City of Stoughton DEI Task Force: Project Management and Plan Development

Prepared By:
Mosaic LLC
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About Mosaic

Mosaic LLC is a community-based consulting company founded by Abha Thakkar, a community organizer, facilitator and nonprofit administrator with 20+ years of local leadership experience.

Mosaic brings a unique combination of skills, experience and relationships to each project. Our expertise includes grassroots leadership development, collective action, non-extractive public engagement, trauma-informed care, food systems resilience, community journalism, solidarity economics, restorative justice and nonprofit operations, including fiscal management and policy and process development through an antiracist lens.

As an organization led by an Indian American woman, Mosaic has deep ties to municipal and county government, dozens of nonprofits, local businesses and communities of color and often works through subcontracts with other leaders of color to ensure authentic and non-extractive processes that center people with lived experience.

Mosaic's portfolio of work includes multiple cross-sector collective impact initiatives in violence prevention, early childhood, worker-owned cooperative development, mental health, and neighborhood-based health, which engage extensive networks of expertise among leaders of color and people with lived experience.

Finally, Mosaic's approach of building trust and shared power among its partners plays a critical role in ensuring that our work is broadly representative and, in the long-run, restorative and generative for those involved and impacted.

Project Summary

The **City of Stoughton DEI Task Force** is seeking project management and facilitation services on behalf of the **City of Stoughton's City Council and municipal government** to develop a plan to address the goals outlined in the June 9, 2020 City Council Resolution R-101-2020:

1. The Community Affairs/Council Policy Committee pledges to develop strategies in working with City Leadership and members of the community to end racial disparities in Stoughton; and

2. The principles of inclusiveness and respect are values that can create a healthier and welcoming community, propagate a more productive workplace and cultivate policies and outcomes that benefit the entire City and all its citizens.

Scope of Services:

Mosaic LLC will create and facilitate a process that supports the DEI Task Force in:

- Developing a shared vocabulary and understanding of DEI issues;
- Finding clarity and alignment around the scope, goals and timeline of a DEI plan;
- Identifying and engaging stakeholders to conduct an environmental scan and gather feedback based on that scope; and
- Transforming that input into an actionable plan that will help the City of Stoughton achieve the values it aspires to in R-101-2020.

Anticipated Outcomes:

A DEI Plan for the City of Stoughton co-created by its residents and leaders that articulates the values, goals and actionable work needed to foster a more equitable, inclusive and just community, as articulated in R-101-2020.

Project Timeline & Budget

Project Tasks	Timeframe	Estimated Hours	Cost
Establishing Healthy Group Process	February 2023	6	$900
Community Training Workshops on various DEI topics to help develop a shared vocabulary and framework for plan development. Topics will include but are not limited to: the history, attributes and impact of Cultures of Dominance and Division and the transition to Cultures of Interconnectedness and Liberation; levels of impact: from individual to relational to institutional to systems change; and the roles of power, intersectionality, trauma, and restorative and transformative justice in DEI work.	March-June 2023	24	$3600
Developing alignment on Values, Vision, Goals & Scope of DEI plan, including a survey of plans from comparable communities.	July - September 2023	12	$1800
Environmental Scan	September - October 2023 (TBD by the established scope of plan)	3 - 15 hours	$450 - $2250
Stakeholder Engagement	September - October 2023 (TBD by the established scope of plan)	3 - 15 hours	$450 - $2250
Compile & Analyze Feedback	November - December, 2023	12 - 20 hours	$1800 - $3000
Develop & Write Plan	December 2023 - January 2024	12 hours	$1800
Share with stakeholders for final round of feedback	January - February 2024 (TBD - could be conducted by group)	6 - 12 hours	$900 - $1800
Submit Plan for Approval	March 2024	6 hours	$900
	TOTAL	**84 - 122 hours**	**$12,600 - $18,300****

**** The final cost will fall within this range but will be dependent on how much time the DEI Task Force would like to engage Mosaic LLC for the environmental scan, stakeholder engagement, and data transcribing beyond assisting the task force in designing those processes.**

Mosaic's Rate: $150 per billable hour

- Mosaic charges a consulting fee of $150 per billable hour, invoiced and paid on a monthly or quarterly basis. This includes any direct service time and planning time that is specific to a client's project. We do not charge for time spent in ongoing model refinement, research and consultant professional development, even when it directly benefits a specific client.
- Our fee includes training in and use of all of our paid digital tools, at the interest and consent of the client, with the option for clients to continue using any of those tools at a reduced subscription fee once our contracted work is complete.
- Our fee also includes administrative costs and costs related to any subcontracting relationships we establish to provide needed support. We strive to make our services transparent and accessible while providing fair and equitable wages to any subcontractor we engage. Mosaic will disclose the existence of any such relationships to the client before work has been delegated.
- Finally, as part of our antiracist business model, we offer fees on a sliding scale to ensure that we can support low-wealth communities and organizations in building capacity and sustainability. We count on those who can afford to pay market rates to do so, so we can offer reduced costs to those who cannot.

