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**CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT
SYSTEM**

DEI CONSULTING SERVICES TECHNICAL PROPOSAL

Submitted by BCT Partners

~~June 30, 2025~~ **July 23, 2025**



BCT PARTNERS
Your Partner in Solutions that Matter

Randal Pinkett, Ph.D., MBA
Managing Partner
BCT Partners
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BCT PARTNERS
Your Partner in Solutions that Matter

June 30, 2025 **July 23, 2025**

Contracts Officer
California Public Employees' Retirement System

RE: California Public Employees' Retirement System – DEI Consulting Services

Dear Contracts Officer:

BCT Partners is pleased to submit this revised technical proposal to the California Public Employees' Retirement System in response to Request for Proposal No. 2024-9420: Diversity, Equity, and Inclusion Consulting Services



BCT PARTNERS
Your Partner in Solutions that Matter

BCT Partners is a diverse-led, multidisciplinary, international consulting firm that delivers a full range of research, consulting, training, technology, and analytics services. Our mission is to harness the power of diversity, insights, and innovation to transform lives, accelerate equity, and create lasting change. BCT is a minority-owned and operated, Federal 8(a) joint venture, small disadvantaged business enterprise. BCT works with government agencies, corporations, nonprofit organizations, educational institutions, and foundations and is one of the leading firms in the country with expertise in the following markets: financial services, housing and community development, economic development, workforce development, children and families, health, education, and diversity, equity & inclusion.

Forbes has recognized BCT as one of America's Best Management Consulting Firms, Ernst & Young as EY Entrepreneur of the Year, *Manage HR Magazine* as a Top 10 Firm for Diversity & Inclusion, *CIO Techie* as one of the Most Trusted Government Technology Firms, the *Black Enterprise* BE100s list of the nation's largest African American-owned businesses, and the *Inc.* 5000 list of the fastest-growing private companies in America.

In the financial services industry, we have worked with the following clients:

- | | | |
|---------------------------|-----------------------|--------------------------|
| • Bank of New York Mellon | • Merrill Lynch | • Selective Insurance |
| • Capital One | • New York City | • State Farm |
| • Chubb & Son | Employees' Retirement | • Sun Life Financial |
| • Citigroup | System | • SunTrust Bank |
| • Columbia Bank | • OceanFirst Bank | • U.S. Department of the |
| • Freddie Mac | • PNC Bank Prudential | Treasury |
| • Investors Bank | Financial | • World Bank |
| JPMorganChase | • RLJ Equity Partners | |

BCT Partners will serve as the Prime Contractor for this engagement and oversee the work performed by Team BCT. Team BCT comprises a group of highly qualified subcontractors with whom we have partnered previously, including the Equity and Wellness Institute (EqWI) and V. Randolph Brown Consulting (VRBC). A significant strength of Team BCT's approach is our California-based presence via EqWI. This strong geographic alignment ensures culturally



responsive and cost-efficient service delivery, offering a deep, firsthand understanding of the unique circumstances across the state.

The following are BCT's key differentiating factors:

- **Commitment to Fostering a Diverse, Equitable, and Inclusive Work Environment** – We believe all people are created equal; therefore, equity and inclusion are legitimate expectations for people of all social identities. We stand against all forms of bias, prejudice, and discrimination. We believe that each individual has inherent value. Therefore, our efforts to educate, build awareness, and equip people are intentionally inclusive, respectful, and grounded in the principles of dialogue. We will provide a safe space for everyone to learn without fear of judgment. We believe that a society that seeks equity in its workplaces must continually challenge and correct policies, practices, behaviors, and assumptions that guarantee privilege for some and disadvantage for others based on social identity. Such a society sees value in the breadth of human diversity.
- **Seasoned DEI Experts and Professionals** – BCT's team comprises truly seasoned experts and professionals. Dr. Randal D. Pinkett has advised several Fortune 500 corporations on DEI matters and is a sought-after expert at the intersection of DEI, technology, data, and communities. Riikka Salonen has worked in the global DEIB field for nearly 30 years and is one of the expert panelists for the Global Diversity, Equity, and Inclusion Benchmarks. David Hunt, a nationally-recognized expert in DEI and unconscious bias, is a former civil rights attorney. Rebecca Ahmed has over 13 years of global experience in HR and DEI, focusing on assessments, change management, talent acquisition, and developing DEI strategies across various organizations, including corporate and healthcare sectors. Dr. Tamu C. Green is a developmental psychologist and the Founder and CEO of the Equity and Wellness Institute (EqWI). She has nearly 30 years of experience advancing equity through research, training, and strategic consulting. Vincent Randolph Brown has twenty-eight years of consulting experience in diversity and inclusion, team-building, leadership development, strategic planning, and executive coaching. These and other experts can offer unique insight into the opportunities for WSIB.
- **Well-researched and Definitive DEI Assessment and Benchmarking Instruments** – BCT has created a statistically validated and reliable Diversity, Equity & Inclusion (DEI) Workforce and Workplace Assessment (DWWA) instrument that assesses organizational culture and climate through the lens of DEI (i.e., behaviors and habits). We also offer a second instrument – the Global Diversity, Equity, and Inclusion Benchmarks Assessment (GDEIB) – that assesses organizational policies and practices and benchmarks them against global DEI standards and best practices. The combination of the DWWA and GDEIB analytics helps create more robust and better-functioning organizations.
- **Solid Research, Measurement, and Data Analytics Expertise** – BCT's research and measurement capabilities help yield insights into difficult questions concerning culture, diversity, equity, and inclusion. We employ multi-disciplinary teams to examine inherently multi-disciplinary issues using qualitative, quantitative, and mixed research methods. Moreover, our data analytics capabilities combine descriptive, predictive, and prescriptive analytics with more advanced techniques such as machine learning and artificial intelligence (AI). In fact, BCT's Chief Data Scientist, Mr. Peter York, recently co-authored a paper with support from the Rockefeller Foundation entitled, "Measuring Results and Impact in the Age of Big Data: The Nexus of Evaluation, Analytics, and Digital Technology." Our



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services enable our clients to glean insights, measure performance, gauge progress, and determine impact.

Innovative DEI Thought Leadership – BCT's team offers DEI thought leadership in relevant areas such as inclusiveness, cultural dexterity, education, and change management, including the pioneering "Through My Eyes" Virtual Reality (VR) immersion for human understanding, and books such as *Data-Driven DEI: The Tools and Metrics You Need to Measure, Analyze, and Improve Diversity, Equity, and Inclusion*, authored by Dr. Randal Pinkett.

As Managing Partner of BCT Partners, I, Randal D. Pinkett, PhD, MBA, am authorized to bind the firm contractually and am pleased to submit this Proposal in response to the RFP. **This Proposal constitutes a firm and irrevocable offer that shall remain valid for 180 days from the date of submission. BCT Partners is fully prepared and willing to perform all services described in the RFP, and we affirm that we have the available staff and necessary resources to successfully carry out all deliverables as outlined.**

If you have any questions, I can be reached at (973) 622-0900 x104 or via e-mail at: rpinkett@bctpartners.com.

Sincerely,

Randal D. Pinkett, PhD, MBA
Managing Partner
BCT Partners, LLC



REVISED TECHNICAL PROPOSAL

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1. **MINIMUM QUALIFICATIONS CERTIFICATION (ATTACHMENT A)**

California Public Employees' Retirement System Diversity, Equity, and Inclusion Consulting Services Minimum Qualifications Certification

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.

6/30/25

Authorized Signature

Date

Dr. Randal Pinkett, Managing Partner

Name and Title (Please Print)



Evidence of Minimum Qualifications

A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Organization Name	Years of Operation
BCT Partners, LLC	25 years

B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Firm	Years of Experience	Type	Contact Person	Contact Information
Virtua Health	7	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Rhonda Jordan Executive Vice President / Chief Human Resources Officer	(856) 355-0057 rjordan@virtua.org
Gemma Services	5	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Dr. Kristen Gay, Executive Director	(610) 825-4440 kgay@silver-springs.org
U.S. Department of Energy (DOE) and Bonneville Power Administration (BPS)	1	Assessing, advising, and strategic planning	Fern Elledge	503-230-3613



- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
Citigroup	7	DEI Strategic Planning, Curriculum Design and Training/Facilitation	Leah Wallace Vice President, Workforce Development & Diversity and Inclusion	(224) 222-2117 Leah.wallace@citi.com
The Port of Portland	1	Culture, talent management, and internal and external-facing business practices	Martine Coblentz	(503) 724-8458 martine.coblentz@portofportland.com
Children's Mercy, Kansas City	4	Culture, culturally responsive care, and legal compliance	Michelle P. Wimes, JD, SVP, Chief Diversity, Equity and Inclusion Officer	(816) 302-4675 mpwimes@cmh.edu

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Firm	Years of Experience	Type	Contact Person	Contact Information
New York City Employees' Retirement System	2	Assessing, advising, and strategic planning	Maureen Brooks; Deputy Director of Human Resources	mbrooks@nycers.org, 917-671-8175

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.



Firm	Years of Experience	Type	Contact Person	Contact Information
Bristol Myers Squibb (BMS)	15	D&I and Health Equity Commitments Program Management Office (PMO)	Rondu Vincent, Executive Director Global Supplier Diversity and Sustainability	(609) 897-4047 (Phone) (917) 664-7951 (Cell) rondu.vincent@bms.com
Virtua Health	7	Culture, talent management, and internal and external-facing business practices	Rhonda Jordan Executive Vice President / Chief Human Resources Officer	(856) 355-0057 rjordan@virtua.org



2. PROPOSAL/PROPOSER CERTIFICATION SHEET (ATTACHMENT B)

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: BCT Partners

Contact Name and Title: Dr. Randal Pinkett, Managing Partner

Address: 1 Tower Center Blvd, Suite 1510, East Brunswick, NJ 08816

Phone Number: (973) 622-0900

Fax Number: (973) 622-0655

E-Mail Address: rpinkett@bctpartners.com

2. Indicate your organization type:

- ☐ Limited Liability Company
- ☐ Partnership
- ☐ Joint Venture (If checked, attach required documentation. See "Exhibit 1")
- ☒ Limited Liability Corporation
- ☐ Corporation (Corporation Number ____)
- ☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 22-3665630

4. California Corporation Number: N/A

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

- | | | |
|---|------------------------------|--|
| a. California Small Business | Yes ☐ | No ☒ |
| b. Disabled Veteran Business Enterprise | Yes ☐ | No ☒ |
| c. California Micro Business | Yes ☐ | No ☒ |

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)



7. Does your Proposal contain Proprietary Information?

Yes ☐ No ☒ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 49 (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Riikka Salonen

Address: 1 Tower Center Blvd, Suite 1510, East Brunswick, NJ 08816

Phone Number: (973) 622-0900

Fax Number: (973) 622-0655

E-Mail Address: taskorders@bctpartners.com

The name of the company officer authorized to sign this contract is:

Name and Title: Shalawn Hilliard, Director of Administration

Address: 1 Tower Center Blvd, Suite 1510, East Brunswick, NJ 08816

Phone Number: (973) 622-0900

Fax Number: (973) 622-0655

E-Mail Address: contracts@bctpartners.com

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.

6/30/25

Authorized Signature

Date

Dr. Randal Pinkett, Managing Partner

Name and Title (Please Print)



3. **CALIFORNIA TAXPAYER AND SHAREHOLDER PROTECTION ACT DECLARATION
(ATTACHMENT C)**



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name BCT Partners, LLC

The firm named above certifies that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

6/30/25

Authorized Signature

Date

Dr. Randal Pinkett, Managing Partner

Name and Title (Please Print)



4. CONTRACTING ACT DECLARATIONS (ATTACHMENT D)



California Public Employees' Retirement System

Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☐ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.



activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed



since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

6/30/25

Authorized Signature

Date

Dr. Randal Pinkett, Managing Partner

Name and Title (Please Print)



6. CALPERS CONTRACT-RELATED DISCLOSURE FORM (ATTACHMENT E)



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number:

RFP 2024-9420

b. Proposer or Contractor Name:

BCT Partners, LLC

c. Name of Individual Authorized to bind the Proposer or Contractor:

Randal D. Pinkett, PhD, MBA

d. Contact Person (if different than above):

Rikka Salonen

e. E-mail Address:

rpinkett@bctpartners.com

f. Phone No:

(973) 622-0900 x104

g. Name of CalPERS Contact (if applicable):



Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.
3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:
4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.



5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

None

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.

6/30/25

Authorized Signature

Date

Dr. Randal Pinkett, Managing Partner

Name and Title (Please Print)



7. PROPOSAL QUESTIONNAIRE (ATTACHMENT F)

As prescribed in Section V of the Request for Proposal, all Proposers are required to submit responses and documentation as requested on this questionnaire. The information requested must be provided in the prescribed format; all questions must be repeated in their entirety before the answers are given. Responses that deviate materially from the prescribed format may lead to the rejection of the Proposal.

Document current and planned level of compliance with Revised 508 standards for all deliverables to be provided by the successful Proposer, including any electronic content that may be posted to the CalPERS website. Proposer may document its compliance by providing (a) its policy and procedures for validating the accessibility of electronic content; (b) a narrative description of said policy and procedures; or (c) a written Accessibility Conformance Report (ACR) for each Information and Communication Technology (ICT) Standards item that is to be developed, updated, configured for, and delivered to CalPERS. Any documentation provided in responding to this question should be based on the latest version of the Voluntary Product Accessibility Template (VPAT) provided by the Industry Technology Industry Council (ITIC).

The response to all questions in the aggregate must be limited to twenty (20) pages maximum. Please note if a submission with more than twenty (20) pages is received only the first twenty (20) pages will be considered for scoring. Provide responses in the order the prompts are listed.

A. ORGANIZATION and BACKGROUND

(Pass/Fail)

1. Name of your organization: **BCT Partners, LLC**
2. Location of headquarters: **East Brunswick, New Jersey**
3. Location and address of branch which would provide services under this contract:
1 Tower Center Blvd, Suite 1510, East Brunswick, NJ 08816.
4. Number of years your organization has been in business: **25 years**
5. Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe: **No**
6. Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm:
Our mission is to harness the power of diversity, insights, and innovation to transform lives, accelerate equity, and create lasting change.

A copy of BCT's State of New Jersey-Articles of Incorporation is provided as an attachment at the end of the questionnaire.



B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES **(Pass/Fail)**

Please provide a summary of the services that your firm provided in the service categories below, in one or multiple of the following business sector(s); public, private, and/or non-profit; in which the work was performed. Clearly explain your experience in all business sector(s) for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices.

For the last 25 years, **BCT Partners (BCT)** has been providing DEI advisory services to government agencies, corporations, nonprofit organizations, educational institutions, and foundations. BCT is one of the leading firms in the country, with expertise in the following markets: financial services, housing and community development, economic development, workforce development, children and families, health, education, and diversity, equity, and inclusion. Examples include:

Financial Services: Bank of New York Mellon, Capital One, Chubb & Son, Citigroup, Columbia Bank, Freddie Mac, Investors Bank, JPMorganChase, Merrill Lynch, New York City Employees' Retirement System, OceanFirst Bank, PNC Bank, Prudential Financial, RLJ Equity Partners, Selective Insurance, State Farm, Sun Life Financial, SunTrust Bank, U.S. Department of the Treasury, World Bank

Cities: City of Bowling Green, KY; Charlestown, SC; Chicago, IL; Detroit, MI; New Orleans, LA; Newark, NJ; New York, NY; Philadelphia, PA; San Francisco, CA; Seattle, WA; Selma, AL; Tarrytown, NY; Trenton, NJ; Winslow, AZ; Washington, District of Columbia.

Federal Government: U.S. Department of Housing and Urban Development (HUD), U.S. Department of State (DOS), U.S. Department of Justice (DOJ), U.S. Department of the Treasury (Treasury), U.S. Department of Health and Human Services (HHS), U.S. Department of Education (ED), U.S. Department of Labor (DOL), U.S. Department of Commerce (DOC), U.S. Department of Agriculture (USDA), U.S. Department of the Interior (DOI).

Local Government and Authorities: Northwest Pennsylvania (NWP) JobConnect, Port of Portland, Port of Vancouver, Raleigh-Durham International Airport Authority.

Small Business Development: National Minority Supplier Development Council (NMSDC), Greater Newark Local Initiatives Support Corporation (LISC), Rutgers Center for Urban Entrepreneurship and Economic Development (CUEED), U.S. Small Business Administration (SBA), Greater Newark Enterprises Corporation (GNEC), Seedco, Women's Business Enterprise National Council (WBENC).

Private Sector: Hewlett-Packard, Verizon, Accenture, Toyota, Prudential, Walmart, ExxonMobil, PNC Bank, General Motors, Citigroup, Pfizer, Johnson & Johnson, Ford, Bayer, Bristol Myers Squibb, Tishman Speyer, United Airlines, Weston Solutions.

Nonprofit and Philanthropic Sector: Bill and Melinda Gates Foundation, Living Cities, Enterprise Community Partners, American Red Cross, United Way, Robert Wood Johnson Foundation, Annie E. Casey Foundation, Ford Foundation, Rockefeller Foundation, RWJBarnabas Health, Virtua Health, Bon Secours Health System, Freddie Mac.



BCT's specific DEI capabilities and advisory services are summarized in Table 1.

