



Performance Consulting Services

April 7, 2021

Mayor, Andrew Ginther
Deputy Chief of Staff, Kate Pishotti
City of Columbus, City Hall
90 West Broad Street, 2nd Floor
Columbus, Ohio 43215

Dear Mayor Ginther and Deputy Chief Pishotti:

It has been a pleasure talking with you relative to the training of the Columbus Police recruits and patrol officers. We look forward to serving the City of Columbus as the progress towards becoming the most socially healthy City in the United States. Our team appreciates the opportunity to continue to provide information on the first phase of cadet/recruit training and consulting services. Enclosed please find our proposal outlining our services and related costs for the upcoming cadet/recruit class for your review and approval.

Performance Consulting Services offers our best in service to you via our proven track record in successfully addressing organizational training and development needs through our unique style of delivery, diverse expertise, 19 years of law enforcement experience, customer connection and competitive pricing.

Thank you for reviewing the attached proposal. Please contact our firm if you have any questions. All inquires can be forwarded to Melony Brunson, Relationship Manager at 614-252-3266, cell 614-288-9673 and/or e-mail address mbrunson@columbus.rr.com.

Sincerely,

James A. White Sr.

James A. White Sr. President
Performance Consulting Services
Federal Tax Identification #31-135-1402

Enclosure

LAW ENFORCEMENT
FOUNDATIONAL CULTURAL COMPETENCE TRAINING
AND CERTIFICATION PROPOSAL

SUBMITTED TO

MAYOR ANDREW GINTHER
DEPUTY CHIEF KATE PISHOTTI

BY

PERFORMANCE CONSULTING SERVICES

APRIL 7, 2021



"Exemplary Performance Is Everything!"

Proprietary Notice

*This proposal is to be used solely for the purpose of presenting Performance Consulting Services proposal for services and is for internal use only. This information is not intended for any use or sharing with others outside of this purpose or sharing with other consultants, companies, or organizations. If Performance Consulting Services is not selected to partner with your organization, no portion of this information can be used. Any other use of this material violates Performance Consulting Services copyrights, licenses, and its intended purpose. Performance Consulting Services also respects the fact that any information provided by **City of Columbus, Mayor's Office, and Division of Police** in pursuit of this proposal will be treated as confidential, unless otherwise specified.*

SCOPE AND PROPOSED STRATEGY

Performance Consulting Services (PCS) has proven experience in the areas of law enforcement (via 19 years training experience), race equity, and community relations. We have a long-demonstrated track record of stabilizing, revitalizing and elevating organizations and communities in areas of diversity, cultural competence, conflict resolution, collaborative leadership, and community trust building.

PCS is proficient in designing and delivering customized training programs and initiatives to address the specific and general needs of the individual, group, team, organization, and community. We view each customer engagement as a partnership designed to fully meet the goals and objective of the initiative. We value and understand the importance of close communication, aligned values and philosophies, and above all quality engagement.

The focus and scope of the initiative is to provide diversity, equity and inclusion support services through comprehensive training and consulting to the Columbus Police Department's incoming cadet /recruitment class.

Understanding that incoming recruits are at varying levels on their diversity, equity and inclusion performance journey, Performance Consulting Services proposes a three-phased core training strategy to prepare the recruits to address the issues, needs and concerns in building a 21st Century, culturally competent police force, workplace, and community environment.

Our customized trainings are highly interactive, engaging and consistently aligned to the client's mission, vision, and critical success factors.

Due to the critical and serious nature in addressing our current social issues and to ensure participants can optimize on the training experience, discussions, activities, engagement, video debriefs, etc., the class size of 74 participants will include four tactical facilitators, thus providing a 18 to 1 participant/facilitator ratio. *Note: the standard maximum class size is 30 participants with 1 or 2 trainers.*

Each training will include a pre/post learning assessment to gage the level understanding and retention. Each class will be conducted in the law enforcement standard 8-hour training day (8:00 a.m. – 5:00 p.m.) and will include a 1-hour lunch and 2 (15 min) breaks.

The three-phased training will be scheduled at the beginning, middle and end of the new cadet/recruit training cycle. As an additional option and cost, PCS can also provide a final session report with a suggested tactical plan to ensure relevant, measurable, and sustainable results.

