform Task Force	Coordination and facilitation of five, virtual, 3-hour task force meetings including developing a list of prospective members, scheduling venues, managing logistics, inviting participants, taking notes and producing meeting summaries.	\$15,000 (five meetings X \$3,000 per meeting)
Total		\$47,500

ASSUMPTIONS

- P&F will adhere to the City of Racine's COVID-19 precautions to promote health and safety.
- P&F will provide collateral in English and Spanish and coordinate translation services for community events.
- The City of Racine will identify a primary point of contact for strategic direction and input as well as the day-to-day contact for matters related to this project.
- The City of Racine and P&F will perform a timely turnaround for updates, issue resolution and reviews/approvals of content in order to keep the project on track and on budget.
- P&F will accommodate all work that is part of the scope of this project. If the need to re-scope the project arises, P&F will contact the City of Racine to discuss the situation and document any mutually agreed upon changes.