DEI STRATEGY & PLANNING Strategic & Business Planning Strategy Execution & Implementation Training, Learning & Development Facilitation • Organizational Development Change Management Communication & Engagement	DEI RESEARCH & EVALUATION Quantitative & Qualitative Research In-Depth Interviews (IDIs)/Focus Groups Survey Design & Implementation Econometric, Mathematical, & Statistical-Based Algorithms & Models Benchmarking & Best Practices	DEI HR & TALENT MANAGEMENT Inclusive Talent Life Cycle Management Recruitment, Hiring, Development, Advancement, Retention & Support Performance Management Regretted Loss Assessments Coaching • Team Building
WORKFORCE DEI Assessments • Inclusive Management Strategic & Business Planning Quantitative & Qualitative Research Business Case & Impact Evaluation Leadership Development • Coaching Employee Resource Groups (ERGs)	WORKPLACE DEI Diversity Council Strategy & Support Cultural Assessment & Transformation Inclusive Leadership • Mentor/Protégé Cross-Cultural Communication Cross-Cultural Conflict Resolution Microinequities & Microaffirmations	SUPPLIER DEI Assessments • Strategic Sourcing Strategic & Business Planning Program Design & Monitoring Procurement Department Training Business Case & Impact Evaluation Supplier Managed Service Provider/MSP
DEI LEARNING & DEVELOPMENT Valuing Diversity • Unconscious Bias Courageous Conversations Intergenerational Differences Cognitive Diversity • Allyship & Antiracism Cultural & Linguistic Competence Workplace Civility & Respect Psychological Safety & Trust	DEI DATA SCIENCE & ANALYTICS DEI Metrics & Performance Measures Kirkpatrick Four-Level Training Evaluation Data Warehousing, Integration & Quality Dashboards, Reporting & Visualization Precision Analytics & Machine Learning Artificial Intelligence (AI) Natural Language Processing (NLP)	DEI SOLUTIONS DEI Workforce and Workplace Assessment (DWWA) VR for Human Understanding Rali Learning Experience (LX) Global Diversity, Equity & Inclusion Benchmark (GDEIB) • Redefine the Game Institute • IDI®, ICS® & HBDI®

Table 1: BCT Offers a Full Spectrum of DEI Services & Solutions

The Equity and Wellness Institute (EqWI) brings nearly three decades of experience in DEI-focused advisory services, rooted in its origins as Mitchell Consulting in 1996. Guided by a mission to cultivate institutional and community well-being, EqWI has become a trusted partner for agencies seeking to embed equity into organizational practices and policies. Across numerous statewide and local initiatives, EqWI has led strategic planning, Racial Equity Action Planning, community engagement, DEI capacity building, and stakeholder engagement to advance racial and social equity.

Notably, EqWI's Dr. Tamu Green led the creation of Sacramento's first Racial Equity Action Plan for homelessness (2019–2021), incorporating community-based participatory research and stakeholder forums to address systemic disparities. With the California Mental Health Services Oversight and Accountability Commission (2020–2021), EqWI guided the agency through a politically sensitive DEI transformation process, culminating in a tailored implementation roadmap. In Alameda County (2021–2023), EqWI facilitated comprehensive engagement to envision behavioral health services through an equity lens.

In public health, EqWI developed Sacramento County Public Health's Health and Racial Equity Action Plan (2022–2024), embedding equity principles through training, focus groups, and systems assessment. The firm also played a pivotal role in the California Reducing Disparities Project (2023–2025), collecting statewide input and facilitating a representative task force to shape equity-driven recommendations for state implementation.

EqWI's DEI expertise extends to rural and environmental contexts through its work with the California Tahoe Conservancy (2021–2024). In this role, EqWI applied a racial equity framework to guide internal and community-facing strategies aimed at addressing structural racism. The project included interviews, focus groups, and literature reviews to inform a Racial Equity Action Plan centered on community voice, with a focus on vulnerable groups, including the Washoe Tribe of NV & CA, Latinx residents, people with disabilities, seniors, and LGBTQIA+ individuals. The plan promotes environmental justice and a culture of continuous improvement.



within the Conservancy.

Other influential partnerships include strategic DEI planning for the California Arts Council, CalABLE, and the Stanford Mussallem Center for Biodesign. Each project leveraged EqWI's strengths in policy analysis, training, stakeholder collaboration, and applying equity frameworks to reshape public systems for inclusivity and justice.

For over 30 years, **V. Randolph Brown Consulting (VRBC)** has served as a trusted advisor and strategic partner to organizations across a wide range of industries, supporting CEOs, CHROs, senior executives, and middle managers in accelerating and advancing their diversity, equity, and inclusion (DEI) efforts. As subject matter experts and thought leaders in integrative and strategic DEIB, VRBC brings a deep, research-based, and data-informed approach to this work. Our influential contributions—including co-authoring *The Phoenix Principles* and *Intrinsic Inclusion*, as well as our landmark study with the National Urban League—continue to shape the DEI landscape today.

VRBC frequently supplements and strengthens internal DEI teams by providing consultative guidance tailored to each client's unique context. Our support spans a broad spectrum of strategic areas, including education and training, leadership commitment and engagement, communications, metrics and measurement, employee experience lifecycle, marketing, and community engagement. Leveraging an Appreciative Inquiry approach, we collaborate closely with our clients to design practical, high-impact solutions that align with their organizational goals.

Our partnerships with organizations that are leaders in healthcare, financial services, technology, and retail are grounded in the understanding that DEI is not a suspension of business logic, but rather a strategic imperative. When fully integrated into business operations, DEI drives stronger outcomes, fosters innovation, and strengthens organizational performance.

2. Providing education and training on DEI matters to Boards of Trustees.

BCT Partners has significant experience delivering customized diversity, equity, and inclusion (DEI) education to Boards of Trustees and governing bodies. Notably, BCT designed and delivered inclusive board curriculum, training, and coaching to the Virtua Health Board of Trustees, covering key DEI topics such as the business case for DEI, cultural competence, managing bias, and inclusive leadership. This training included both a two-hour seminar and follow-up coaching sessions to support board members in translating DEI concepts into governance and strategic oversight. Additionally, BCT provided DEI and unconscious bias training to the Covenant House International board, facilitating courageous conversations tailored to the board's role in shaping organizational culture and policy. These engagements demonstrate BCT's capacity to engage high-level leadership audiences with practical, context-specific DEI training that aligns with board responsibilities and fiduciary impact.

The Equity and Wellness Institute (EqWI) has a strong record of delivering impactful Diversity, Equity, and Inclusion (DEI) education and training to Boards of Trustees, executive teams, and other governing bodies. With a foundation in racial equity, community engagement, and systems transformation, EqWI equips leadership groups to embed equity into strategic governance and institutional culture.

With the Sacramento Continuum of Care Board (2019–2021), Dr. Green led a multi-month initiative to develop the region's first Racial Equity Action Plan to address homelessness. A central component was the formation and training of a Racial Equity Committee composed of board members. Dr. Green provided a structured three-



part DEI training series, which helped board members understand systemic racism, equity frameworks, and their role in reshaping local policy and funding priorities.

For the California Mental Health Services Oversight and Accountability Commission (2020–2021), EqWI facilitated biweekly sessions with commissioners and executive staff through the Capitol Cohort on Race and Equity (CCORE). Trainings included implicit bias, root cause analysis, and inclusive engagement strategies, culminating in a Racial Equity Action Plan and stakeholder-informed implementation guide. Board members praised the open, supportive learning environment and the opportunity to reflect on institutional challenges and responsibilities.

At the California Tahoe Conservancy (2021–2024), EqWI provided targeted equity-driven education and strategy development to support the organization’s commitment to racial and environmental equity. Training sessions and strategic consultation were delivered to the Board and senior leadership, focusing on dismantling structural racism, centering community voice, and building equitable public service practices. Particular attention was given to under-resourced and underrepresented populations in the Lake Tahoe region, including the Washoe Tribe of NV & CA, Latinx communities, and residents facing socioeconomic barriers.

In addition, EqWI’s role with the Stanford Mussallem Center for Biodesign (2023–2025) included advising the executive team and governance leaders on DEIB principles, with an emphasis on inclusive recruitment, onboarding, and structural redesign. Through sustained education and coaching, EqWI has helped shape policy and culture to reflect the values of equity and innovation.

Collectively, these projects underscore EqWI’s ability to guide Boards of Trustees and leadership entities through transformative learning experiences that foster shared accountability and long-term institutional change.

VRBC brings deep experience advising executives and preparing senior leaders for effective engagement with their Boards of Directors on matters of diversity, equity, and inclusion (DEI). As a trusted partner to numerous organizations over the years, VRBC has supported leaders in translating DEI strategy into board-level communication and action, while also delivering impactful DEI learning experiences tailored to governance and executive audiences across industries.

In alignment with its commitment to advancing DEI, an urban academic medical healthcare system partnered with VRBC to guide and accelerate its strategic inclusion efforts. VRBC served as both subject matter expert and thought partner to this healthcare system and their senior leadership team by designing and facilitating Leadership Imperative: Leveraging Intrinsic Inclusion to Reboot Your Biased Brain. This customized experience engaged the healthcare system’s Board of Trustees, Executive Cabinet, Service Line Administrators, and Medical Department Chairs, building leadership competence, compassion, and capacity to drive inclusive practices across the organization.

Through this partnership, VRBC helped this healthcare system strengthen its leadership’s ability to identify and eliminate systemic bias and racism while advancing equitable care and improving the patient experience for the diverse communities it serves.



3. Conducting assessments of established DEI programs and produce reports of findings and recommendations.

BCT Partners has extensive experience conducting comprehensive assessments of diversity, equity, and inclusion (DEI) programs and translating findings into actionable recommendations. A notable example is BCT's engagement with the National Science Foundation's Office of Budget, Finance, and Award Management (BFA), where BCT conducted a multi-phase DEI climate assessment aimed at creating a more inclusive and equitable organizational culture.

Their approach combined quantitative and qualitative methodologies, including the design and deployment of anonymous DEI surveys, statistical analysis (e.g., regression, correlation), in-depth interviews, and focus groups segmented by role and identity. BCT analyzed organizational dynamics, gathered candid employee feedback, and assessed structural barriers to inclusion. Findings were synthesized into a detailed report of DEI strengths, risks, and opportunities, which included a demographic profile, thematic insights, and recommendations for improvement.

The project also included follow-on activities such as:

- Facilitated sessions with senior leadership to interpret results and prioritize goals
- Recommendations for human resources process improvements, particularly in hiring and promotion practices
- Coaching, training, and small group facilitation aligned with assessment findings
- A final roadmap with accountability measures to track DEI progress

This engagement demonstrates BCT's ability to not only assess existing DEI programs but also to translate data into practical strategies, build trust through facilitation, and embed measurable improvements across organizational systems.

The Equity and Wellness Institute (EqWI) brings deep expertise in assessing existing DEI initiatives and delivering evidence-based reports that guide organizational transformation. Using an equity-rooted, participatory approach, EqWI evaluates program structures, identifies gaps, and delivers clear recommendations tailored to institutional contexts.

At the Sacramento County Public Health, Health and Racial Equity Division (SCPH, 2022–2024), EqWI led a comprehensive internal equity assessment as part of the development of the Health and Racial Equity Action Plan (HREAP). This included a review of internal policies and practices, stakeholder interviews, staff surveys, a resource assessment, community-based participatory research, and community focus groups. The resulting report provided SCPH with a clear pathway to enhance equitable operations, informed by promising practices and community perspectives.

For the California Tahoe Conservancy (2021–2024), EqWI conducted a 2-year in-depth assessment of the agency's DEI readiness and culture, focusing on structural and institutional racism. The evaluation involved literature reviews, interviews, and focus groups with staff and community members, culminating in a DEI Action Plan with measurable goals for improving health and environmental justice outcomes in the Lake Tahoe region.

In collaboration with Sacramento Steps Forward (2019–2021), Dr. Green assessed the region's systems response to homelessness through a racial equity lens. The team evaluated the Continuum of Care's structures, policies,



and practices, integrating national best practices and community-based participatory research (CBPR) to produce the region's first Racial Equity Action Plan. This assessment uplifted the lived experiences of BIPOC individuals experiencing homelessness and outlined concrete recommendations for systemic change.

Working with the Office of Health Equity (OHE) and the California Reducing Disparities Project (CRDP, 2023–2025), EqWI coordinated regional engagements, collected stakeholder feedback, and synthesized data from public forums, surveys, and interviews. The findings informed two major reports: a comprehensive summary of current DEI challenges and a strategic implementation plan for CRDP's third phase.

Lastly, for the California Arts Council (CAC, 2019-2020 and 2024), EqWI evaluated the agency's statewide impact through equity-centered surveys, think tanks, and focus groups—particularly emphasizing underrepresented and rural voices. The findings shaped "Creative Impact," CAC's strategic framework, with specific equity goals embedded into funding, policy, and outreach priorities.

Through these projects, EqWI has established itself as a trusted evaluator of DEI programs, known for its rigorous analysis, culturally responsive methods, and actionable, community-informed recommendations.

VRBC conducted a qualitative and quantitative assessment including existing DEI programs (both formal and informal), analyzed all data, and produced a comprehensive report of key findings and strategic recommendations, and an implementation/action plan for an Ohio-based global technology company that is the developer of an enterprise content management and process management software suite used in healthcare, financial institutions, insurance, government, higher education and manufacturing.

VRBC also conducted a targeted qualitative assessment, including key quantitative components, for a unified health system based in Cincinnati, Ohio. The evaluation was designed to understand the differences in employee experiences, including those with existing DEI programs, based on demographic attributes, such as race, gender, position, and level or hierarchy. Following the assessment and data analysis, VRBC developed a comprehensive report of key findings and strategic recommendations for consideration.

4. Meeting with Boards of Trustees as part of the assessment and information-gathering process.

BCT Partners has engaged directly with the Boards of Trustees as part of the assessment and information-gathering process in several client engagements. For example:

At Covenant House International, BCT designed and delivered DEI and unconscious bias training tailored explicitly to multiple audience segments, including board members. The engagement included moderated courageous conversations with the board, aimed at fostering inclusive dialogue and collecting feedback that informed the overall DEI strategy.

At Virtua Health, as part of a broader organizational DEI transformation following a merger, BCT facilitated board-level DEI training and coaching to support strategic alignment with the "Culture of WE" values. This included engaging board members to understand their perspectives and align governance practices with equity-focused goals. These examples demonstrate BCT's consistent approach of involving Boards of Trustees early in the DEI assessment phase to gather insights, build leadership alignment, and embed accountability into strategy and governance.

In its work with the Sacramento County Public Health, Health and Racial Equity Division (2022–2024), **EqWI** met with senior leadership and division heads to assess internal readiness and gather strategic input for the Health



and Racial Equity Action Plan (HREAP). These leadership-level discussions informed the design of assessment tools and shaped priorities for equity advancement, including board-facing training components and cross-divisional accountability structures.

At the California Tahoe Conservancy (2021–2024), EqWI conducted interviews and interactive sessions with board members and senior executives as part of its racial equity assessment process. These engagements helped surface organizational blind spots, clarify strategic goals, and inform the development of a DEI Action Plan that emphasized measurable outcomes and community accountability. Board participation was critical in shaping recommendations that addressed both internal operations and public service delivery.

In partnership with Sacramento Steps Forward (2019–2021), Dr. Green directly engaged the Continuum of Care Board during the creation of the region’s first Racial Equity Action Plan. By convening a dedicated Racial Equity Committee composed of board members with lived experience of homelessness, who were central to both the data collection and validation process, their insights were integrated into the final recommendations to reform governance practices and funding protocols.

For the California Mental Health Services Oversight and Accountability Commission (2020–2021), EqWI held biweekly working sessions with commissioners, guiding them through equity assessments, root cause analysis, and policy audits. These collaborative sessions provided the foundation for the Commission’s Racial Equity Action Plan and subsequent implementation roadmap.

VRBC conducted a DEIB qualitative assessment of all members of the Board of Trustees for an Ohio-based urban health care system. The assessment process included individual data-gathering meetings with each member of the Board. The assessment and data analysis resulted in a comprehensive report of key findings, which was presented to all Board members in a meeting that also included a facilitated dialogue on DEI strategy/action planning. In addition to presenting the assessment report, the meeting included a facilitated DEIB education component, custom-designed and facilitated specifically for the Board of Trustees.

5. Meeting with executive leadership as part of the assessment and information-gathering process.

BCT Partners routinely meets with executive leadership as a core component of its DEI assessment and information-gathering process. BCT has conducted onboarding sessions with executive teams to establish scope, clarify expectations, and understand internal team culture before launching assessments. For example, in its work with the Bill and Melinda Gates Foundation, BCT onboarded with the leadership team and the DEIB Extended Core Team to align on project goals and cultural context. BCT facilitates tailored coaching and confidential leadership support, particularly to build capacity in racial equity and DEIB competencies. This has involved individual and group sessions with executives to support their leadership development in alignment with equity goals. BCT also leads findings sessions with executive leadership, as seen in their engagement with the National Science Foundation’s Office of Budget, Finance, and Award Management (BFA). BCT facilitated leadership sessions to review assessment results and co-develop next steps, including action plans and accountability mechanisms. These approaches demonstrate that BCT prioritizes executive alignment and input early and throughout the assessment process to ensure DEI efforts are strategic, contextualized, and sustainable.