LAW ENFORCEMENT FOUNDATIONAL CULTURAL COMPETENCE TRAINING AND CERTIFICATION PROPOSAL

Phase I – Culture and Community Cognition, Intelligence and Understanding

This framework of diversity awareness, consciousness, inclusion, and integrity custom designed for law enforcement recruits to use in understanding the growth stages necessary to perform their duties and responsibilities in a culturally competent manner, thus meeting the needs the diverse community citizens. Cadets /recruits will explore the impact and role socialization and culture has on their day-to-day interactions, decisions responsibilities and services.

Through an array of group exercises, discussions, video critiques and dialogue this session will also provide participants with the opportunity to identify their own challenges with people of diverse backgrounds as well as managing their resistance and negativity to difference. This interactive module will include but is not limited to:

- Clarify how diversity and cultural competence is a key initiative to engaging all citizen in the City of Columbus,
- Enhance cadet/recruit awareness and understanding of key diversity and equity principles and foundational concepts,
- Gain an understanding of the cultural factors that impact personal and societal views of and behaviors between police and community,
- Develop a better understanding of cultural issues and challenges faced by both the police and the community,
- Consider how personal and societal socialization, norms, customs, and habits dictate views and perspective of the world and the people in it,
- Understand of the importance of knowing and managing self through the exploration culture cognition and participation in inclusion intelligence,
- Affirm officer safety while supporting the City of Columbus' commitment to diversity, equity, and inclusion.

Phase II: Historical Constructs, Implicit Bias and Privilege

All cadets/recruits will take at least two (IAT) Implicit bias test prior to this class.

Creating the foundation for culturally competent service is paramount in the execution of the duties and responsibilities of law enforcers. We will unpack the historical mindset of the USA since 1619 and how it has manifested behaviors that has not always been equitable, supportive, and inclusive to all populations, thus validating the need for understanding the history of policing, implicit bias, privilege, and the ism that plague our community today. This interactive module will include but is not limited to:

- Gain an understanding of the historical factors that impact personal and societal views, attitudes, perspectives and behaviors between police and community,
- Develop a deeper appreciation of how biases impact everything we do relative to community policing, and engagement,
- Explore implicit bias under the umbrella of our diversity suite (awareness, consciousness, inclusion, and integrity),
- Understand and examine the origin of implicit bias and its impact a variety of settings, (office, meetings, policing, associations, community organizations, etc.) on all populations in our culture,
- Build an understanding of how current and historical privilege manifests itself in the workplace and day-to-day engagements with people, community, and decisions,
- Explore the science and vestiges of history, diversity, race, and implicit bias,
- Provide strategies and actions needed to develop a mindset that highlights and embraces humanity,
- Affirm officer safety while supporting the City of Columbus' commitment to diversity and inclusion.

Phase III: Race, Structural/Systematic Societal Racism, and 21st Century Policing Solutions

The greatest challenge to our societal stability growth and development is that of structural/systemic racism. The inability to recognize and understand the impact that behaviors have had on our society is an egregious offense to societal growth, equity, and dignity to the oppressed, the oppressor, and those who are committed to anti-racism. This interactive module will include but is not limited to:

- Examine the historical context of race and racism in the United States and its impact on every citizen and the quality of engagement,
- Move beyond bias to understand the impact of intersectionality, microaggressions, colorism, etc.
- Gain insight and understanding of differences and similarities relative to race, ethnicity, and culture.
- Explore the thoughts, feelings, and perceptions of individuals on the issues relative to race, structural/systemic racism, black lives/blue lives/all lives matter and other related 21st Century societal issues.
- Recognize and respond to harassment against both the police and the community based upon race.
- Identify barriers and obstacles that hinder healthy and productive engagement between law enforcement and citizens of all races, and backgrounds.

A Guided Path Forward

- Identify processes to assist officers managing and insulating themselves from negative, toxic, and demeaning comments that could cause them to adopt a self-devaluing mindset.

- Stimulate a personal sense of accountability and ownership for lifelong learning about race relations in American and its impact on cultural stability.
- Gain a greater understanding of how to create an overall community of dignity and respect for all (police/community).
- Affirm officer safety while supporting the City of Columbus' commitment to diversity and inclusion.

INVESTMENT

The estimated investment of **\$64,050.00** includes 24 total hours of custom developed, designed, and delivered cultural competence training, which will allow participants to explore, enhance and expand their senses and understanding of self and insights into the makeup of diverse populations and communities within their role and capacity of community policing. **This estimated investment includes custom design costs and the three-phases of training outlined below.**

Each training will include multiple levels of instruction including but is not limited to lecturettes, group discussions, individual/group assessments, experiential activities, videos, book and article reviews, Ted Talks, quizzes, etc. to increase understanding and implementation success.

