

Exhibit A

Health Equity Consulting Scope of Work

Please complete the following template to include methodology and price of each activity/deliverable.

Through the development of its Health Equity Action Plan (HEAP), Siskiyou County Public Health & Human Services (HHS) Public Health Division seek to assess and refine its organizational policies, practices, and culture in order to identify and remove structural barriers to equitable client services. In support of this, Adèle James Consulting Inc. (AJC Inc.) proposes a scope of work designed around a framework that provides cohesion and alignment towards implementation of common overarching goals, while building organizational capacity to implement and sustain its equity work. The definition of equity utilized within this proposal is based on the work of the Government Alliance on Racial Equity (GARE). According to the GARE definition, equity means closing the gaps so that race and other identity characteristics no longer are predictors of success, while also improving outcomes for all. To close the gaps, we...

- Center communities of color to target improvements for those most burdened by racial inequity.
- Moving beyond "services" to transform policies, institutions, and structures.

In the implementation of this work, AJC Inc. proposes that the Scope activities/deliverables be structured around the below 5 components. The Methodology Section of the Scope Template identifies the Framework Components that are imbedded into the activities/deliverables, as well as the consulting team members who will be responsible for production of the deliverables.

FRAMEWORK COMPONENTS

- **Build Leadership Commitment:** Identify a leadership team/committee that is committed to equity and can champion the work across the organization.
- **Identify Equity Visions Statement:** Articulate the organization's aspirations and commitment to equity and inclusion. The vision statement will serve as a guiding principle for the organization's actions and decisions, communicate to stakeholders what the organization aims to achieve in terms of creating a more equitable and inclusive environment, and promote accountability and transparency.
- **Develop Shared Understanding:** Establish a shared understanding of key terms, impacts of systemic and structural barriers to equitable care and services for clients, as well as how organizational policies and practices can contribute to or counter unequal outcomes.
- **Assess & Prioritize:** Conduct assessment to identify areas of service provision where inequities exist and where organization can have the most impact. Prioritize areas and develop a plan of action with clear goals, timelines, metrics for success and identified quantitative & qualitative evaluation tools that utilize an equity lens.
- **Build Capacity to Sustain Equity Work:** Utilize a train-the-trainer model where leadership team/committee is trained in use of racial equity tools and then serve as ambassadors in training other staff on the implementation of and ongoing utilization these tools.

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Team: Principal Consultant (PC), Training Expert (TE), Senior Associate (SA), Data Visualist (DV), Associate (A)

Activity/Deliverables	Methodology	Price
<p>1. Assist in the review, revision, and finalization of department Health Equity plan (currently in development).</p> <p>Contractor will lead development of the following sections of the health equity plan:</p> <ul style="list-style-type: none"> - “How To” section, providing practical application and instruction on applying various health equity concepts <p>Contractor will assist department health equity committee with the following sections:</p> <ul style="list-style-type: none"> -Review of selected priority areas and action plan -Review of health equity plan -Assist department with implementation of action plan, where appropriate -Provide graphic design assistance to produce a finalized document 	<p>“How To” Section</p> <ul style="list-style-type: none"> • Conduct research on models, tools and strategies for practical application and instruction for identified health equity concepts. • Utilize an action planning approach to support group in coming to consensus and finalizing “How To” component. <p>Health Equity Plan Development</p> <ul style="list-style-type: none"> • Identify a leadership team to serve as the Health Equity Committee (HEC) and guide the Health Equity Action Plan (HEAP) process. • Identify an individual among the leadership team to be the key point of contact and who can address logistical and operational challenges in moving the project and overall scope of work forward. Hold separate regular meetings with logistics/operations designee in coordination and implementation of the process. • Review background materials about organization as part of process for drafting a work plan for the (HEAP) that will outline the objectives, tasks, timelines, and resources required to accomplish project and goals. Review workplan with and seek approval by Health Equity Committee (HEC). • Draft agendas and hold biweekly meetings with HEC to ensure timely implementation of work plan activities to be developed into a final product HEAP. • Identify an equity vision statement for organizations aspirations and commitment to equity and inclusion. Ensure a shared understanding about the impacts of structural/systemic barriers to client equity and strategies for negating unintended consequences of policies and practices. • Capture key terms in the form of an Equity Glossary to accompany the HEAP. • Identify tools for ongoing implementation and assessment of equity goals and priorities to ensure accountability. • Provide TA support to HEC on translation of goals into action planning 	