EqWI, in its partnership with Vision y Compromiso (2024), collaborated closely with the organization’s executive leadership to assess internal capacity for equity-centered programming. Through interviews and facilitated



dialogues, EqWI gathered insights that shaped the development of tailored tools and recommendations to strengthen culturally responsive leadership and community impact. These sessions were instrumental in identifying operational barriers and aligning leadership's vision with practical DEI strategies.

For the California Tahoe Conservancy (2021–2024), EqWI engaged the executive team in a series of one-on-one interviews, coaching sessions, and facilitated planning sessions to assess internal organizational culture, equity knowledge, and strategic direction. These discussions informed the development of a Racial Equity Action Plan grounded in both operational feasibility and community needs, focusing on addressing disparities faced by under-resourced and underrepresented populations in the Lake Tahoe region.

At the Sacramento County Public Health, Health and Racial Equity Division(2022–2024), EqWI began its health and racial equity assessment by meeting with SCPH executive leaders to establish trust, gather organizational history, and clarify equity priorities. These early engagements were crucial in designing the Health and Racial Equity Action Plan (HREAP) and later influenced the development of an internal training academy and equity-focused town halls.

In its work with the Office of Health Equity (2023–2025), EqWI collaborated with executive leadership to co-design the structure for public engagement across five regional meetings and a statewide task force as part of the California Reducing Disparities Project. Input from leadership guided EqWI's data collection methods and validated the recommendations that were ultimately included in the project's statewide implementation plan.

Throughout our decades of DEIB consulting experience, including past iterations such as Global Lead Management Consulting, Global Novations, and now **V. Randolph Brown Consulting (VRBC)**—involving executive leadership in the information gathering process and in presenting final reports and strategic recommendations has been a consistent part of our organizational assessments. A few recent examples are included below.

VRBC conducted a qualitative and quantitative multi-department assessment for a district in the Federal Reserve System. Members of executive leadership were included in the data-gathering process, and VRBC presented the final report, including strategic recommendations for consideration to departmental leaders, who included members of executive leadership.

VRBC conducted an organization-wide qualitative and quantitative assessment for a US-based global technology firm, involving executive leaders in the data-gathering process. In addition, VRBC delivered the final report in a meeting with executive leaders that included a VRBC-facilitated dialogue and strategy session designed for executive and senior leaders.

VRBC conducted a qualitative and quantitative assessment for a private U.S. for-profit company specializing in information security, cybersecurity training, and certificate sales. The information gathering process, as well as the presentation of the final report, included members of executive leadership.

VRBC conducted a comprehensive qualitative and quantitative assessment for an American non-profit organization that advocates for gun control and against gun violence. Executive leaders were involved in the information-gathering process and the presentation of the final report, which included a facilitated and strategic dialogue on DEIB, custom-designed for executive and senior leaders.



6. Preparing an action plan aligned to organizational core values and assessment findings.

BCT Partners has demonstrated extensive experience in preparing action plans that are closely aligned with organizational core values and grounded in assessment findings. One clear example is their work with RWJBarnabas Health, where BCT conducted a comprehensive organizational and cultural DEI assessment to:

- Evaluate pre-merger organizational cultures,
- Identify how unconscious and cognitive bias impacted healthcare delivery and decision-making, and
- Determine how the system could better support its leaders in advancing DEI.

The findings from this assessment directly informed a strategic action plan focused on enhancing cultural integration, improving leadership DEI capacity, and aligning healthcare practices with RWJBarnabas Health's mission to improve the health and wellness of diverse communities statewide. This ensured that the plan was not only evidence-based but also mission-driven and operationally feasible.

In other completed engagements, such as with the Port of Portland and Port of Vancouver, BCT translated equity assessments into strategic DEI roadmaps that embedded client values and were supported by measurable implementation milestones. These plans included revised policies, training, stakeholder engagement mechanisms, and accountability structures to ensure sustained impact.

At Sacramento County Public Health (SCPH, 2022–2024), **EqWI** developed a Health and Racial Equity Action Plan (HREAP) rooted in staff input, document reviews, and community feedback. The plan aligned with SCPH's public health mission and emphasized community-based participatory research, an internal training academy, and future-facing equity summits.

For the California Tahoe Conservancy (2021–2024), **EqWI** created a Racial Equity Action Plan informed by in-depth interviews, literature reviews, and focus groups. The plan aligns with the Conservancy's environmental and equity values, promoting inclusive engagement, measurable outcomes, and structural transformation for under-resourced and underserved communities in the Lake Tahoe region.

In the Town of Truckee (2023–2024), **EqWI** developed an action plan that addressed systemic racism and promoted equity in public services. Based on findings from executive interviews and community discussions, the plan echoed Truckee's commitment to transparency, inclusivity, and continuous improvement, particularly in serving rural and underrepresented groups such as the Washoe Tribe of NV & CA, Latinx residents, persons with intellectual and physical disabilities, and the LGBTQIA community.

At the California Mental Health Services Oversight and Accountability Commission (MHSOAC, 2020–2021), **EqWI** guided the Commission through a structured equity assessment process, including root cause analysis, implicit bias training, and stakeholder dialogue. The resulting Racial Equity Action Plan (REAP) aligned with MHSOAC's mission to ensure accountability and innovation in mental health, while embedding racial equity principles into internal operations and statewide leadership efforts.

Working with Sacramento Steps Forward (2019–2021), Dr. Green developed a Racial Equity Action Plan based on a regional assessment of homelessness services. The plan addressed governance, funding equity, and community partnerships, consistent with the agency's collaborative mission to reduce racial disparities in housing outcomes.



With the Office of Health Equity (2023–2025), EqWI synthesized findings from statewide stakeholder engagement and task force activities into a formal recommendation and implementation plan for Phase III of the California Reducing Disparities Project—advancing OHE’s commitment to mental health equity and culturally responsive services.

To ensure that information gathered, analyzed, and reported as part of an organizational assessment leads to strategic, measurable, and sustainable changes, action planning that aligns with and supports the organization’s core values is an integral and consistent part of **VRBC’s** assessment process. It is important to note that organizations often decide to confirm or modify established values or identify new values based on key assessment findings. The following are a few recent examples.

Based on findings from a comprehensive organizational assessment conducted by VRBC for a software company, a diverse-by-design Strategy Team was formed to create the DEI(B) organization-wide strategy, comprising employees at all levels—senior/executive to individual contributors. VRBC educated the team on strategy development and led them in developing the DEIB mission, vision, and values, which aligned with the organization’s overall mission, vision, and values on which the DEIB Strategic Action Plan was based.

VRBC conducted a qualitative and quantitative assessment for a California-based nonprofit organization that develops, owns, and manages affordable rental housing, with the mission of ending homelessness for people with mental illness. VRBC facilitated foundational DEIB education for the diverse-by-design Strategy Team DEIB and led them in refining and building on the organization’s strategy framework.

VRBC carefully analyzed an urban health care system’s comprehensive existing DEIB-related data to create the organization’s DEIB action plan. The plan employed a SMART construct, was inclusive of and addressed the organization’s confirmed DEIB needs, and it fully aligned with the organization’s established mission, vision, and values.

7. Conducting DEI best practices research and provide analysis and reports.

BCT Partners brings deep expertise in conducting DEI best practices research and providing rigorous analysis and reporting, with a particular emphasis on the Global Diversity, Equity & Inclusion Benchmarks (GDEIB) as a foundational framework. The GDEIB allows BCT to assess organizational maturity across 15 categories of DEI practice, benchmark client performance against global standards, and identify tailored strategies for growth. This methodology has been effectively applied in engagements with organizations such as the Port of Portland, Macy’s, and currently with Lyft.

At the Port of Portland, BCT used GDEIB to guide a comprehensive workforce equity assessment that informed strategic changes in culture-building, environmental justice and community engagement. Similarly, BCT partnered with Macy’s to benchmark their DEI programming and provide recommendations aligned with both GDEIB and Macy’s corporate values, resulting in strengthened systems of accountability and inclusive leadership development. Ms. Riikka Salonen is one of the 112 expert panelists who co-authored the current 2024 GDEIB. She has led benchmarking efforts that translate abstract DEI principles into measurable goals, operational improvements, and strategic outcomes, making her a valuable asset in applying GDEIB across sectors. BCT’s deliverables include comprehensive reports with visual scorecards, stakeholder-informed recommendations, and implementation timelines—ensuring each action plan is not only evidence-based, but also tightly aligned with the client’s core values and strategic direction.



For the Sacramento County Public Health, Health and Racial Equity Division (SCPH, 2022–2024), **EqWI** conducted an in-depth review of statewide and national DEI and health equity initiatives to inform the development of a comprehensive Health and Racial Equity Action Plan (HREAP). Research methods included internal document review, staff interviews, community focus groups, and a comparative analysis of promising practices. This foundation supported the development of a tailored training academy, an equity-centered resource assessment tool, and a roadmap to deepen SCPH’s institutional commitment to racial and health equity.

In the California Tahoe Conservancy (2021–2024) project, EqWI conducted extensive literature reviews, internal equity audits, and focus groups to explore best practices in environmental justice and racial equity within rural and state agencies. Findings were synthesized into a DEI Action Plan that addressed internal systems change and external service delivery. Special attention was given to the Washoe Tribe, Latinx communities, and other historically excluded groups in the Lake Tahoe region, ensuring recommendations were both place-based and equity-rooted.

Dr. Green’s partnership with Sacramento Steps Forward (2019–2021) focused on building the region’s first Racial Equity Action Plan to address homelessness. Through community-based participatory research (CBPR), interviews, stakeholder forums, and national best practice reviews, she developed an equity framework to reform governance, funding, and outreach practices across the homelessness response system.

For the California Mental Health Services Oversight and Accountability Commission (MHSOAC, 2020–2021), EqWI conducted research on root cause analysis, racial equity frameworks, and organizational change strategies, supplemented by biweekly training sessions with the Commission. The work culminated in a Racial Equity Action Plan and implementation roadmap, designed to embed equity in mental health oversight and accountability.

In Alameda County Behavioral Health (ACBH, 2021–2023), EqWI conducted a comprehensive landscape analysis including focus groups, key informant interviews, and data synthesis to guide the county’s Strategic Plan. This research produced insights on how to center equity in behavioral health systems, informing actionable recommendations for a more inclusive, community-responsive public health infrastructure.

Working with Education Insights Center (EdInsights, 2022–2023), EqWI led a strategic research initiative to align higher education policy, leadership, and evaluation with racial equity goals. EqWI reviewed internal documents and data, conducted interviews and listening sessions, and studied best practices from across the country. The final report provided strategic themes and financial recommendations to support equity-centered organizational development.

In partnership with Vision y Compromiso (2024), EqWI supported an assessment of internal operations and community partnerships by conducting interviews with executive leadership and partners, benchmarking DEI practices in community health worker models, and compiling findings into an actionable plan to enhance cultural responsiveness, operational alignment, and organizational sustainability.

For the Town of Truckee (2023–2024), EqWI performed a multi-method equity assessment, including interviews, focus groups, and a literature review on racial equity in local governance. The findings shaped a DEI Action Plan focused on dismantling systemic barriers for underserved communities including the Washoe Tribe, Latinx residents, LGBTQIA+ individuals, and seniors. Recommendations centered on aligning local policy with inclusive values and improving access to public services.



Grounded in a belief that sustainable diversity, equity, inclusion, and belonging (DEIB) outcomes require a data-driven, research-based, and Appreciative Inquiry approach, **VRBC** partners with organizations to deliver tailored, evidence-informed strategies that drive measurable impact. VRBC conducts sector-specific benchmarking and best practices research—spanning industries such as financial services, healthcare, retail, and technology—as well as subject-specific analyses aligned to each client’s unique DEIB priorities.

The insights gathered are synthesized into key themes and emerging trends, providing leaders with actionable intelligence to guide strategic decisions. To further enrich client understanding, VRBC has also curated and facilitated industry best practice panels that bring together executive leaders, middle managers, and staff with best-in-class DEIB practitioners and organizations. These panels offer practical, relevant insights that inspire innovation and accelerate internal progress. This work has been delivered to organizations equipping their leaders with the strategic perspective, peer insights, and contextual clarity needed to embed DEIB into their culture and operations effectively.

8. Advising on best practices in procurement.

BCT Partners has significant experience advising organizations on best practices in procurement, particularly with a focus on supplier diversity, equity, and inclusion. Our approach helps clients design, assess, and strengthen procurement strategies that align with broader organizational values and advance economic equity.

We support clients in evaluating their supplier diversity programs, assessing the current composition of vendor portfolios, and identifying gaps in the inclusion of minority-, women-, veteran-, and LGBTQ+-owned businesses. Our analysis often includes spend assessments disaggregated by vendor demographics, industry categories, and procurement levels (e.g., Tier 1 vs. Tier 2 suppliers). This enables organizations to identify areas where inequities may exist and understand how procurement practices may inadvertently exclude diverse vendors.

BCT also advises on the development of inclusive procurement policies, such as setting supplier diversity targets, creating equitable RFP and contracting processes, reducing barriers to entry for smaller vendors, and integrating community benefit criteria into procurement decisions. For example, in our work with large public entities like the Port of Portland, we helped integrate supplier diversity into their broader DEI strategies, aligning procurement practices with community impact goals.

Our team supports the design and implementation of supplier outreach and capacity-building strategies, which may include vendor education programs, matchmaking events, technical assistance for certification, and inclusive vendor onboarding processes. These initiatives aim to level the playing field for underrepresented suppliers and foster long-term economic inclusion.

Additionally, BCT develops metrics and reporting tools that track procurement equity over time, offering data dashboards and regular impact assessments to support transparency and accountability. Our work ensures that procurement teams are not only meeting diversity goals but are also embedding equitable practices into the full lifecycle of vendor engagement—from sourcing to contract closeout.

In all engagements, we bring cross-sector experience and proven methodologies to help organizations shift from compliance-based supplier diversity to transformative procurement strategies that create systemic equity and community benefit.



9. Advising on best practices in hiring.

BCT Partners brings extensive experience advising organizations on best practices in equitable hiring, grounded in robust data analysis and diversity metrics. Our approach begins with a detailed evaluation of recruitment and applicant flow data to identify potential points of bias in the hiring process. By using statistical analysis and machine learning techniques, we assess representation across each stage of the hiring funnel—from applicant sourcing and screening to interview conversion and offer acceptance. We analyze demographic conversion rates to identify disparities and uncover patterns of underrepresentation, enabling clients to take corrective action in real-time.

In our work with Southern California Edison (SCE), we conducted a DEI-focused human resources audit across more than 280 locations, which included a close examination of hiring and promotion patterns. This analysis revealed departments with statistically significant gaps in representation and identified inadvertent barriers that were limiting opportunities for specific demographic groups. As a result, SCE was able to refine its recruitment strategies, standardize interview processes, and create more inclusive pathways for advancement.

BCT also conducts pay equity audits to ensure that starting salaries are consistent across demographic lines and that compensation practices are free from systemic bias. We evaluate hiring data alongside retention, promotion, and performance trends to provide a comprehensive view of how new hires move through the organization. Our data-informed insights are translated into practical hiring interventions, such as inclusive job descriptions, bias-mitigating interview techniques, structured evaluation criteria, and accountability systems for hiring managers.

Additionally, we support clients like Virtua Health and the U.S. Department of Energy in setting equity benchmarks and designing measurable, outcomes-based strategies to diversify their workforce. By combining predictive analytics with labor market comparisons, we help clients anticipate future workforce needs and proactively embed inclusion into talent acquisition. Through interactive dashboards and detailed reports, we ensure that leadership has the tools to understand, communicate, and act on hiring equity data.

Overall, BCT Partners' data-driven and systems-informed methodology equips organizations with the evidence and strategies needed to build fair, inclusive, and high-performing hiring practices.

At the Stanford Mussallem Center for Biodesign (2023–2025), **EqWI** played a critical advisory role as part of the executive team. EqWI assessed the Center's hiring processes and worked with leadership, HR, and program teams to redesign recruitment and onboarding strategies that reflect inclusive values. Recommendations included integrating social determinants of health into talent pipelines, fostering relationships with Historically Black Colleges and Universities (HBCUs), and improving workplace culture to retain diverse talent.

In its engagement with the California Mental Health Services Oversight and Accountability Commission (MHSOAC, 2020–2021), EqWI advised on equitable hiring as part of broader internal systems transformation. Through biweekly meetings and training, EqWI guided commissioners and staff in recognizing biases within hiring frameworks and supported them in aligning recruitment and promotional practices with racial equity goals outlined in the agency's Racial Equity Action Plan.

For the Town of Truckee (2023–2024), EqWI provided strategic input on inclusive hiring practices as part of a broader DEI assessment. This included recommendations for reducing barriers in recruitment, implementing



anti-bias training for hiring committees, and updating job descriptions and outreach methods to attract a more diverse applicant pool—particularly from underrepresented and rural communities.

Additionally, through Vision y Compromiso (2024), EqWI supported leadership in evaluating their internal hiring structures, offering guidance on culturally responsive and community-reflective staffing models. This work was rooted in best practices for hiring from within the promotor/a model and ensuring leadership pathways for frontline community health workers.