Pricing is based on a cadet/recruit class size of 74 participants and three phases of training during the cadet/recruit training cycle. All trainings include pre/post learning assessment. All trainings are delivered by four skilled trained facilitators.

Custom Design Training (includes training content, assessments, and related materials)

**\$1000.00 per session
\$3000.00 total (3 sessions)**

3 - 8 hr. Trainings for 74 participants @ \$275.00 per person/per session

- **Phase I: Culture and Community Cognition, Intelligence and Understanding**
- **Phase II: Historical Constructs, Implicit Bias and Privilege**
- **Phase III: Race, Structural/Systematic Societal Racism, and 21st Century Policing Solutions**

**\$20,350.00 per session
\$61,050.00 total trainings (3 sessions)**

Training Manuals

PCS recommends a Diversity, Equity and Inclusion Training Manual be designed to hold training materials and maintain periodic updates throughout their career. ***To reduce cost, PCS can provide the manual (binder and tabs) and a master copy of the participant's content to re-produce (printed) in-house.***

\$5180.00 - training manual binder, color cover page, tab inserts and handouts for all three classes provided by PCS.

\$1480.00 - training manual binder, color cover page and tab inserts provided by PCS. Handouts provided to client and re-produced in-house.

No charge – training manual binder, color cover page, tab inserts and handouts re-produced in-house.

Optional:

Training Summary Written Report including suggested tactical plan (based on group dynamics, norms, challenges, unique and unusual behaviors, attitudes, and practices that could indicate future assets and challenges for law enforcement and the community).

\$5000.00

Total Investment including all options:

Custom Design and Training	\$64,050.00
Summary Report- Optional	\$ 5,000.00
Training Manual / Handouts	\$ (internal cost – \$5180.00)

The City of Columbus, Mayor’s Office and Division of Police will be responsible for providing the training site, reproduction of training materials, and the following training equipment for Performance Consulting Services use, LCD Projector, flip chart with paper and color markers.

Any billings in excess of the agreed investment, training materials, travel, hotel, meals, and related expenses shall be supported by sufficient documentation to allow The City of Columbus, Mayor’s Office, and Division of Police the opportunity to evaluate the time spent or expenses incurred.

CAPABILITIES STATEMENT

Performance Consulting Services, located at 131 Franklin Park West, Columbus, Ohio 43205, established in 1993, a 28-year-old, executive performance training and consulting firm owned and operated by Mr. James A. White Sr. Our mission is to assist individuals, groups, and organizations in identifying development tools, concepts and strategies that will allow them to empower themselves in their pursuit of performance excellence. Performance Consulting Services designs, develops, and customizes training programs and initiatives to address the specific and general needs of the individual, groups, teams, and organizations. We partner with clients in all markets, education, city, state and federal government, small business, and corporate environments. We are certified in 10 corporate programs and teach/train over 40 different and unique trainings, all related to dynamic people interaction performance and results achievement.

PROJECT LEAD

James A. White Sr. Performance Consulting Services' designated lead trainer / consultant is a senior, Master Training Management Consultant and Executive Coach. With over 40 years of corporate, education, and government experience. He has accumulated tens of thousands of hours of platform delivery experience in corporate classroom environments around the country.

OUR TEAM

Our collaborative team, for this initiative, has over 90 years of combined experience working with organizations, teams, groups, and individuals. Our team of skilled subject matter expert consultants have worked together for over 9 plus years and is comprised of the following team members.

James A. White Sr., Diversity and Law Enforcement Training Consultant

Tiffany Edwards, Diversity Strategist, Racial Equity and Business Training Consultant

Jasper Persons III, Education, Equity and Diversity Training Consultant

Melony Brunson, Diversity and Project Management Training Consultant

James A. White Sr., a Master Management Training Consultant, and a Master Management Performance Consultant, as well as Personal Professional Coach to C-Suite Executives. He is the owner and lead facilitator of *Performance Consulting Services*, a 28-year-old business performance training, development, consulting and coaching firm in Columbus, Ohio. James has over 35 years of training experience. He has conducted training and consulting throughout the United States of America and has accumulated tens of thousands of hours of platform delivery experience in corporate, government, education, and law enforcement training (over 19 years of law enforcement training experience and 8 years of applied experience as a law enforcement officer.) and development environments. To date, James has successfully trained over 400,000 thousand people. James co-authored a book titled "A Better World: A Framework for Diversity, Inclusion & Engagement." He is an Internationally Recognized TEDtalk speaker on the topic of diversity and race relations and has also been interviewed by CNN International on the subject of "Race

Relations and Law Enforcement in America”. James is currently featured on “The Legacy Project – Echoing Greatness,” a website designed to inspire people through the experiences and lessons learned from other people.