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	<p>steps, as well as support development of templates to ensure continuity in action planning process.</p> <ul style="list-style-type: none"> • Provide support for train the trainer model to be led with equity tool training expert in order to build ongoing organizational capacity for use of health equity tools and conduct 3 trainings for the HEC members. • Provide coaching office hours for individual managers on ongoing implementation of equity tools and strategies. • Work with DV and SA to provide graphic design for finalized HEAP. <p>Framework Components: Build Leadership Commitment, Identify Equity Visions Statement, Develop Shared Understanding, Assess & Prioritize, Build Capacity to Sustain Equity Work</p> <p>Consultant Team: PC, TE, SA, DV, A</p>	\$82,000
<p>2. Review selected policies for health equity impacts, suggest revisions when necessary. Contractor will make additional policy recommendations for the incorporation of additional health equity practices, when deficiencies are identified</p>	<p>Health Equity Policy Review</p> <ul style="list-style-type: none"> • Work with organization to review selected policies. • Identify samples policies for HEC as options for strengthening equity lens. • Introduce HEC to tools such as SMARTIE goals (specific, measurable, attainable, relevant, timebound, inclusive, equitable), Racial Equity Impact Assessment (REIA), to assess policies for health equity impacts. • Work with training expert to review and provide feedback on policies. <p>Framework Components: Build Leadership Commitment, Develop Shared Understanding, Assess & Prioritize</p> <p>Consultant Team: PC, TE, SA, DV</p>	\$12,000
<p>3. Prepare a written report on the history, challenges, and inequities faced by marginalized communities in Siskiyou. Report is expected to be a simple, written report, with no additional graphic design.</p>	<p>Historical Report on Siskiyou Minoritized Communities</p> <ul style="list-style-type: none"> • Conduct online research and discuss knowledge of minoritized communities with HEC members in order to establish context and background for report. • Discuss format and function of report with HEC team in order to guide process and final product. • Design interview protocol for meeting with community members and 	

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	<p>develop outreach strategy to Latino, Native American, and Black communities to include in person and virtually meetings.</p> <ul style="list-style-type: none"> • Implement information gathering strategy, transcribe and synthesize information gathered. • Share preliminary themes/findings with HEC team. • Write report. • Professionally design layout for final report. • Present draft report and seek feedback. Based on input make revisions and present final version. <p>Framework Components: Build Leadership Commitment, Develop Shared Understanding, Assess & Prioritize</p> <p>Consultant Team: PC, SA, DV, A</p>	\$28,000
<p>4. Quarterly skills building trainings, based on defined needs and interests of the department. Current learning areas of interest include: Health in All Policies, Health Impact Assessment, equity in quality improvement, and equity in data collection and reporting.</p>	<p>Skills Building</p> <ul style="list-style-type: none"> • Work with HEC to identify 3 training topics for overall staff. • Design trainings to meet department needs and specifications. • Develop agenda and presentation accompanying materials. • Facilitate trainings and/or identify trainer. <p>Framework Components: Build Leadership Commitment, Develop Shared Understanding, Build Capacity to Sustain Equity Work</p> <p>Consultant Team: PC, TE, A</p>	\$13,000
<p>5. Engage community partner feedback on the perception of department’s equity practice. Contractor will provide department with written report and assist with addressing areas of concern.</p>	<p>Community Engagement</p> <ul style="list-style-type: none"> • Review & adapt survey instrument provided by organization. • Work with HEC to identify key informants. • Develop outreach and engagement plan. • Conduct outreach utilizing mixed methodology including survey and interviews. • Transcribe, synthesize information and identify overarching themes. • Write 5-page report with overview, key learnings, themes, and recommendations. • Present draft report and seek feedback and make final edits based on feedback. 	

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	<p>Framework Components: Build Leadership Commitment, Develop Shared Understanding, Build Capacity to Sustain Equity Work</p> <p>Consultant Team: PC, SA</p>	\$12,500
<p>6. Travel & Accommodations</p>	<p>Travel & Accommodations</p> <ul style="list-style-type: none"> • Four round trips at 1.5 days in person per trip (inclusive of food/lodging, car rental and/or mileage and gas. • Meetings with community for historical report that includes African American, Native American and Latinix/Hispanic community members. • In person trainings and availability onsite for virtual hybrid trainings as well as coaching hours. <p>Consultant Team: PC</p>	\$6,500
	<p>Total Cost:</p>	<p>\$154,000</p>