At a large midwestern academic medical center, **VRBC** designed and delivered diversity, equity, inclusion and belonging (DEIB) education for all HR leaders and their respective teams. VRBC also consulted with the entire Human Resources department to imbed DEIB best practices and principles into every phase of the employee experience lifecycle—from identify and attract to exit. The program equipped each leader and team with practical, healthcare-relevant tools, enabling them to consistently integrate DEIB practices into their day-to-day work and broader strategic objectives. VRBC assisted with identifying and addressing both perceived and actual barriers that could affect team dynamics, workforce engagement, and patient care outcomes. VRBC's approach strengthened cross-functional collaboration, communication, and accountability, positioning them to create a sense of community among their staff and the individuals they supported. The comprehensive education program led to a shared language and common understanding, with clearly defined goals for creating a psychologically safe environment, which is essential for delivering equitable and compassionate care in diverse healthcare settings.

As a strategic consultant to a national organization that governs college athletics, VRBC worked with the organization to advance and operationalize its commitment to inclusion, equity, and belonging by developing key strategic resources. The resources included the Inclusive Talent Optimization Guide (a comprehensive guide to inclusive recruiting) and a Guide for Leading Inclusively (a comprehensive resource designed to equip leaders with practical tools and frameworks that drive meaningful, sustainable inclusion, equity, and belonging progress). Rooted in best practices and tailored to the unique culture of Division III athletics, these resources were developed in close collaboration with NCAA leadership to support inclusive decision-making, equitable talent practices, and culturally responsive leadership at every level of the organization. As a result, Division III leaders were better positioned to make inclusive hiring decisions, foster equitable team environments, and intentionally develop diverse talent pipelines—contributing to a stronger, more unified culture across the division.

VRBC partnered with a midwestern urban healthcare system to advance its commitment to inclusion, diversity, and equity (IDE) by assessing and strengthening the foundation of its people practices. This engagement included a comprehensive audit of HR policies and practices to identify structural and systemic barriers to equity, as well as the development of clear, actionable recommendations to foster a more inclusive and equitable workplace. In addition, VRBC designed and delivered IDE education for all HR leaders and staff—equipping them with the knowledge, language, and tools to collaborate more effectively and support employees in a manner aligned with the organization's values and the increasingly diverse needs of its workforce and patient population. As a result of this work, the healthcare system strengthened its HR infrastructure, increased cross-team alignment, and enhanced its capacity to embed equity in every aspect of the employee experience—from hiring and onboarding to performance and retention. The initiative also helped build a shared commitment among HR professionals to lead inclusively.



10. Advising on best practices in healthcare delivery equity and accessibility.

BCT Partners brings decades of DEI experience in healthcare. While many DEI consulting and training firms work in the healthcare field, their expertise is primarily focused on the workforce side, but they often lack clinical or patient care expertise. BCT differs from our competition by bringing substantial knowledge to the healthcare workforce and patient/client care. We are nationally recognized for our expertise in addressing racial and ethnic disparities, providing language access to Limited English Proficient, Deaf, and Hard of Hearing patients, delivering equitable care to immigrants, refugees, and the LGBTQ+ community, and addressing emerging issues in global medicine.

In 2022, the U.S. Department of Health and Human Services (HHS) Office of Minority Health awarded BCT a five-year, \$11.4 million contract to oversee the promotion of National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care (National CLAS Standards). The Think Cultural Health Program offers healthcare professionals resources, training, and guidance to bridge cultural and linguistic gaps. More than 1.1 million people have registered for TCH's programs, earning over 4.6 million continuing education credits.

The American Hospital Association selected BCT as its lead consultant for the #123forEquity Campaign, the leading national effort to reduce racial and ethnic disparities in America's hospitals. Similarly, America's Essential Hospitals and the Blue Cross Blue Shield Association selected us as their national consultants on health equity matters. Our current national clients include the American Red Cross, Memorial Hermann Health System, The Children's Mercy Hospital, and MaineHealth, many of which are users of BCT Partners' proprietary Provider Cross-Cultural Medical Assessment and Language Access Audit.

A partial list of BCT's health clients is shown in the table below.

Advocate Health Care (IL)	Horizon Blue Cross Blue Shield (NJ)
American Hospital Association	Lifespan (RI)
American Medical Association	MaineHealth
Baylor Health Care System	Massachusetts General Hospital
Bon Secours Health System	Mayo Clinic
Boston Medical Center	Medical University of South Carolina
Broadlawns Medical Center	Missouri Department of Mental Health
CentraCare	Montage Health
Central Health	National Council on Interpreting in Health Care
Children's Mercy, Kansas City	Natividad Medical Center
Children's Hospital Los Angeles	Oregon Health & Science University
Children's Hospitals & Clinics (MN)	OU (Oklahoma University) Medicine
Children's Specialized Hospital	Princeton HealthCare System
Cone Health (NC)	RWJBarnabas Health
Emory Healthcare	The Joint Commission
Florida Hospital (now AdventHealth)	U.S. DHHS Office of Minority Health
Froedtert Hospital (WI)	U.S. Department of Veterans Affairs
Health East Care System	Virtua Health
HealthPartners	Vizient
Highmark, Inc.	Wellpoint - Anthem Blue Cross



With the Sacramento County Public Health, Health and Racial Equity Division (SCPH, 2022–2024), **EqWI** led the development of a Health and Racial Equity Action Plan (HREAP) that reimagines service delivery to better meet the needs of historically underserved populations. Recommendations were rooted in assessments of current practices, community-based participatory research, and national models, and emphasized deeper engagement with BIPOC communities, inclusive program design, and access-oriented service improvements.

In Alameda County Behavioral Health (ACBH, 2021–2023), EqWI conducted strategic planning and qualitative research with providers and community members to help redesign the behavioral health system through an equity lens. Recommendations focused on culturally responsive care, language accessibility, and better integration of behavioral health services for communities historically excluded from care systems.

At the Office of Health Equity (OHE, 2023–2025), EqWI supported the California Reducing Disparities Project (CRDP) by facilitating regional meetings and task force sessions that gathered feedback on equity in mental health delivery. The resulting recommendations to OHE emphasized culturally and linguistically appropriate services, workforce equity, and models of care that center community-defined evidence.

EqWI's work with Riverside County (2021–2022) on its Community Health Assessment and Improvement Plan (CHA/CHIP) also reflected this focus. By supporting local CBOs in community-driven research, EqWI helped ensure the county's public health strategies were grounded in the lived experiences of Black, Indigenous, and people of color and addressed racism as a public health crisis.

Additionally, through a partnership funded by the California Health Care Foundation with the California Institute for Behavioral Health Solutions (2021-2023), EqWI has advised on equitable telehealth delivery federally qualified health centers (FQHCs), expanding access to rural and low-income populations while maintaining cultural and linguistic relevance.

VRBC is a leader in advising on best practices in healthcare delivery, equity, and accessibility, having worked with numerous healthcare organizations to provide expert consulting and partnership to improve healthcare outcomes. Specifically, VRBC partnered with an urban academic medical healthcare system to develop the CARES model (Compassionate Communication and Engagement, Apply Connected Understanding, Demonstrate Respectful Empathy, Provide Excellent Service/Support, Build Shared Trust). The CARES model serves as a crucial framework for care providers' actions and behaviors on the job, not only within their interactions with patients, but also within the context of interactions between other care providers and healthcare staff at large. The model serves as a tool for care providers better to navigate the multifaceted and challenging environment of healthcare, leading to improved patient outcomes.

In follow-up to the creation of the model, VRBC also delivered a series of grand rounds education sessions to two departments, Anesthesiology and Graduate Medical Education, respectively. The sessions focused on leveraging and operationalizing the CARES model to further excel the care being provided to their communities, ensuring all patient satisfaction needs are met and the best patient experience is provided. Additionally, the CARES model provided an approach for the continuing elimination of health disparities and the improvement of health equity outcomes while delivering culturally competent and compassionate care, as well as an approach for how care providers could continue to deliver excellence even within a stressful healthcare environment in which both patients and care providers experience complex, demanding situations each day. At every step, VRBC provided expertise, guidance, and thought partnership to co-create the CARES model and design and facilitate the grand rounds sessions.



11. Advising on the inclusion of diversity best practices in the investment industry.

BCT Partners' most relevant investment client for this RFP is the New York City Employees' Retirement System (NYCERS). The engagement with NYCERS began with a comprehensive discovery phase, during which the team reviewed internal documents, demographic data, and prior DEI assessments to understand the organization's culture, climate, and existing DEI initiatives, in collaboration with the NYCERS Steering Committee.

To establish a baseline, the DEI Workforce and Workplace Assessment (DWWA) was administered to all staff. At the same time, the Global Diversity, Equity & Inclusion Benchmarks (GDEIB) tool was used with leadership to assess DEI maturity levels. Building on these findings, the team conducted in-depth interviews with 11 leaders and facilitated five focus groups to explore survey themes more deeply and surface additional insights.

Data analysis incorporated descriptive and inferential statistics, including regression and correlation, as well as NVivo-assisted content analysis of qualitative data. A final report summarized key findings, strengths, gaps, risks, and opportunities, and provided tailored recommendations to advance organizational DEI goals. These insights were shared during a town hall meeting that featured live polling to engage staff and gather real-time feedback. The project concluded with a collaborative action planning session involving NYCERS leadership and the internal DEI Working Group, which translated the findings into measurable strategies and sustainable change initiatives. BCT also won a nearly identical RFP process with the Washington State Investment Board in April 2025.

12. Advising on DEI best practices for public sector organizations that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (commonly known as "Proposition 209").

At the California Mental Health Services Oversight and Accountability Commission (MHSOAC, 2020–2021), E_qW_I developed a legally compliant Racial Equity Action Plan following the completion of equity audits, stakeholder engagement, and training in implicit bias and root cause analysis. All recommendations were crafted within constitutional constraints, focusing on equitable systems transformation without preferential treatment.

For the California Arts Council (CAC, 2020–2024), E_qW_I led the creation of the Creative Impact strategic framework. In alignment with Proposition 209, the team prioritized access and community inclusion through data-informed, location-based engagement and analysis of systemic disparities—not race-based preference. Survey design and evaluation protocols focused on lived experience and structural barriers, ensuring policy goals remained both inclusive and lawful.

With the Sacramento County Public Health Division (SCPH, 2022–2024), E_qW_I developed a Health and Racial Equity Action Plan grounded in best practices that address the social determinants of health, organizational readiness, and community empowerment. The plan promotes equity through structural policy updates, training, and engagement—strategies that improve access and effectiveness while remaining compliant with Proposition 209.

At the Town of Truckee (2023–2024), E_qW_I crafted a DEI Action Plan following a community-informed assessment and policy audit. The plan is centered on equitable service delivery, language accessibility, and barrier reduction for historically underserved groups—developed with legal compliance in mind and without the use of race-based preferences.



In a higher education context, EqWI advised the Stanford Mussallem Center for Biodesign (2023–2025) on embedding DEIB principles in HR, recruitment, onboarding, and workplace culture. While not a public agency, Stanford’s DEI commitments required alignment with state and federal considerations around equity. EqWI’s guidance focused on expanding access, cultivating partnerships with HBCUs, and fostering inclusive environments through lawful and policy-aligned frameworks.

13. Developing communication strategies highlighting the importance of DEI.

BCT Partners has substantial experience in developing strategic communication plans that highlight the importance of diversity, equity, and inclusion (DEI) and build internal and external support for DEI initiatives. These communication strategies are designed to align with organizational values, promote transparency, and build trust among stakeholders.

A notable example is BCT’s work with Bristol Myers Squibb (BMS), which engaged BCT in 2020 to establish a project management office (PMO) for its five-year, \$300 million commitment to diversity, equity, inclusion (DEI), and health equity (DEI/HE). This large-scale initiative included ten workstreams, ranging from workforce representation and supplier diversity to clinical trial equity and STEM education. BCT’s role, under a \$2.07 million contract, included providing strategic and tactical governance across BMS and the BMS Foundation. A key deliverable was the development of a comprehensive communications plan to proactively highlight progress in DEI, address challenges transparently, and elevate the importance of DEI/HE both internally and externally. This included tailored messaging across leadership levels, employee resource groups, and external partners, as well as integrating DEI communications into scorecards and dashboards used throughout the organization.

Beyond BMS, BCT has supported organizations such as RWJBarnabas Health, Southern California Edison, and Virtua Health in developing DEI communication strategies aligned with culture change initiatives and employee engagement. These strategies include storytelling frameworks, DEI report templates, internal campaign designs, leadership talking points, and communication toolkits to help managers confidently discuss equity issues with their teams.

BCT’s communication work is grounded in behavioral science and change management principles. We ensure that messaging reflects a genuine commitment, avoids performative language, and resonates with diverse audiences across various identity groups and job functions. Our plans often include multi-channel strategies—spanning intranet posts, videos, newsletters, virtual town halls, and DEI microsites—paired with feedback loops to ensure ongoing learning and message alignment.

Through this work, BCT has helped numerous clients normalize DEI conversations, build psychological safety, and reinforce inclusive values as core to the organizational mission. Our experience demonstrates that strategic, well-executed communication is essential to sustaining long-term DEI success.

For the Sacramento County Public Health Division (SCPH, 2022–2024), **EqWI** developed a comprehensive DEI communication plan as part of the Health and Racial Equity Action Plan (HREAP). This strategy included internal messaging for leadership and staff, town hall facilitation to engage the full division, and narrative framing to support future public-facing communications. The plan emphasized the role of DEI in advancing health outcomes, building community trust, and guiding structural transformation within the public health system.

In the California Arts Council (CAC, 2020–2024) project, EqWI embedded equity-focused communication throughout the development of the Creative Impact strategic framework. The team designed statewide



messaging efforts—including surveys, multimedia storytelling, and community briefings—that articulated the connection between DEI, cultural access, and arts equity.

Through its work with Sacramento Steps Forward (2019–2021), Dr. Green developed targeted messaging for the Continuum of Care Board and community stakeholders, explaining the structural need for a Racial Equity Action Plan on homelessness. Communications included presentations, public forums, and briefing documents that emphasized the importance of centering equity in housing policy and service delivery.

For the Office of Health Equity (OHE, 2023–2025) and the California Reducing Disparities Project, EqWI co-created inclusive messaging strategies across regional meetings and task force efforts. Communications uplifted community voice, defined key equity concepts, and positioned public input as a driver for statewide mental health equity reform.

At the Stanford Mussallem Center for Biodesign (2023–2025), EqWI advised the executive and communications teams on embedding DEIB into institutional branding, recruitment language, and onboarding materials—ensuring alignment between innovation, inclusion, and public health equity.

As part of implementing the software company’s DEIB strategic plan, which included DEIB communications as a key pillar and area of focus, **VRBC** developed a comprehensive DEIB communications strategy, including milestones, communications feedback loops, executive/senior leader messaging, and served as the final reviewer for the organization’s messaging to ensure its alignment with key DEIB communications principles. The people and business benefits from DEIB were a fundamental part of the communications strategy.

As part of a broad and comprehensive DEIB consulting engagement with a mission-driven Community Development Financial Institution (CDFI), VRBC created a DEIB communications strategy that emphasized the people and business benefits of DEIB/how DEIB benefited the organization’s people and business outcomes, and also developed the CEO’s DEIB messaging as well as that of other executive/senior leaders. Importantly, the communications strategy was regularly reviewed, modified, and/or refined to ensure it was in tune with and authentically addressed evolving organizational and community needs and perspectives.



TITLE: NJSA 42 of the New Jersey Limited Liability Company Act

CERTIFICATE OF FORMATION
(For Use by Domestic Limited Liability Companies)

THIS IS TO CERTIFY THAT, there is hereby organized a limited liability company under and by virtue of the above noted Statute, of the New Jersey Statutes.

1. Name of Limited Liability Company: MIND BODY & SOUL ENTERPRISES, LLC

FILED

JAN 12 1999

2. Registered Agent: Randal Pinkett

Registered Office: 35 Bennington Drive
East Windsor, NJ 08520

James A. DiStefano, Jr.
State Treasurer

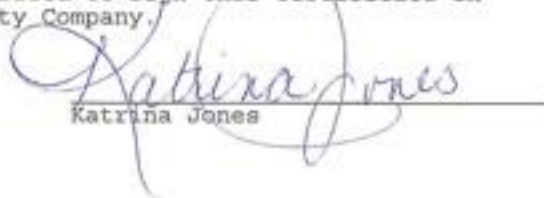
3. Dissolution date: Perpetual

4. The name and addresses of the members are:

NAME	ADDRESS	CITY	STATE	ZIP
Randal Pinkett	64 Bow Street, Apt F,	Somerville,	MA	02143
Jeffrey Robinson	119 West 118th Street,	New York,	NY	10026
Aldwyn Porter	1009 Chestnut Street,	Roselle,	NJ	07203
Lawrence Hibbert	330 Smithwold Road,	Somerset,	NJ	08873
Dallas Grundy	99 22nd Street,	East Orange,	NJ	07017

The undersigned represent(s) that this Limited Liability Company has two or more members, and that this filing complies with requirements detailed in NJSA 42. The undersigned hereby attest(s) that they are authorized to sign this certificate on behalf of the Limited Liability Company.