Notes on Project Timeline

Mosaic LLC has attempted to outline a reasonable process and timeline to accomplish this work. And in order for it to be truly reflective and inclusive of your community and responsive to its interests and needs, this timeline may need to be adapted. The timeline and costs, as mentioned on page four, will also be dependent on how much time and capacity the DEI Task Force and the City of Stoughton is able to leverage to conduct the environmental scan, stakeholder engagement and data transcription.

Ultimately, in order to have true legitimacy and buy-in, a DEI plan has to include the voices of people impacted at all levels. Our goal is to create something that the community is invested in and committed to. This project, even more so than most, will be a balancing act between the efficient use of time and resources and its eventual efficacy and impact. We hope to strike a reasonable balance. This proposal reflects our best estimates, knowing that this process will likely be an organic one as we together explore these issues and learn more about your community's needs.

Vocation.. "is the place where your deep gladness and the world's deep hunger meet." ~ Frederick Buechner

CONTACT

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Abha Thakkar

Social Change Practitioner

References

Connie Bettin
Division Administrator
Prevention & Early Intervention
Dane County Department of Human Services
Phone: (608) 242-6422
Email: Bettin@countyofdane.com

Relationship:

- Mosaic LLC is being retained for Change Team Facilitation for the Northside Early Childhood Zone, April 2021 - present
- Mosaic LLC is a subcontractor supporting multiple Transformative Leadership racial justice training series for DCDHS managers and supervisors, February 2022 - present
- Connie is also familiar with my work as the executive director of the Northside Planning Council, 2015-2021

Rebecca Kemble
Vice President
City of Madison - Madison Food Policy Council
Phone: (608) 347-8097
Email: rebecca@renaissanceresourcesllc.com

Relationship:

- Mosaic LLC is being retained by the City of Madison for facilitation to support strategic planning and restructuring of the Madison Food Policy Council., December 2022 - present.
- Rebecca is also the former District 18 Alder for the City of Madison and is familiar with my work as the executive director of the Northside Planning Council, 2015-2021

Kim Neuschel
Community Engagement Facilitator
Wisconsin Network for Research Support
University of Wisconsin-Madison – School of Nursing
Phone: (608) 320-8220
Email: kneuschel@wisc.edu

Relationship:

- Mosaic LLC is being retained by WINRS to support facilitation of community feedback sessions on behalf of medical researchers who are seeking input on the design and implementation of their projects., August 2022 - present.
- Kim and I also collaborated closely on supporting violence prevention work on Madison's Northside, 2017-2020, and community organizing work with low-income residents in the Truax neighborhood in her former role as a nurse with Public Health Madison & Dane County, 2019 - 2022.

Abha Thakkar

Social Change Practitioner

A community organizer, trainer and nonprofit administrator with 20+ years of experience in grassroots leadership, non-extractive community engagement, collective action, restorative justice, policy development, local food resilience and systems analysis through an antiracist lens.

Recipient of the Madison Social Justice Center Visionary Award.

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CURRENT VOLUNTEER SERVICE

- Dane County Food Council
- Madison Area Community Land Trust Board of Directors
- Dane County Violence Prevention Coalition

EDUCATION

UNIVERSITY OF WISCONSIN - MADISON
Bachelor of Arts, Honors, *May 1998*
Political Science and International Relations, emphasis in South Asia.
Certificates in Integrated Liberal Studies and Global Cultures

Elementary Education, *June 2001*
Grades 1-9, Political Science

INDUSTRIAL AREAS FOUNDATION
Summer 2002
Broad-Based Organizing Training

MADISON COLLEGE
PHP Developer Certificate
December 2010
Coursework in PHP, Java, JavaScript, SQL, XML, HTML & CSS

PROFESSIONAL EXPERIENCE SINCE 2001

Mosiac LLC, Owner & Lead Consultant
March 2021 - present

- Facilitating and supporting cross-sector collective impact initiatives in multiple issue areas including violence prevention, early childhood services, land use and neighborhood-based health councils
- Workshops in grassroots and neighborhood leadership, racial justice, nonprofit management, as well as executive and board coaching
- Community organizing training and advocacy campaign design
- Nonprofit administration, capacity-building, program implementation, evaluation and assessment, and organizational and policy development through an antiracist lens
- Antiracist public policy and process development
- Non-extractive community engagement, outreach and input
- Communications, publishing and storytelling
- Harm repair, trauma-informed care, and nature-based healing
- Circle process, meeting, and strategic planning facilitation services
- Participation in Johns Hopkins Racial Equity and Economic Justice food systems learning community

