

## Roxanne Maher

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**From:** Heidi Hanson <Heidi@kjrconsulting.com>  
**Sent:** Thursday, June 25, 2026 3:17 PM  
**To:** Roxanne Maher  
**Cc:** Kenya Rutland  
**Subject:** KJR Proposal - Equity Training  
**Attachments:** KJR Town of Ledyard Equity Training Proposal 062526.pdf

Greetings Roxanne.

Thank you for the opportunity to partner with the Town of Ledyard in advancing your Sustainable CT certification goals. Per your conversation with Kenya, attached is a proposal for equity training designed to equip town staff and leaders with the knowledge, language, and practical tools to embed equity considerations into municipal initiatives and decision-making.

We welcome the opportunity to discuss this proposal further and are able to lead these within your desired timeline, the end of August.

Regards,

VP, CLIENT ENGAGEMENTS

**Heidi Hanson**

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# Equity Training

June 2026

*get enthused. make it happen.*

**Date:** June 25, 2026

**To:** Roxanne Maher, Administrative Assistant to the Town of Ledyard Town Council

**From:** Heidi Hanson, VP of Client Engagements, KJR Consulting

**CC:** Kenya Rutland, Principal & CEO, KJR Consulting

**Re:** Equity Training

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## **PROJECT SCOPE**

KJR Consulting (*KJR*) has been engaged to support the Town of Ledyard (*TOL*) in advancing equity-focused practices essential for the Sustainable CT certification. This engagement consists of two customized, workshops designed to equip participants with the knowledge, language, and practical tools to embed equity considerations into municipal initiatives and decision-making at all levels.

## **PROPOSED APPROACH**

**Session 1: Building an Equity Mindset** (2 hour, in-person workshop for town staff)

The word "equity" is everywhere, but what does it actually mean for municipal operations? This foundational workshop helps staff members explore the concept of equity and how it differs from equality. Participants will investigate how power dynamics and systemic barriers have created conditions of inequity and learn practical strategies for recognizing and mitigating these barriers in their daily work.

By the end of this workshop, participants will be able to:

- Articulate the difference between equity and equality and why this distinction matters.
- Explore how power dynamics, bias, and systems of inequity affect municipal services and community access.
- Recognize their own implicit biases and the impact on decision-making and service delivery.
- Apply an equity lens to everyday interactions and municipal processes.

**Session 2: Equity-Minded Decision Making** (2 hour, in-person workshop for town leaders)

Developing an equity-minded organization requires leaders who make decisions grounded in research, evidence, and diverse community input rather than assumptions or stereotypes. This workshop equips leaders with strategies for implementing an equity-informed decision-making process. Participants will clarify roles and responsibilities within decision-making structures to ensure consistent application of an equity lens. They will also learn how to engage all community members, particularly those historically underrepresented in civic participation, in meaningful dialogue, and co-creation.

By the end of this workshop, participants will be able to:

- Explain the core principles of equity-minded decision making and why they are essential for sustainable community development.
- Distinguish between equity-minded and traditional decision-making approaches.

- Design engagement processes that center the voices and perspectives of underrepresented community members.
- Apply a framework for clarifying roles and responsibilities to ensure adherence to an equity lens throughout implementation.

### Thought Partnership

In addition to our proposed services, KJR will provide thought partnership which complements the scope of work. This includes additional meetings, transfer of intellectual property, or consultation outside of direct services outlined below.

### INVESTMENT SCHEDULE

The following schedule outlines our proposed investment for engagement. This investment schedule includes developing customized content and facilitation. The proposed rates below will be valid for 12 months from the date of agreement. TOL will be responsible for meeting spaces, meals, or travel associated with staff participation. KJR will bill travel at cost.

Service	Price Per	Estimated Need	Estimated Total
Thought Partnership	\$250/hr.	TBD	TBD
2-hour Facilitated Session	\$1,500	2	\$3,000
Travel	Billed at Cost		
Estimated Investment	<b>\$3,000 + Travel</b>		

We are hopeful that you're amenable to the terms above. Thank you for considering our proposal and we look forward to working with you in the future.