Dated: January 12, 1999


Katrina Jones

0600062366



8. **DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION (ATTACHMENT G)**

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE **or** subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

I. **DEFINITIONS**

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. **Disabled veteran** means a veteran of the military, naval, or air services of the United States with a **service-connected disability of ten percent or more**, who is a resident of the State of California.
- B. **DVBE** means a business concern certified by OSDS as meeting all of the following:
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

Commercially Useful Function A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

- 1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;



- (c) Performs work that is normal for its business, services and function; and
- 2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

II. DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. **Option A – DVBE Incentive**. A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.
- B. **Option B- No DVBE Incentive Participation**. A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

III. QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or ossd_contractsadmin@calpers.ca.gov for assistance.



Meeting the Goal

1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.

DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

☐ **Option A -** I commit to the percent listed below to qualify for the DVBE incentive program.

☐ 1% - 1.99%

☐ 2% - 2.99%

☐ 3% - 3.99%

☐ 4% - 4.99%

☐ 5% or Over

☒ **Option B –** I opt out of participating in the DVBE incentive program.

DVBE Company Name: Equity and Wellness Institute LLC **E-mail (if available):** hello@eqwi.us

DVBE Certification Number: 2016214

Telephone Number: 916-238-8411

Contact Name: Dr. Tamu Green

Fax Number:

Street Address, City, State and Zip Code:

3550 Watt Ave, Suite 424 Sacramento, CA 95821

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB



☐ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE %: 25%

Contractor Signature

Date Signed

☒ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed

Garth Timbitt

~~6/30/25~~ 7/23/25



9. SUBCONTRACTORS (ATTACHMENT H)

List of Proposed Subcontractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

- ☐ No subcontractors will be used.
- ☐ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☐ The following subcontractors will be employed and will perform the work or services identified below.
- ☒ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name: Equity and Wellness Institute LLC

Telephone Number: 916-238-8411

Contact Name: Dr. Tamu Green

Street Address, City, State and Zip Code:

3550 Watt Ave, Suite 424 Sacramento, CA 95821

Description of Work to be Performed by Subcontractor:

The Equity and Wellness Institute (EqWI) will provide strategic consulting support to CalPERS in advancing its diversity, equity, and inclusion (DEI) efforts through two primary phases of work.

Phase I: Leadership Interviews will involve conducting 6 structured, culturally responsive interviews with members of CalPERS' governance and executive leadership to gather qualitative insights on current DEI expectations, the organizational culture, and strategic priorities. The information collected will be thematically analyzed to identify cross-cutting themes, gaps, and opportunities aligned with CalPERS' Five DEI Pillars and Proposition 209. These insights will inform the next steps in DEI planning and implementation.

Phase II: Support the refinement and finalization of the analysis.

Phase III: Action Plan Recommendations will focus on using data and themes from Phase I to co-develop implementation-ready recommendations in collaboration with BCT Partners. EqWI will ensure that all recommendations reflect DEI best practices, legal alignment, and stakeholder perspectives. This phase includes reviewing and refining strategy documents, vetting policy language, and supporting the finalization of deliverables. EqWI will co-present assessment findings and facilitate action planning session with CalPERS' Board. Throughout both phases, EqWI will provide ongoing project management and advisory support through regular meetings with BCT and CalPERS leadership to maintain alignment, elevate equity considerations, and support successful execution of the DEI strategy.

Phase IV: Action Plan Implementation

Collaboratively, provide guidance and support in the implementation of the DEI program action plan.

Percentage of Total Agreement Amount ¹: **25.8%**



Company Name: V. Randolph Brown Consulting (VRBC)

Telephone Number: 513-658-9450

Contact Name: Vincent R. Brown, President & CEO

Street Address, City, State and Zip Code:

9403 Kenwood Road, Suite B104, Cincinnati, OH 45242

Description of Work to be Performed by Subcontractor:

VRBC will provide strategic consulting support to CalPERS in advancing its diversity, equity, and inclusion (DEI) efforts through two primary phases of work.

Phase I: One-on-One Interviews - DEI Assessment (Qualitative)

Deeply understand CalPERS' climate relevant to DEI via immersion into their culture via a review of relevant DEI organizational data AND the data collection using an appreciative inquiry approach (a strengths-based approach that values all voices, seeks to inspire generative theories and possibility thinking, and serves to inspire creative strategies).

- Development of a qualitative interview guide.
- Conduct 1-on-1 virtual interviews up to 6 key leaders (30 – 60 minutes/interview). Please note that VRBC would conduct up to 6 of the 12 interviews that are to be scheduled.
- Analysis of qualitative assessment findings: identification of common themes and key impact areas to target and address CalPERS' DEI and related organizational needs.
- Preparation of a summary report that illuminates the assessment's key findings.

Phase II

- Support the refinement and finalization of the analysis.

Phase III: Action Plan Recommendations

- Development of a DEI action plan that aligns with the assessments conducted in phases one and two as well as supports the organization's key business priorities/objectives, organizational values, and focuses on internal and external opportunities.
- Present assessment findings and facilitate half-day, action planning session with CalPERS' Board.
- Support the refinement and finalization of the DEI action planning via a series of working sessions up to three, half day sessions.

Phase IV: Action Plan Implementation

Collaboratively, provide guidance and support in the implementation of the DEI program action plan. These actions may include but are not limited to:

- Serving as a DEI subject matter expert and strategic advisor
- Enhancing or developing program goals, measurement and reporting tools, and activities and communication strategies.
- Increasing visibility and awareness to illuminate the importance of CalPERS' DEI efforts and priorities.
- Conducting best practice/benchmarking research.
- Providing strategic consultation and coaching with special projects and/or emerging organizational priorities.
- Providing on-demand executive coaching and consultation for select Board members and/or other key stakeholders to ensure DEI knowledge transfer, leadership, and accountability.



- Developing and implementing a 90- to 120-day DEI communications plan with priorities and measures to effectively establish an ongoing, organizational communication cadence and cascade for DEI.

Percentage of Total Agreement Amount ¹:**25.8%**

-
- 1 If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.



10. REQUIRED ATTACHMENTS CERTIFICATION CHECKLIST (ATTACHMENT I)



Required Attachments Certification Checklist

Diversity, Equity, and Inclusion Consulting Services Request for Proposal No. 2024-9420

Firm's Name: **BCT Partners, LLC**

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

<i>Attachment Name/Description</i>	<i>Proposer Certification</i>	<i>CalPERS Verification</i>
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually. a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days. b. A statement expressing the Proposer's willingness to perform the services as described in this RFP. c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked "Master Copy" containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked "Reproduction Copy." All pages containing proprietary information should be removed and a cover sheet must be included which provides: 1. the firm's names; 2. total number of pages; and 3. identification of all pages removed due to proprietary information. <i>Note: Entire proposal may not be marked confidential and proprietary.</i>	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually. Small Business certified? ☐ Yes ☒ No DVBE certified? ☐ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No



Attachment Name/Description	Proposer Certification	CalPERS Verification
Micro Business certified? ☐ Yes ☐ No		
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes ☐ No _____ % Claimed Option B - DVBE Incentive Claimed? ☐ Yes ☐ No _____ % Claimed Option C – Elected no DVBE participation? ☒ Yes ☐ No Option D – California Certified Micro Business? ☒ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) Non-Small Business Preference Claimed? ☒ Yes ☐ No ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	☐ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☒ Yes ☐ No Non-Small Business Preference claimed? ☐ Yes ☐ No Target Area Contract Preference Act claimed? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☒ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as "FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by BCT Partners, LLC."	☒ Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☐ No

Comments:



Request for Proposal No. 2024-9420

May 16, 2025

Diversity, Equity, and Inclusion Consulting Services

REPRODUCTION COPY

TOTAL PAGES 74

CHANIN KELLY-RAE CONSULTING LLC

Chanin Kelly-Rae
President & CEO
10407 29th Ave SE
Everett, WA 98208
grow@chaninkellyrae.com
(425) 321-3606

COVER LETTER

JUNE 30, 2025

CHANIN KELLY-RAE CONSULTING LLC
10407 29th Ave SE
Everett, WA 98208
grow@chaninkellyrae.com | (425) 321-3606

To the CalPERS Selection Committee:
California Public Employees' Retirement System
400 Q Street
Sacramento, CA 95811

Re: Proposal Submission – RFP No. 2024-9420 – Diversity, Equity, and Inclusion Consulting Services

Dear Members of the Selection Committee,

On behalf of Chanin Kelly-Rae Consulting LLC (CKR Consulting), I am pleased to submit our proposal in response to the California Public Employees' Retirement System (CalPERS) Request for Proposal No. 2024-9420 for Diversity, Equity, and Inclusion (DEI) Consulting Services.

I, Chanin Kelly-Rae, am the Principal Consultant and CEO of CKR Consulting and am fully authorized to bind the firm contractually. This proposal constitutes a firm and irrevocable offer and is valid for a period of 180 calendar days from the date of submission.

CKR Consulting affirms its willingness and ability to perform all services and provide all deliverables as described in the RFP. We have the qualified personnel, organizational capacity, and resources immediately available to fully execute this work upon contract execution.

Our Commitment to CalPERS' DEI Vision

We applaud CalPERS for its forward-looking commitment to embedding DEI into all facets of its mission. At CKR Consulting, we share this commitment. Guided by our foundational belief — “Build nothing for them without them” — our work centers on inclusive, data-informed, and legally grounded strategies that prioritize stakeholder voice and impact.

We bring a multidisciplinary team with over 150 years of combined experience in DEI strategy, governance, human capital, and public sector systems change. We specialize in aligning DEI strategies with legal frameworks such as Proposition 209, Title VI/VII, and fiduciary mandates, ensuring that our partners achieve both compliance and impact.

Highlights of Our Proposed Approach

CKR Consulting proposes a customized and rigorous methodology aligned with the CalPERS DEI Framework, including:

- Phase I: Leadership Interviews – Individual and group interviews with the Board of Administration and executive leaders to capture insights and priorities.
- Phase II: Program Review & Assessment – Policy and program audits, SWOT analysis, legal review, benchmarking, and staff and stakeholder listening sessions.
- Phase III: Action Plan Recommendations – A multi-year DEI Strategic Action Plan rooted in measurable goals, legal guidance, and cultural transformation.
- Phase IV: Implementation Support – Ongoing advisory services, board and leadership coaching, implementation infrastructure, and stakeholder engagement tools.

We also provide robust data analysis, communication strategy design, and transparent board-level reporting—all tailored to public-sector standards and CalPERS' investment and healthcare environment.

Why CKR Consulting?

- Proven Track Record: Deep experience with public pension systems, municipalities, and state agencies.
- Legal Expertise: Strategies that honor and comply with California constitutional requirements.
- Tangible Outcomes: Every recommendation is actionable, measurable, and rooted in operational impact.
- Customized Engagement: Hybrid models that meet stakeholder needs while maintaining flexibility and access.
- On-Time & On-Budget: Proven systems for budget alignment, quality control, and schedule fidelity.

We are honored to submit this proposal and eager to partner with CalPERS in achieving your DEI goals. Please contact us at grow@chaninkellyrae.com or (425) 321-3606 should you need any additional information. We are ready and available to begin services immediately upon contract execution.

Thank you for your consideration.

Sincerely,



Chanin Kelly-Rae
President & CEO
Chanin Kelly-Rae Consulting LLC

ORGANIZATIONAL OVERVIEW

Firm Information

Chanin Kelly-Rae, President & CEO

Phone: (425) 321-3606

Email: grow@chaninkellyrae.com

Business Address: 10407 29th Ave SE, Everett, WA 98208

Federal EIN: 87-1336698

WA UBI: 604 760 074

WA State MWBE Cert#: M3F0027144

Federal Unique Entity ID: VJB9C9QTE9N5



Firm's History

Founded in 2001, Chanin Kelly-Rae Consulting LLC (CKR Consulting) is a certified minority- and woman-owned firm dedicated to advancing race, equity, and inclusion in schools, workplaces, and communities. Headquartered in Everett, WA, CKR Consulting specializes in culturally responsive training, systemic equity transformation, and strategic policy development. With over 150 years of combined experience, our multidisciplinary team of consultants, data analysts, and engagement strategists provides tailored, equity-focused solutions to K-12 school systems, government agencies, and community organizations. CKR Consulting is recognized for its ability to facilitate race and equity training, conduct audits, and develop strategies that drive measurable, sustainable change.

We believe that meaningful race and equity work must be integrated, intentional, and action oriented—a philosophy that aligns with Capital City Public Charter School's vision to be a systematically anti-racist institution.

Service Philosophy

Our service philosophy centers on collaboration, inclusivity, and actionable solutions, rooted in our guiding principle: "Build nothing for them without them." By actively engaging with stakeholders, we ensure that our strategies reflect the lived experiences of those we serve. CKR Consulting reinvests 10-40% of our profits into communities, supporting local organizations and fostering shared growth.

Our services include:

- Tailored needs assessments
- Policy reviews and development
- Strategic planning
- Learning programs
- Executive coaching
- Public statement guidance

Each of these services is designed to address unique organizational challenges with practical and sustainable solutions.

Vision

We strive to inspire, motivate, and empower individuals and organizations to create a more inclusive and equitable world.

Commitment to Each Other

- We know diversity makes us stronger.
- We know inclusion drives improvement.
- We know equity is essential.

These principles guide our collaborative workplace, where authenticity and full participation fuel our shared mission.

Our values include:

- Strength-focused: Empowering individuals by recognizing and respecting their unique strengths.
- Learning-focused: Creating safe spaces for continuous growth and knowledge-sharing.
- Evidence-focused: Utilizing best practices to innovate and achieve effective results.
- Purpose-focused: Pursuing meaningful change that benefits communities and organizations alike.

Service Philosophy and Management Approach

CKR Consulting's approach integrates strategic planning, facilitation, and implementation to ensure meticulous management at every phase.

Guided by "Build nothing for them without them," our philosophy prioritizes:

- Stakeholder engagement, ensuring that our strategies are culturally sensitive and informed by real-world experiences.
- Holistic & Inclusive Processes, ensuring every voice is heard—particularly from marginalized communities.

Sustainable Equity Transformation, equipping schools and institutions with long-term strategies for continued impact.

TECHNICAL PROPOSAL

Project Title: Diversity, Equity, and Inclusion Consulting Services

Client: California Public Employees' Retirement System (CalPERS)

Contractor: Chanin Kelly-Rae Consulting LLC

PROJECT OVERVIEW

Chanin Kelly-Rae Consulting LLC (CKR Consulting) proposes a four-phase engagement designed to assess, enhance, and support the implementation of CalPERS' Diversity, Equity, and Inclusion (DEI) initiatives. Our approach emphasizes data-informed decision-making, equitable engagement, risk mitigation, and full legal compliance, including alignment with Section 31 of Article I of the California Constitution (Proposition 209). We center the five pillars of the CalPERS DEI Framework—Representation, Culture, Procurement, Health Equity, and Investment Equity—at every stage of our work.

PHASE I: Leadership Interviews

Objective: Gather qualitative insights from the CalPERS Board and executive leadership to establish alignment with organizational DEI vision, expectations, and strategic priorities.

Execution:

- Conduct 1:1 confidential interviews with all CalPERS Board members using a structured interview guide.
- Engage senior leaders, including the CEO, COO, Chief Health Director, Director of HR, and Chief Operating Investment Officer.
- Analyze findings using thematic coding and sentiment analysis.

Deliverables:

- Stakeholder Interview Guide
- Stakeholder Interview Summary Report
- Strategic Considerations Memo aligned with CalPERS DEI pillars

PHASE II: Program Review & Assessment

Objective: Conduct a comprehensive audit of DEI programs, policies, processes, and culture, benchmarking against peer public agencies and top-tier organizations.

Execution:

- Policy and procedure audit across internal operations, HR, procurement, investment, and health programs.
- Environmental scan to identify state and federal legal trends, risks, and reputation vulnerabilities.

- Listening sessions with staff; leadership roundtables; equity journey mapping.
- Administration of a multilingual workplace culture and DEI climate survey.
- Benchmarking with leading agencies and organizations in DEI innovation and compliance.

Deliverables:

- Gap Analysis and Comparative Benchmark Report
- Survey Instruments and Participation Data
- SWOT Analysis Summary
- Legal and Risk Scan Report
- Board-Ready Assessment Report & Open Session Presentation

PHASE III: Action Plan Recommendations

Objective: Develop a multi-year Strategic DEI Action Plan aligned to CalPERS' fiduciary duties and five-year Strategic Plan.

Execution:

- Facilitate co-design workshops with leadership and operational teams.
- Draft goals, outcomes, and metrics under each DEI pillar (Representation, Culture, Procurement, Health Equity, Investment Equity).
- Align all recommendations with legal constraints, including Proposition 209.
- Design tools for KPI tracking and performance reviews.
- Present draft and final recommendations to the Board and senior leadership.

Deliverables:

- DEI Strategic Action Plan (3–5 years)
- DEI Performance Indicators and Monitoring Framework
- Best Practices Integration Toolkit
- Board Briefing Slide Deck

PHASE IV: Action Plan Implementation Support

Objective: Provide guided implementation support to operationalize the DEI Action Plan with clarity, accountability, and long-term sustainability.

Execution:

- Build internal capacity via coaching, facilitation, and integration planning.

- Develop DEI communications framework to promote transparency, inclusion, and engagement.
- Partner on the creation of staff and Board training tools, tracking systems, and reporting dashboards.
- Support development of DEI scorecards, dashboards, and community engagement protocols.