Tiffany Edwards, A social innovator, strategist, racial equity and business thought leader, coach of coaches, visionary, and serial entrepreneur with a reputation for decisive and inspirational leadership, advocacy, technical, equity, diversity, and operational narratives. Edwards is the founder and CEO of Gramish Consulting, COO of Karen Hoyos International, founder of The State of Ohio Collective, co-founder of The Village 2.0 and The Blueprint 2.0, the Philanthropy Chair for the Diplomats Diversity Gala in Marina Del Rey California, Freedom Fund Chair for the State of Ohio NAACP, and Executive Committee Member and Board Strategist for both The Masters Preparatory Academy, Providence Serving People, and Pillars United. Her experience encompasses strategic and enterprise resource planning, human resources, project management, fund development, outplacement strategy and deployment, directorships, and technology positions.

Jasper Persons III, Person is a servant leader and coach of coaches, the owner and operator of Tailored Fit Consulting where inspiration, navigation, motivation, and education converge to provide solutions for families, teachers, schools, and communities. Person is the founder of the nonprofit, The Village 2.0, and its sister social enterprise, The Blueprint 2.0. His personal journey has led him to become a Board Member for Franklin County UMADAOP and a co-founder of the State of Ohio Collective, a nonprofit organization committed to transforming race-based discrimination for African American Ohioans in the areas of Education, Health, and Economic Development. Person is currently the Board Chair and a founding member of The Masters Preparatory Academy, the first University-based African American male boarding school in the country.

Melony E. Brunson, President of Operations and Training at Performance Consulting Services for the past 21 years. Melony leads the overall management of the company’s operations and client training and engagements. She is a performance coach and has experience implementing a wide array of business, performance development and community-based programs and initiatives. Melony was formerly, employed by the State of Ohio, Attorney General’s Office where she maintained the State of Ohio Attorney General’s Equal Employment Opportunity, Affirmative Action, and Minority Business Enterprise Programs. She was recruited by the Columbus Zoological and Aquariums, to lead projects in minority and business recruitment. Melony has designed diversity and inclusion curriculum for numerous organizations, including but not limited to; Multi-Advocates for Cultural Competence (MACC), and the Catholic Diocese of Columbus.

PERFORMANCE CONSULTING SERVICES

Performance Consulting Services is an Equal Employment Opportunity employer and is certified by the State of Ohio and City of Columbus as Minority Business Enterprise.

In addition to our minority business enterprise status, we partner with majority and minority firms, as well as provide training, consulting, and coaching, facilitation, project management to these entities.

Performance Consulting Services carries Errors & Omission Liability insurance.

DISCLOSURE

Performance Consulting Services agrees to hold all disclosed confidential or proprietary information or trade secrets of the City of Columbus, Mayor's Office and Division of Police in trust and confidence and agrees that they shall be used only for the contemplated purpose as provided under this agreement, and that they shall not be used for any other purpose disclosed to any third party without written permission of the City of Columbus, Mayor's Office, and Division of Police.

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PROPRIETARY RIGHTS

In the course of service provision, Performance Consulting Services may utilize a combination of its own proprietary information, models, exercises, and materials and with permission, the proprietary work of others. Any information, models, exercises, and materials with a Performance Consulting Services copyright or the copyright of any other individual or organization, which may be used in execution of this contract, shall retain any and all such intellectual or propriety rights.

All other materials, programs, outlines, methodologies, procedures, or other product that is developed specifically for City of Columbus, Mayor's Office, and Division of Police in connection with this contract shall be deemed to be "work made for hire" under the United States Copyright Act of 1976, as amended.

NEXT STEPS

We appreciate your review of this proposal. Please contact us if you need any additional information or references. Thank you for considering Performance Consulting Services for your training and consulting needs.