Northside Planning Council, Executive Director
Northside News, Editor
2001 - 2007; 2013 - 2021
Community capacity-building and food systems development
Responsibilities

- Managed and stabilized community development and food systems nonprofit organization. Grew from 3 employees and $240,000 budget to 24 employees and $1,000,000+ budget in 3 years.
- Nonprofit program and social enterprise development, implementation and evaluation; community organizing, leadership development & capacity-building; Northside News publication; fiscal management and budgeting; operations, administrative oversight and reporting; fund development and grant writing; visioning and strategic planning; organizational development; board development and support; personnel development and management; volunteer leadership development; communications and public relations; foster and maintain external partnerships, including local government officials and government entities.

SKILLS & PROFICIENCIES AT A GLANCE

- Systems analysis, evaluation and redesign through an antiracist lens
- Nonprofit administration and organizational development
- Nonprofit program development, management and evaluation
- Teaching, training, supervision and mentoring
- Meeting and circle facilitation
- Social enterprise development and business planning
- Food systems analysis and program design
- Antiracist decision-making and democratic governance models.
- Facilitation of collective impact cross-sector collaboratives
- Grassroots leadership development
- Community organizing: intentional relationship-building, issue advocacy, strategy and tactics
- Restorative justice, trauma-informed care and healing practices
- Community-based economic development principles
- Strategic planning and visioning
- Fundraising and grant-writing
- Financial management and budgeting
- Writing, public speaking and storytelling
- Community journalism and newspaper publication
- Volunteer management
- Web application development & website design; database design
- Languages: French, Gujarati, Hindi, introductory Spanish

PROFESSIONAL EXPERIENCE SINCE 2001

Northside Planning Council & Northside News (Cont.)
Areas of Focus & Experience

- **Stable Families, Strong Community** - supported multiple collective impact initiatives to enhance family and community well-being through violence prevention and early childhood services.
- **Community engagement in local government** - organized multiple public meetings and forums to foster awareness of local candidates and facilitate community input into public processes.
- **Land Use & Antiracism Work Groups** - convened cross-organizational collaboratives for learning and action around land use and antiracist activism.
- **Northside News** - coordinated volunteers, developed content, assisted with copy editing, design and layout of bimonthly community newspaper with a circulation of 12,500+
- **FEED Kitchens** - developed policies and management systems, raised funds, cultivated stakeholders and oversaw daily operations of 5400 sq. ft. food business incubator. FEED consistently served 80+ food businesses, over 50% of which were co-owned/operated by women and/or people of color.
- **FEED Bakery Training Program** - helped develop, fund and implement bakery job training program with 100% job placement rate.
- **MarketReady Program** - developed and oversaw program that supported 30 food entrepreneurs, primarily women and people of color, with coaching, training and business development funds to prepare them for tenancy in the future Madison Public Market. 29 out of 30 entrepreneurs completed the program successfully.
- **Healthy For All** - strategized and developed funding for food recovery program that annually rescued hundreds of thousands of pounds of prepared foods and gleaned produce for redistribution at food pantries and community meal sites throughout Dane County.
- **FEED To Go** - developed and implemented meal delivery program during the early stages of the COVID-19 pandemic that contracted with BIPOC-owned food businesses to help them sustain through the quarantine. Raised over $250,000 to provide over 40,000 meals to vulnerable home-bound residents through 100+ new volunteers.

The Memory Project, E-Luminate Program Co-Founder & Director
2007-2013 (2013 - current, continued as volunteer)
Supported the education of former child soldiers in northern Uganda and former slaves in India through service-learning programs at US schools.

- Oversaw the operations and development of Books of Hope in which over 20,000 American students wrote and illustrated hand-made books in their classrooms that were sent to 18 “sister schools” in Uganda and India. Shipped 25,000 lbs of books and donated goods to Uganda.
- Transformed Books of Hope into E-luminate. In 2011, transitioned from sending printed books from U.S. schools to sending electronic materials made by American students, in the form of PowerPoint presentations, videos, and PDFs, and building multimedia centers in Sierra Leone and Uganda for the materials to be used.
- Assisted with other Memory Project programs, traveling to 45+ countries to work with vulnerable and orphaned children.