Deliverables:

- DEI Implementation Toolkit
- Communications and Engagement Plan
- Training Resource Map and Schedule
- Progress Reporting Template and Scorecard
- Quarterly Implementation Check-ins with Leadership

EVALUATION & ACCOUNTABILITY FRAMEWORK

Objective: Ensure measurable, transparent, and equity-centered progress monitoring.

Approach:

- Establish DEI KPIs tied to each pillar and organizational function
- Utilize continuous improvement feedback loops
- Develop equity impact dashboards with disaggregated data tracking
- Facilitate year-end report synthesis with implementation recommendations

RISK MITIGATION STRATEGY

- Pre-identification of legal and reputational risks (especially related to Proposition 209)
- Stakeholder change readiness assessments
- Scenario planning for state/federal policy changes
- Adaptive engagement methods for leadership transitions or workforce disruptions

TAKEHOLDER ENGAGEMENT STRATEGY

- Use of multilingual surveys, culturally competent facilitation, and anonymous feedback channels
- Equity Journey Mapping tools for deep insight into employee and member experiences
- Optional Community Advisory Group engagement blueprint

ESTIMATED 12-MONTH TIMELINE & MILESTONES

Project Phase	Start Date	End Date
Project Kickoff	September 1, 2025	September 15, 2025
Phase I: Leadership Interviews	September 16, 2025	October 31, 2025
Phase II: Program Review & Assessment	November 1, 2025	February 28, 2026
Phase III: Action Plan Development	March 1, 2026	May 31, 2026
Phase IV: Action Plan Implementation	June 1, 2026	August 15, 2026
Final Reporting & Transition	August 16, 2026	August 31, 2026

OUR COMMITMENT TO CALPERS

CKR Consulting brings unmatched experience in public-sector DEI strategy, compliance navigation, and stakeholder-centered transformation. Our firm's leadership in the Northwest Industry Liaison Group—a collaborative body with the U.S. Department of Labor, Office of Federal Contract Compliance Programs (OFCCP), and Equal Employment Opportunity

Commission (EEOC)—uniquely positions us to ensure that CalPERS remains a national exemplar of responsible, legally compliant equity leadership.

We're proud to offer a tailored, scalable, and deeply informed approach that honors your governance structure, fiduciary responsibility, and public impact.

CURRENT JOB/ PROPOSED ROLE	EXPERIENCE/EDUCATION/CERTIFICATIONS SUMMARY
Chanin Kelly- Rae President/CEO Project Executive/Principal Consultant <i>Same role proposed</i>	20+ years of experience with equal opportunity and affirmative action guidelines. Experience designing and leading diversity and inclusion strategies and developing policies and practices to advance culture of inclusion and equity. Master trainer and speaker. BA, English, University of Wisconsin MA [Course Work] Theory & Composition & Cultural Studies Advanced Certification of Diversity Management. Cornell University School of Industrial and Labor Relations (ILR).
Nelia Viloria DEI Project Manager <i>Same role proposed</i>	A seasoned Operations and Account Manager known for her problem- solving skills and proactive approach. Fifteen years of experience in project management, client retention, and system improvement, always striving for continuous improvement and customer satisfaction. MA, Public Administration, Seattle University BA, Communications, University of Hawaii

Johana Rivas Strategic Project Coordinator <i>Same role proposed</i>	A dedicated project coordinator and customer service professional with a strong background in team leadership and event management. Known for building genuine relationships and delivering exceptional customer experiences. Demonstrates adaptability, problem-solving skills, and a proactive approach to improving team performance and operational efficiency. BA, Business Administration (Human Resources Management), University of Washington, Michael G. Foster School of Business AA, Business Administration, South Seattle Community College Foster Microsoft Excel Credential, University of Washington
Miriam Hawkins Sr. Data Analyst <i>Same role proposed</i>	Experienced with developing streamlined processes, project management, and data analysis; gathering business requirements to determine effective and efficient reporting platform; performing process documentation, systems analysis, and data modeling. Ph.D., Business Administration/Healthcare Administration, North Central University MBA, Healthcare Administration, Western Governors University CompTIA Project+ certification Certified Six Sigma Black Belt
Dr. Michael Washington, Executive Consultant [EC] Organizational Design <i>Same role proposed</i>	An expert Senior Consultant and Strategist with an extensive background in diversity, equity, and inclusion (DEI), supply chain leadership, and business optimization. With a wealth of supplier diversity experience that spans more than 20 years and with a distinguished academic record, he has established himself as a vital contributor to many organizations. PhD, Interdisciplinary Studies, Union Institute and University BS, Chemical Engineering, Tuskegee University BS, Chemistry, Fisk University Certified Six Sigma Black Belt

California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Minimum Qualifications Certification

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment A

Page 2 of 2

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.

Chanin Kelly-Rae
Authorized Signature

June 30, 2025
Date

CHANIN KELLY-RAE CONSULTING LLC
Name of Firm

Chanin Kelly-Rae, President/CEO
Name and Title (Please Print)

Evidence of Minimum Qualifications

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Organization Name	Years of Operation
CHANIN KELLY-RAE CONSULTING LLC	21 YEARS

- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Firm	Years of Experience	Type	Contact Person	Contact Information
LA CROSSE COUNTY	1.5	GOVERNMENT PUBLIC	JANE KLEKAMP	jklekamp@lacrossecounty.org
CITY OF KENMORE	2	GOVERNMENT PUBLIC	STEPHANIE LUCASH	slucash@kenmorewa.gov
CITY OF KIRKLAND	5	GOVERNMENT PUBLIC	JAMES LOPEZ CHIEF CHERIE HARRIS	JLopez@kirklandwa.gov CHarris@kirklandwa.gov

- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management,

and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
WASHINGTON STEM	1	NON-PROFIT	LYNNE VARNER	lynne@washingtonstem.org
AAA WASHINGTON	1.5	NON-PROFIT	SHERYSSE MORRIS	832-257-1075
THE PAUL ALLEN INSTITUTE	1.5	NON-PROFIT	JUDY BURKE	206-673-6649

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Firm	Years of Experience	Type	Contact Person	Contact Information
AAA WASHINGTON	1.5	CORPORATE NON-PROFIT	SHERYSSE MORRIS	832-257-1075
THE PAUL ALLEN INSTITUTE	1.5	NON-PROFIT	JUDY BURKE	206-673-6649
COMAGINE HEALTH	1.5	NON-PROFIT	AKBAR SULTAN	ASultan@comagine.org

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

Firm	Type	Contact Person	Contact Information
DA DAVIDSON	CORPORATE	RENEE CHEW-HOPKINS	rchew-hopkins@dadco.com
SYMETRA INSURANCE	CORPORATE	SOLYNN MCCURDY	Solynn.McCurdy@symetra.com
LA CROSSE COUNTY	GOVERNMENT PUBLIC	JANE KLEKAMP	jklekamp@lacrossecounty.org



EXHIBIT 1
CHANIN KELLY-RAE CONSULTING
(425) 321-1001

State of Washington Minority and Woman Owned Business Enterprise (MWBE) Certification#
M3F0027144
WA UBI 604 760 074

CHANIN KELLY-RAE CONSULTING LLC *Certified Minority- and Woman-Owned Firm | National DEIB Strategy & Organizational Equity Partner*

Contact:

Website: www.ChaninKellyRae.com

Email: Grow@ChaninKellyRae.com

Phone: (425) 321-1001

State of Washington MWBE Certification#: M3F0027144

WA UBI: 604 760 074

FIRM PROFILE

Founded in 2003, **Chanin Kelly-Rae Consulting LLC** (CKR Consulting) is a trusted national consulting firm specializing in Diversity, Equity, Inclusion, and Belonging (DEIB), organizational strategy, and compliance-driven transformation. We center equity as a strategic imperative and legal responsibility, aligning people, policy, and performance to drive systems change. Led by Chanin Kelly-Rae, a nationally respected Diversity Executive and Professional Executive Coach, the firm supports over 40 U.S. states and has earned acclaim for results-based engagements with public agencies, private corporations, philanthropic organizations, and health systems.

Our work spans workforce culture transformation, governance and leadership alignment, Affirmative Action and EEO compliance, outreach and engagement strategy, and the development of legally sound, socially responsible equity programs.

CORE SERVICES

- Equity & Organizational Needs Assessments
- Strategic Planning & DEIB Roadmaps (3–5 Year)
- Public Sector Compliance (Title VII, Proposition 209, EEO, AAP)
- Executive & Board Coaching
- Policy Review & Development
- Inclusive Hiring & Retention Strategies
- Community & Stakeholder Engagement
- DEI Training, Facilitation & Curriculum Design
- Equity Data Analysis, KPIs, and Dashboard Development

SELECTED CLIENTS (2020–2025)

- **Public Sector:** City of Kirkland, City of Redmond, City of Bothell, City of Kenmore, City of Issaquah, La Crosse County (WI), Redmond & Bothell Police Departments, Mecklenburg County (NC), State of Washington
- **Health & Nonprofit:** HealthPoint Community Health Centers, Providence St. Joseph Health System, Swedish Health, Hope Restores (WI), Comagine Health, Washington STEM
- **Private Sector:** Symetra Life Insurance, Amazon Web Services (AWS GTMS), Paul Allen Institute, Shearer’s Foods, Mortenson Construction, DA Davidson

EXPERTISE & QUALIFICATIONS

Chanin Kelly-Rae, Founder & Principal A former Statewide Diversity Manager and DEI Policy Advisor under Governor Jay Inslee, Chanin Kelly-Rae is a proven strategist with deep knowledge in EEO law, affirmative action reporting, organizational assessments, and public/private DEI frameworks. She served as National Director of Inclusion at the National CASA Association and as Head of Diversity for Providence St. Joseph Health System.

She is a subject matter expert to State Supreme Courts, Boards of Directors, Government Agencies, and national nonprofits, delivering sustainable equity solutions rooted in data, governance, and culture change.

- B.A., University of Wisconsin–Milwaukee
- Certificate, Diversity & Inclusion Professionals Management, Cornell University ILR School
- Vice Chair, Northwest Region, National Industry Liaison Group (OFCCP, EEOC, DOL)

Management & Leadership Capabilities:

- Master Trainer & Executive Coach
- Skilled in DEIB-aligned HR Policies
- Leading DEI & Data Analyst Team
- Highly Experienced in Outreach, Community Engagement, & Public Speaking
- Adept at cross-sector stakeholder convening

PROGRAM EXAMPLES & IMPACT

- **Amazon Web Services (AWS GTMS):** Built the first-ever Global DEI Strategic Plan, launched a veteran-focused training academy, created inclusive review systems, and seated the GTMS Diversity Council.
- **Symetra Life Insurance:** Delivered an organizational DEI audit, facilitated implicit bias training for 2,200+ staff, and produced a 3-year DEI roadmap.
- **La Crosse County, WI:** Led a government-wide equity assessment with stakeholder engagement, resulting in a publicly adopted 5-year DEIB Strategic Plan.
- **Providence St. Joseph Health System:** Piloted the Swedish Health Organizational Equity Assessment and launched multiple enterprise-wide ERGs and C-Suite sponsored initiatives.
- **City of Redmond:** Facilitated DEI listening sessions, community advisory group

formation, and supported the Mayor and Council President in public messaging strategy.

VOLUNTEER & PHILANTHROPY (Donations & Pro Bono Value > \$650,000)

Hope Restores | HopeLink | Coyote Central | Washington STEM | Leadership Snohomish County | B.L.A.C.K (La Crosse) | Build2Lead | Cocoon House | YMCA Seattle | Archbishop Murphy High School | Jack & Jill of America (Seattle)

PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: CHANIN KELLY-RAE CONSULTING LLC

Contact Name and Title: Chanin Kelly-Rae, President/CEO

Address: 10407 29th Ave SE, Everett, WA 98208

Phone Number: (425) 321-3606

Fax Number: N/A

E-Mail Address: grow@chaninkellyrae.com

2. Indicate your organization type:

☒ Limited Liability Company

☐ Partnership

☐ Joint Venture (If checked, attach required documentation. See "Exhibit 1")

☐ Limited Liability Corporation

☐ Corporation (Corporation Number _____)

☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 87-1336698

4. California Corporation Number:

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

a. California Small Business Yes ☐ No ☒

b. Disabled Veteran Business Enterprise Yes ☐ No ☒

c. California Micro Business Yes ☐ No ☒

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

7. Does your Proposal contain Proprietary Information?

Yes ☐ No ☒ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 74 (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Chanin Kelly-Rae, President/CEO

Address: 10407 29th Ave SE, Everett, WA 98208

Phone Number: (425) 321-3606

Fax Number: N/A

E-Mail Address: grow@chaninkellyrae.com

The name of the company officer authorized to sign this contract is:

Name and Title: Chanin Kelly-Rae, President/CEO

Address: 10407 29th Ave SE, Everett, WA 98208

Phone Number: (425) 321-3606

Fax Number: N/A

E-Mail Address: grow@chaninkellyrae.com

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.

Chanin Kelly-Rae
Authorized Signature

June 30, 2025
Date

Chanin Kelly-Rae, President/CEO
Name and Title (Please Print)



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name CHANIN KELLY-RAE CONSULTING LLC

The firm named above certifies that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

Chanin Kelly-Rae
Authorized Signature

June 30, 2025
Date

Chanin Kelly-Rae, President/CEO
Name and Title (Please Print)



CHANIN KELLY-RAE

(425) 354-8257

chaninkellyrae@gmail.com

EXECUTIVE PROFILE

Nationally respected Diversity Executive, Expert Consultant, and Professional Executive Coach with over 20 years of experience delivering full-spectrum DEI strategy, organizational development, governance, and policy reform. Leads initiatives across all business verticals, aligning DEI with HR operations, enterprise KPIs, and organizational transformation. Operates as a strategist and business advisor, guiding internal and external reputation strategy, learning programs, leadership development, and systemic change. Advises boards, executive teams, State Supreme Courts, law enforcement agencies, and global corporations in the U.S., UK, and other global regions.

CORE COMPETENCIES

- DEI Strategy & Enterprise Implementation
- Affirmative Action & EEO Compliance
- Policy Development & Governance
- Organizational Assessments & Equity Audits
- Executive Coaching & Leadership Consulting
- HR Integration & Talent Operations
- DEI Curriculum & Learning Program Design
- Data Analysis & DEI Metrics
- Internal/External Reputation Strategy
- Inclusive Leadership & Crisis Response

PROFESSIONAL EXPERIENCE

Chanin Kelly-Rae Consulting LLC

Founder, President & CEO 2001 – Present

- Leads a global DEI consulting firm with a team of 13 across five U.S. states and two countries.
- Integrates DEI across HR operations, strategic planning, and organizational design.
- Designs and delivers DEI curriculum, learning programs, and executive coaching.
- Performs equity audits, data-driven assessments, and policy reviews.
- Aligns strategy with KPIs to support both cultural transformation and business outcomes.

Sample Select Client Engagements:

- Corporate: DA Davidson Financial, Shearer's Foods, Mortenson Construction, Symetra Life Insurance, BDA Inc., Momento
- Science & Health: The Paul Allen Institute, Comagine Health, HealthPoint Community Health Centers, DHM Research
- Government & Law Enforcement: City of Kirkland, City of Redmond, City of Bothell, City of Issaquah, City of Kenmore, La Crosse County (WI), Redmond Police Department, Bothell Police Department, Buena Park (CA), United State House of Representatives, State of Washington, Mecklenburg County (NC)
- Education & Nonprofit: Leadership Snohomish County, Washington STEM, Hopelink, Coyote Central, Communities in Schools, Seattle & Kent Public Schools, Lakeside School (Seattle)

Leadership Snohomish County (2023): Reversed organizational collapse, increased deposits by 445%, redesigned educational curriculum, led ED recruitment.

HealthPoint Community Health Centers (2023-2024): Interim VP of Equity. Led DEI needs assessment, provided executive coaching, and recruited permanent VP.

Triangle Associates (2015-Present): Chief Diversity Officer. Guided supplier diversity, inclusive policy development, and company-wide DEI strategy.

AAA Washington (2023-Present): Led DEIB strategic planning, board and staff engagement, KPI development, and operational implementation.

Pioneer Human Services (2024-Present): Directed cross-site AAP analysis and DEIB implementation aligned to strategic plan and operational goals.

Amazon Web Services (AWS)

DEI Strategist, Go-To-Market Specialist Org (GTMS)

2019 – 2020

- Developed global DEI strategy for 14 AWS business units, working across U.S., UK, and international regions.
- Created veteran-focused training academy and inclusive hiring strategies.
- Designed diversity metrics, employee feedback systems, and team learning campaigns.

Providence St. Joseph Health System

Director, Diversity, Equity & Inclusion 2018 – 2019

- Established national ERGs and governance models across health systems.
- Conducted workforce assessments; influenced creation of Chief Diversity Officer roles.
- Led health equity strategies in clinical and HR departments.

State of Washington | Office of Governor Jay Inslee

Head of Diversity, Equity & Inclusion / Statewide Diversity Manager

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2013 – 2017

- Developed statewide DEI and cultural competency frameworks for 61,000+ employees.
- Authored inclusive policy, affirmative action guidelines, and equity strategies.
- Advised on litigation strategy in response to Trump Immigration EO.

National Court Appointed Special Advocate Association (NCASA)
National *Senior Director, Inclusion & Equity*
2010 – 2012

- Directed national DEI policy, learning programs, and equity recruitment strategy.

Catholic Community Services of Western Washington *Corporate Head of Diversity, Equity & Inclusion*
2007 – 2010

- Designed and implemented enterprise-wide DEI policies across services and housing programs.

SELECTED SPEAKING & TRAINING TOPICS

- Foundations of DEI Leadership | Inclusive Leadership & Emotional Intelligence | Leadership Coaching & Accountability
- Operationalizing DEI Best Practices | Equity Tools & Data-Driven Analysis | Cultural Competency & Intersectionality
- Bias Interruption & Microaggression Mitigation | Facilitating Difficult Conversations | Psychological Safety & Team Trust
- Equity in Policy & Governance | Policy Development & Review | Accountability Frameworks & Metrics
- Disability as Diversity | Gender Equity & LGBTQIA+ Inclusion | Allyship and Anti-Racism in Practice
- Civil Rights Compliance | EEO & Affirmative Action Programs (AAP) | Veterans, Immigrant & Refugee Inclusion
- Public Sector & Nonprofit DEI Integration | Equity in Policing, Emergency Response & Government | Youth & Community Engagement

EDUCATION & CERTIFICATIONS

University of Wisconsin – Milwaukee

- Bachelor of Arts in English
- Master's Coursework Completed – Literary & Cultural Studies

Cornell University, ILR School

- Advanced Certification in Diversity & Inclusion Professionals Management

PROFESSIONAL AFFILIATIONS

Executive Board Member, Vice Chair. National Industry Liaison Group (Northwest Region)
Affiliated 2012 – Present

Board Member. Kandelia (Non-Profit organization, Immigrant Direct Service Org) *Affiliated 2025 – Present*

Member. International Society of Diversity & Inclusion Professionals *Affiliated 2013 - Present*

Member. Jack and Jill of America, Inc. (Seattle Chapter) *Affiliated 2010 - Present*

COMMUNITY ENGAGEMENT & PHILANTHROPY

(\$650,000+ in donations & Pro Bono professional services)

Hope Restores (WI) | Food Lifeline (WA) | Washington STEM | Build2Lead | Jack & Jill of America (Seattle) | Leadership Snohomish County | Domestic Violence Services of Snohomish County | Marysville Food Bank | Coyote Central | Lift Every Voice | Cocoon House | YMCA Seattle | Milwaukee Area Technical College | Kandelia



Dr. Miriam Hawkins
Professional Objective

Data-driven professional with expertise in reporting, analytics, process improvement, and business intelligence. Passionate about leveraging data visualization, automation, and strategic decision-making to drive efficiency and optimize outcomes in healthcare, equity initiatives, and operational

performance.

Education

Northcentral University – *Ph.D., Business Administration (Healthcare Administration)*
Completed *Fall 2023*

Western Governors University – *MBA, Healthcare Administration*
Completed *Fall 2017*

Professional Experience

Chanin Kelly-Rae Consulting LLC | Remote

Senior Data Analyst (Part-Time) | October 2021 – Present

- Develop and implement data-driven solutions for government, education, and corporate clients, supporting equity-centered policy decisions.
- Lead qualitative and quantitative data analysis, offering insights into systemic inequities and policy effectiveness.
- Design and manage Power BI reports, tracking engagement metrics and impact assessments.
- Optimize reporting processes through data modeling and automation, enhancing decision-making and efficiency.

Bloom Value | Remote

Senior Project Coordinator (Part-Time) | October 2020 – 2025

- Manage cross-functional initiatives, supporting project execution, reporting, and compliance tracking.
- Lead data transformation and EDI file processing, optimizing business intelligence strategies.
- Maintain contract execution and vendor compliance, ensuring alignment with industry standards.

HCSC (Blue Cross Blue Shield) | Richardson, TX

Senior IT Analyst | October 2020 – Present

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- Develop Power BI dashboards for HCSC's Project Management Office (PMO), providing real-time decision-making tools.
- Automate business processes using UiPath, improving efficiency and reducing manual workloads.
- Conduct process documentation and system enhancements to streamline reporting accuracy.
- 2021 Stellar Star Award Recipient for report innovation and impact.

NPO | Lansing, MI

Independent Consultant | March 2019 – October 2020

- Designed population health dashboards, tracking healthcare disparities and compliance metrics.
- Managed large-scale IT projects, ensuring HEDIS compliance and quality assurance.
- Led process improvement initiatives, optimizing workflows and enhancing data analysis capabilities.

Blue Cross and Blue Shield of Texas | Richardson, TX

Project Management Consultant | December 2018 – Present

- Managed statewide healthcare initiatives, including population health projects, provider onboarding, and network expansions.
- Provided analytic support for Accountable Care Organizations (ACOs) and research teams.
- Conducted data-driven analyses, identifying trends and cost-saving opportunities.
- Developed and implemented training and compliance SOPs for newly contracted providers.

McKesson Corporation | Las Colinas, TX

Process Improvement Consultant | March 2018 – December 2018

- Led Lean Six Sigma process improvement projects, improving operational efficiency in pharmaceutical distribution centers.
- Developed training programs and automation strategies to track and ensure compliance.
- Provided data analysis and visualization, optimizing reporting and performance tracking.

Future Step | Addison, TX

Reporting Analyst | August 2015 – September 2016

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- Developed automated reporting solutions using SQL, VBA, and Tableau, increasing data accessibility.
- Led weekly analytics meetings, providing strategic recommendations to stakeholders.
- Designed custom dashboards for process optimization and performance tracking.

Blue Cross and Blue Shield of Texas | Richardson, TX

Senior Data Analyst | January 2014 – March 2018

- Spearheaded data and process improvements for Medicaid and Medicare programs.
- Built reports using Tableau, Salesforce, SQL, and Excel, ensuring data accuracy and compliance.
- Developed front-end reporting solutions, driving efficiency through SQL queries and statistical models.
- Led process improvement efforts, including technical documentation and reporting automation.

One Source Virtual | Irving, TX

Software Integrations Analyst | September 2013 – January 2014

- Managed HR implementation projects, ensuring data integrity through SQL, XML, and EDI transformations.
- Developed automation tools to enhance workflow efficiency and reporting accuracy.

Technical Skills

- Data Analytics & Visualization: Power BI, SQL, Tableau, Microsoft Excel (Macros, VBA, Power Pivot)
- Process Automation & Optimization: UiPath, Lean Six Sigma (Black Belt), Process Mapping
- Project & Compliance Management: Teradata, Visio, Microsoft Office, Healthcare Data Analysis

Certifications

- CompTIA Project+
- Six Sigma Black Belt

Leadership & Community Engagement

- Texas State Chair – African Americans in Motion
- Board Member – Paul Quinn/Duke Mentorship Program
- Member – Junior League of Dallas



MICHAEL WASHINGTON

Executive Profile

Strategic and entrepreneurial-minded senior leader with a demonstrated track record of building business units, driving multimillion-dollar growth, and optimizing operational performance across national and global markets. A certified Lean Six Sigma Black Belt and award-winning executive with extensive supply chain, logistics, and manufacturing expertise. Proven capacity to implement Hoshin-based strategy deployment, optimize end-to-end operations, and lead enterprise-wide transformation. Accomplished consultant, integration manager, and executive coach with experience in the private sector, higher education, and DEI/ESG sectors.

CORE COMPETENCIES

- Strategic Business Planning & Execution
- Operations Management & Optimization
- Supply Chain & Logistics Leadership
- Lean & Six Sigma Methodologies
- Continuous Improvement & TQM
- Multi-Site Operations Management
- Diversity, Equity & Inclusion (ISO 30415)
- Mergers & Acquisitions Integration
- Leadership Coaching & Development
- Capital Project Management
- Higher Education & Curriculum Design
- KPI Development & Performance Improvement

PROFESSIONAL EXPERIENCE

Profesa, LLC – Houston, TX

President & CEO | 2020 – Present

- Delivered Lean Six Sigma and operational excellence consulting to clients including Pilko & Associates, Fidelis Associates, and Delk Logistics.
- Provided leadership coaching via University of Utah's New Leadership Academy.
- Developed ISO 30415-aligned DEI and ESG assessments and a certification course with Union Institute & University.
- Served as adjunct professor in supply chain and management.

Chanin Kelly-Rae Consulting LLC – Everett, WA (Remote)

Senior Consultant and Strategist | 2021 – Present

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- Serve as ISO 30415 strategist, designing and implementing equity-aligned frameworks and assessments.
- Conduct in-depth SWOT analyses of policies, procedures, governance structures, and operational systems.
- Develop customized strategic plans using Hoshin methodology and Lean Six Sigma principles.
- Facilitate executive-level consultations, strategic workshops, and stakeholder alignment sessions.
- Support the development of performance metrics and accountability structures linked to DEIB outcomes.
- Provide thought leadership on DEIB integration within enterprise strategy, supply chain, and operations.
- Collaborate with cross-sector clients to embed data-driven, people-centered equity practices into long-term planning.

Diversified Supply, Inc. – Chattanooga, TN (Remote)

Chief Operations Officer | 2023 – 2025

- Directed business operations, enterprise performance, and policy development for a national supply firm.
- Oversaw IT, Finance, Sales, and Customer Service operations across all departments.
- Managed expansion strategy, partnerships, acquisitions, and corporate alliances.

Bayport Polymers LLC (BAYSTAR™) – Houston, TX

Integration Manager | 2018 – 2020

- Led integration of joint venture polyethylene resin facility.
- Synchronized production, capital investments, and strategy across departments.
- Reported directly to company president and achieved expansion to 1.4B pounds annual production.

Shell Oil Products Company – U.S. & International Locations

General Manager, Criterion Catalyst Technologies – Indiana | 2015 – 2018

- Managed \$12M budget and 50-person team at 45M lb/yr chemical manufacturing facility.
- Increased throughput by 43% and eliminated \$2M in waste.
- Led \$10M controls upgrade and \$3M deep-well injection environmental project.

Continuous Improvement Expert, Lubricants Supply Chain – Americas | 2011 – 2015

- Spearheaded region-wide Lean initiative impacting 2,000+ employees in 8 countries.
- Identified \$30M+ in savings; improved KPIs and customer satisfaction.

Operations Manager, SOPUS Logistics – North America | 2006 – 2011

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- Managed logistics operations for 450 employees and \$200M budget.
- Integrated Shell Canada operations post-merger; led SAP global system launch.
- Restructured logistics team and cut costs annually by \$1.5M.

Diversapack, LLC – Cincinnati, OH

Director, Contract Manufacturing Division | 2000 – 2005

- Tripled division size through strategic merger and fourfold revenue growth.
- Achieved supplier innovation recognition from Fortune 100 clients.
- Implemented Hoshin strategy enterprise-wide and achieved ISO certification.

Pedes Inc. – Cincinnati, OH

President & CEO | 1998 – 2005

- Founded and scaled logistics firm to \$5.5M in revenue across two states.
- Named Business of the Year by Cincinnati Minority Business Council.

The Procter & Gamble Company – Cincinnati, OH

Engineer to Manager | 1985 – 1998

- Directed R&D, supplier development, and product innovation for brands including Biz, Tide, and Era.
- Increased MBE spending by \$90M; led large-scale equipment installs.

SELECTED SPEAKING & TRAINING TOPICS

- Strategy Deployment via Hoshin Planning
- Total Quality Management & Six Sigma Methods
- Global Operations & Logistics Optimization
- ISO 30415 DEI Assessment & Certification
- Leadership Coaching & C-Suite Development
- Equity in Operational Systems & Supply Chains

EDUCATION & CERTIFICATIONS

Union Institute and University

- PhD, Interdisciplinary Studies
- MA, History and Culture

Tuskegee University

- BS, Chemical Engineering

Fisk University

- BS, Chemistry

Executive Education

- Minority Business Executive Program – Dartmouth College, Tuck School of Business
- Executive Program – Emory University, Goizueta School of Business

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- Shell Global Leadership – Wharton School, University of Pennsylvania

Certifications & Fellowships

- Six Sigma Black Belt Certification – Aveta Solutions (2010)
- New Leadership Academy Fellow – University of Utah
- Eminent Member & SME – Chartered Institute of Supply Chain Management, Ghana

PROFESSIONAL AFFILIATIONS

- Vice President, Programs – 100 Black Men of Houston
- Board Member – Tuskegee University Business and Industry Cluster
- Advisory Council – North Carolina A&T State University, School of Business and Economics



Nelia D. Vilorio
PROFESSIONAL SUMMARY

Equity-driven leader with over 15 years of experience in strategic planning, policy and process development & improvement, and community engagement. Adept at leading equity, inclusion, and belonging (EIB) initiatives that foster belonging and create systemic change while ensuring alignment with organizational goals and social justice principles. Expertise in change management, key partner engagement, cross-sector collaboration, and strategic communication. Skilled in managing diverse teams, leveraging data for decision-making, and advancing equity-centered policies and practices.

PROFESSIONAL EXPERIENCE

Strategic DEI Project Manager
Chanin Kelly-Rae Consulting | Everett, WA | 2023 – Present

- As the longest-serving staff member at Leadership Snohomish County, leveraged deep institutional knowledge to inform and contribute to strategic planning for DEI initiatives while also working with Chanin Kelly-Rae Consulting's pro bono efforts to advance equity-centered policies. partnering with public, private, and nonprofit sectors.
- Developed and implemented systemic DEI strategies, ensuring alignment with LSC's long-term goals while addressing barriers to equity in leadership, programs, events, and community engagement.
- Facilitated cross-sector partnerships and advised Leadership Snohomish County leadership teams on equity and social justice goals, ensuring that strategic decisions were informed by historical context, community needs, and a commitment to inclusivity and accessibility.
- Managed client services and tracked project progress using Monday, ensuring alignment with DEI initiatives and client goals.
- Acted as the primary client contact, fostering collaboration on DEI resources and programs to drive project success through effective communication and stakeholder engagement.
- Served as a scribe for listening sessions on workforce equity initiatives, capturing community insights to inform organizational decision-making and equity-focused strategic planning.

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Operations Project Manager
Leadership Snohomish County | Everett, WA | 2020 – January 2025

- Designed and implemented equity-centered leadership development programs, increasing access for participants from historically underrepresented backgrounds.
- Partnered with community partners, served as a community liaison, collaborated with front-line staff, and engaged key partners to ensure culturally responsive programming that reflects the lived experiences of diverse communities.
- Developed strategic communication plans tailored for various audiences to increase awareness, streamline training resources, and align messaging across teams and leadership.
- Facilitated collaboration among committees and community partners to advance equity-focused initiatives, ensuring consistency and impact across programs.
- Spearheaded the planning and execution of in person events and Step Up: Moving Equity Forward, an annual 600+ attendee virtual conference, managing volunteers, logistics, and sourcing keynote speakers and workshop presenters focused on actionable equity and social justice strategies.
- Developed volunteer engagement strategies, ensuring inclusive participation in committees and programs.
- Analyzed participant and event data to evaluate program success and improve future education initiatives.

Account Executive
HydraMaster | Mukilteo, WA | 2008 – 2020

- Led change management initiatives during two acquisitions, ensuring cultural integration, guiding leadership in fostering an inclusive transition, and prioritizing employee concerns while also supervising and training front-line staff, including phone-based customer engagement teams, to align with customer engagement best practices, efficiency, and DEI principles.
- Chosen by employees as the unofficial employee advocate, as they trusted me over HR or their supervisors. Gathered and conveyed staff concerns to leadership, recommending strategic changes that enhanced transparency, communication, and workforce equity.
- Facilitated cross-departmental and cross-functional collaboration, leading special projects focused on policy and process development and improvement, implementing policy changes, and achieving operational KPIs to enhance workflow efficiency, communication, and drive strategic initiatives.

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- Consistently selected by senior management to lead high-impact projects due to my proven reliability, strong collaboration skills, and ability to drive projects to completion within deadlines. Recognized for ensuring alignment with organizational objectives and fostering inclusive stakeholder engagement throughout the process.

EDUCATION

Master of Arts, Public Administration | Seattle University, Seattle, WA

Bachelor of Arts, Communication | University of Hawai'i at Manoa, Honolulu, HI

National Student Exchange Program | University of Massachusetts Amherst, Amherst, MA

SKILLS & COMPETENCIES

- Equity-Centered Strategic Planning & Policy Development
- DEI Program & Initiative Management
- Key partner Collaboration
- Data-Driven Decision-Making & Impact Reporting
- Community Outreach & Relationship Building
- Trauma-Informed Care
- Employee Supervision & Inclusive Leadership
- Program Evaluation & Continuous Improvement



Johana Rivas

Detail-oriented Strategic Project Coordinator with a background in business administration and human resources management. Passionate about efficient project execution, stakeholder engagement, and data-driven decision-making. Adept at managing multilingual surveys, community outreach, and logistics coordination to ensure inclusive and equity-centered engagement. Skilled in project tracking, scheduling, and cross-functional communication, with a strong commitment to improving organizational efficiency and fostering

meaningful collaborations. Seeking opportunities to leverage project management expertise, data analysis skills, and stakeholder engagement strategies to drive impactful outcomes in business, community initiatives, and policy development.

Education

University of Washington, Michael G. Foster School of Business – Seattle, WA

Bachelor of Arts in Business Administration, Major: Human Resources Management

Graduated: June 2024

- Foster Microsoft Excel Credential (Completed February 2023) – Confirmed proficiency in Pivot Tables, advanced chart types, and mathematical functions (Cumulative Score: 90%).

South Seattle Community College – Seattle, WA

Associate of Arts & Business Administration – June 2022

Professional Experience

Chanin Kelly-Rae Consulting LLC – Everett, WA (*Remote*)

Strategic Project Coordinator – May 2024 – Present

- Oversee project coordination and execution to ensure strategic initiatives align with client goals and deadlines.
- Serve as the primary liaison between clients, stakeholders, and internal teams, ensuring seamless communication and project transparency.
- Manage multilingual surveys, listening sessions, and stakeholder meetings, ensuring equity-centered engagement.
- Utilize Monday.com to track project milestones, tasks, and deliverables while ensuring adherence to project timelines.
- Develop and implement logistics, scheduling, and outreach strategies, facilitating engagement with historically underrepresented communities.
- Support the analysis and reporting of qualitative and quantitative data to identify key insights and inform policy recommendations.

The Collective Seattle – Seattle, WA

Lead Server – November 2022 – Present

- Ensure exceptional service for up to 600 guests per event, adapting to diverse scenarios and business needs.
- Assist with private event planning and floor layouts to optimize guest experience.

Concierge – June 2023 – Present

- Develop strong relationships with members, ensuring personalized service and engagement.
- Assist members with reservations, accommodations, and event inquiries, both in person and over the phone.
- Support club services and marketing efforts, including event flyers, announcements, and restaurant menu updates.

Target – Seattle, WA

Style Team Lead – March 2022 – October 2022

- Led merchandising and inventory strategies, improving department sales metrics by 30%.
- Managed daily and weekly workload planning, ensuring all pricing, transitions, and department needs were met.
- Oversaw backroom organization and replenishment processes to maintain high guest satisfaction.

Service and Engagement Team Lead – August 2021 – March 2022

- Led a 40+ team in providing outstanding customer service, talent development, and operational efficiency.
- Resolved 15+ customer concerns per shift, improving guest experience and driving retention.
- Managed front-end operations and scheduling, ensuring store efficiency based on sales trends.

Nordstrom – Tukwila, WA

Handbags and Accessories Salesperson – November 2019 – August 2020

- Provided personalized shopping experiences, assisting 50+ customers per shift in making purchasing decisions.
- Maintained a high-energy, team-oriented sales environment, contributing to department success.

Additional Information

Skills: Bilingual (English & Spanish), Project Coordination, Stakeholder Engagement, Microsoft Office Suite, Monday.com, SurveyMonkey Enterprise

Interests: Photography, Makeup Artistry, Food & Wine



California Public Employees' Retirement System Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☐ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A. § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

Chanin Kelly-Rae
Authorized Signature

Chanin Kelly-Rae, President/CEO
Name and Title (Please Print)

June 30, 2025
Date

CHANIN KELLY-RAE CONSULTING LLC
Firm Name (Please Print)



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number:

2024-9420

b. Proposer or Contractor Name:

CHANIN KELLY-RAE CONSULTING LLC

c. Name of Individual Authorized to bind the Proposer or Contractor:

Chanin Kelly-Rae

d. Contact Person (if different than above):

e. E-mail Address:

grow@chaninkellyrae.com

f. Phone No:

(425) 321-3606

g. Name of CalPERS Contact (if applicable):

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment E

Page 2 of 3

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐	N/A	
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.

N/A

3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

N/A

4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

N/A

5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

N/A

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.

Chanin Kelly-Rae
Authorized Signature

June 30, 2025
Date

Chanin Kelly-Rae, President/CEO
Name and Title

California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Proposal Questionnaire

As prescribed in Section V of the Request for Proposal, all Proposers are required to submit responses and documentation as requested on this questionnaire. The information requested must be provided in the prescribed format; all questions must be repeated in their entirety before the answers are given. Responses that deviate materially from the prescribed format may lead to the rejection of the Proposal.

Document current and planned level of compliance with Revised 508 standards for all deliverables to be provided by the successful Proposer, including any electronic content that may be posted to the CalPERS website. Proposer may document its compliance by providing (a) its policy and procedures for validating the accessibility of electronic content; (b) a narrative description of said policy and procedures; or (c) a written Accessibility Conformance Report (ACR) for each Information and Communication Technology (ICT) Standards item that is to be developed, updated, configured for, and delivered to CalPERS. Any documentation provided in responding to this question should be based on the latest version of the Voluntary Product Accessibility Template (VPAT) provided by the Industry Technology Industry Council (ITIC).

The response to all questions in the aggregate must be limited to twenty (20) pages maximum. Please note if a submission with more than twenty (20) pages is received only the first twenty (20) pages will be considered for scoring. Provide responses in the order the prompts are listed.

A. ORGANIZATION and BACKGROUND
(Pass/Fail)

1. Name of your organization.

The name of our organization is CHANIN KELLY-RAE CONSULTING LLC

2. Location of headquarters.

The location of our headquarters is 10407 29th Ave SE, Everett, WA 98208

3. Location and address of branch which would provide services under this contract.

The location and address of the branch which would provide services under this contract is CHANIN KELLY-RAE CONSULTING LLC headquarters at 10407 29th Ave SE, Everett, WA 98208. The firm does not operate additional branch offices; all services will be managed and delivered from this primary location. Services that necessitate our physical presence will be provided onsite at CalPERS headquarters or other locations as assigned by CalPERS.

4. Number of years your organization has been in business.

The number of years our organization has been in business is 21 years. CHANIN KELLY-RAE CONSULTING LLC was established in 2003.

5. Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe.

Within the past five (5) years, there have been no significant changes in CHANIN KELLY-RAE CONSULTING LLC's ownership, corporate officers, or principal business.

6. Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm.

The mission of CHANIN KELLY-RAE CONSULTING LLC is to partner with organizations to build equitable, inclusive, and high-performing cultures where all individuals are valued, respected, and able to thrive. We specialize in designing and implementing strategic Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives, conducting equity assessments, facilitating executive coaching and board development, and supporting change management across public, private, and nonprofit sectors. Our firm's work is rooted in accountability, cultural responsiveness, and systems-level transformation.

A copy of our incorporation documents is included as an attachment to this proposal submission, in accordance with the RFP requirements.

**B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES
(Pass/Fail)**

Please provide a summary of the services that your firm provided in the service categories below, in one or multiple of the following business sector(s); public, private, and/or non-profit; in which the work was performed. Clearly explain your experience in all business sector(s) for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices.

CHANIN KELLY-RAE CONSULTING LLC provides high-impact, legally compliant advisory services on Diversity, Equity, and Inclusion (DEI) best practices across the public, private, and nonprofit sectors. Our firm is nationally recognized for designing and implementing measurable, strategic DEI plans that are embedded in operations, governance, and organizational culture.

Our founder, Chanin Kelly-Rae, currently serves as Vice Chair of the Northwest Industry Liaison Group (NILG)—a position that includes partnership with the U.S. Department of Labor (DOL), Office of Federal Contract Compliance Programs (OFCCP), and Equal Employment Opportunity Commission (EEOC). With over 10 years of NILG membership and two terms in leadership, Chanin brings deep regulatory knowledge of EEO, Affirmative Action, and compliance strategy—an asset

when working with public agencies constrained by mandates such as Proposition 209, Title VI/VII, and ADA/Section 508.

Private Sector Advisory Services

We have served as DEI strategy advisors to companies including:

- DA Davidson Financial
- Symetra Life Insurance
- Shearer's Foods
- Mortenson Construction
- BDA, Inc.
- Paul G. Allen Institute for Brain Science

Our work for these organizations includes:

- Development of three-year DEI strategic plans grounded in measurable outcomes and organizational objectives.
- 1:1 executive interviews, DEI readiness assessments, and SWOT analyses of policies, practices, procedures, and programs.
- Delivery of multifactorial data analysis, integrating quantitative HR/representation data with qualitative employee feedback from listening sessions and surveys.
- Design and facilitation of inclusive leadership coaching, internal DEI councils, and communications protocols.
- Advisement on internal and external engagement strategies, especially for brands with public-facing services or philanthropic commitments.

Public Sector Advisory Services

Our public-sector portfolio includes:

- City of Bothell
- City of Kenmore
- City of Issaquah
- City of Redmond
- City of Kirkland
- City of Buena Park, CA (current client)
- La Crosse County, Wisconsin
- State of Washington – Office of the Governor

These projects have matched or exceeded the scope described in the CalPERS RFP, incorporating both internal staff engagement and external community collaboration. Activities have included:

- Board, Council, and Executive Team engagement, including 1:1 interviews and strategic alignment sessions.
- Five-year DEI strategic plans integrating organizational priorities with community needs and compliance obligations.
- Multi-method organizational assessments using surveys, focus groups, and document analysis to surface internal inequities and opportunities.
- Direct collaboration with community-based organizations, nonprofit partners, cultural leaders, and local residents, ensuring DEI plans reflect the lived experience of the people served by the agency.
- Advisement on inclusive governance structures, procurement equity, hiring practices, and culturally competent service delivery.

Methodology and Tools

Across all sectors, our DEI advisement follows a rigorous and customized methodology:

- Qualitative and quantitative data collection, including disaggregated workforce data, intersectional employee experience analysis, and trend-based reporting.
- SWOT and policy audits to evaluate DEI infrastructure, equity risk, and opportunity areas.
- Community engagement planning with built-in equity considerations, language access strategies, and cultural fluency practices.
- Use of proprietary and best-practice tools, such as DEI scorecards, equity impact rubrics, and strategic communications frameworks.
- Provision of implementation roadmaps, dashboards, and reporting templates to track outcomes and ensure accountability.

Outcomes and Impact

Our DEI advisory services result in:

- Increased leadership competency and alignment around equity goals.
- Improved organizational performance and employee engagement metrics.
- Documented reductions in risk exposure and compliance vulnerabilities.
- Strengthened trust between agencies and the communities they serve.

We don't offer off-the-shelf solutions. Every advisory engagement is tailored, collaborative, and rooted in real-world application. Our goal is to move organizations from compliance to transformation—where equity is not a department, but a culture.

2. Providing education and training on DEI matters to Boards of Trustees.

CHANIN KELLY-RAE CONSULTING LLC has substantial experience providing education and training on Diversity, Equity, and Inclusion (DEI) matters to Boards of Trustees across the public, private, and nonprofit sectors. Our board engagement model goes beyond training alone—we offer end-to-end support that includes governance review, policy development, strategic planning, executive coaching, and DEI learning experiences, all aligned with federal, state, and local compliance requirements.

In the public sector, we served as a DEI subject matter expert for the State of Washington, providing policy and operational advisement to all general government agencies, including their appointed boards and commissions. We facilitated board-level DEI strategy sessions, delivered DEI education, and guided compliance-aligned approaches to governance and service delivery. We have also worked with the governing bodies of:

- City of Kirkland
- City of Redmond
- City of Bothell
- City of Kenmore
- City of Issaquah
- City of Buena Park (current client)
- La Crosse County Board of Supervisors

Our services for these clients included:

- Board policy development to incorporate equity principles into funding decisions, oversight responsibilities, and service mandates.
- Governance structure review through a DEI lens to identify and address systemic barriers.
- Strategic planning and facilitation to help boards align DEI goals with agency missions.
- 1:1 coaching and learning sessions for individual board members and leadership.
- Development of training modules, inclusive governance frameworks, and evaluation rubrics to ensure sustainability and accountability.
- Assurance of compliance with Proposition 209, Title VI and VII, ADA, and other applicable public-sector DEI and non-discrimination statutes.

In the private and nonprofit sectors, we provide similar comprehensive board support. For example, we currently advise the Board of Directors at AAA Washington, delivering DEIB capacity-building

that includes board interviews, strategic coaching, equity briefings, and DEI learning aligned with organizational transformation goals.

Our approach combines:

- Customized DEI training, grounded in adult learning principles and adapted to organizational structure and readiness.
- Legal and compliance integration, ensuring board guidance is consistent with public accountability and regulatory frameworks.
- Interactive facilitation and real-time feedback, leading to actionable strategies and improved board alignment on equity goals.

Boards are critical to modeling and sustaining DEI progress. We ensure that trustees and decision-makers are not only educated but also strategically positioned to lead with clarity, courage, and compliance.

3. Conducting assessments of established DEI programs and produce reports of findings and recommendations.

CHANIN KELLY-RAE CONSULTING LLC has extensive experience conducting assessments of established DEI programs and producing reports of findings and recommendations across public, private, and nonprofit organizations. Our assessment methodology is comprehensive, participatory, and customized to organizational context. It incorporates both quantitative and qualitative data analysis, ensuring that our recommendations are evidence-based, actionable, and aligned with compliance mandates.

Our assessment process typically includes:

- Review and audit of DEI-related policies, procedures, practices, and programs, including hiring, procurement, retention, benefits, language access, and service delivery models.
- A SWOT analysis to evaluate structural strengths, systemic barriers, and readiness for change.
- Disaggregated workforce and HR data analysis to identify equity gaps in representation, compensation, promotion, and turnover.
- Qualitative research, including interviews, focus groups, and listening sessions with employees, leadership, board members, and community stakeholders.
- Development and deployment of culture and climate surveys, tailored to the organization's sector and workforce demographics.
- Creation of custom dashboards to visualize DEI data and trends over time.

Our assessments result in detailed, plain-language final reports that include:

- A summary of data and stakeholder input.
- Key findings categorized by functional domain (e.g., leadership, operations, community engagement).
- Prioritized, equity-informed recommendations supported by compliance standards, industry benchmarks, and best practices.
- A clear roadmap for implementation and accountability.

We have conducted DEI assessments for:

- City of Bothell, City of Kenmore, City of Issaquah, City of Redmond, City of Kirkland, and La Crosse County, where we reviewed internal systems and engaged external community voices through listening sessions and public feedback tools.
- La Crosse County, Wisconsin, where we completed a full DEIB assessment for internal departments, elected officials, and community organizations.
- AAA Washington, where we led a multi-phase DEIB assessment that included executive interviews, organizational climate surveys, staff listening sessions, and a full SWOT analysis of policies, processes, and programs.
- Paul G. Allen Institute, Mortenson Construction, and Shearer's Foods, where we conducted multi-level DEI diagnostics, including cross-functional data collection and board/staff input synthesis.

Each assessment is developed with attention to scalability, legal defensibility, and organizational integration. Our goal is not only to report on the current state—but to provide a clear path toward lasting structural equity and inclusion.

4. Meeting with Boards of Trustees as part of the assessment and information-gathering process.

CHANIN KELLY-RAE CONSULTING LLC has extensive experience meeting with Boards of Trustees as part of the assessment and information-gathering process. Engaging governing bodies early and meaningfully is a cornerstone of our approach to equity assessments, ensuring that those with fiduciary and strategic oversight are included in both the diagnostic and planning phases.

We routinely conduct 1:1 interviews, facilitated conversations, and small-group sessions with board members, trustees, and city council members to:

- Understand their perspectives on organizational culture, inclusion, and accountability.
- Identify strategic priorities and readiness for DEI integration at the governance level.

- Explore alignment between stated values and operational practices.
- Assess awareness of legal obligations related to equity, access, and non-discrimination (e.g., Proposition 209, ADA, Title VI/VII).
- Gauge board-level knowledge, influence, and opportunities for capacity-building.

In the public sector, we have facilitated board and council-level meetings as part of DEI assessments for:

- City of Kirkland
- City of Redmond
- City of Bothell
- City of Kenmore
- City of Issaquah
- La Crosse County Board of Supervisors
- State of Washington executive agency boards and commissions

In the private and nonprofit sectors, we have met with the Board of Directors at AAA Washington and the Paul G. Allen Institute, conducting confidential interviews and facilitated dialogues as part of our broader DEI assessment scope.

These engagements typically include:

- Custom-designed interview protocols aligned with sector-specific governance expectations.
- Summarized themes, anonymous quotes, and synthesis of board feedback in our final assessment reports.
- Recommendations tailored to board action—such as policy revision, strategic alignment, or development of inclusive governance tools.

Our approach to trustee engagement is respectful, confidential, and designed to build both trust and ownership of the DEI process. We ensure that the voices of governance leaders are reflected in both our findings and our recommendations—ensuring strategic alignment from top to bottom.

5. Meeting with executive leadership as part of the assessment and information-gathering process.

CHANIN KELLY-RAE CONSULTING LLC has extensive experience meeting with executive leadership as part of the assessment and information-gathering process, recognizing that leadership is essential for both diagnosing organizational readiness and ensuring successful implementation of DEI strategies. Executive leaders are not only contributors to the process—they are integral owners of the outcomes, responsible for integrating DEI into strategic direction, resource allocation, policy alignment, and key performance measurement.

As part of our standard approach, we conduct 1:1 interviews, executive team briefings, strategic retreats, and small-group facilitated discussions with department heads, executive directors, C-suite leaders, deputy city managers, and senior agency staff. These sessions are designed to:

- Assess leadership readiness, knowledge, and cultural competence.
- Align DEI goals with existing mission, vision, and operational frameworks.
- Surface structural barriers and leadership blind spots.
- Define metrics of success and clarify accountability pathways for system-wide DEI implementation.

Executive engagement is a cornerstone of our DEI assessment model because it ensures internal champions are equipped to lead change, align goals across departments, and model inclusive leadership behaviors from the top. We use an equity-centered change management framework to support leaders in translating insights into strategy.

In the public sector, we have engaged executive leaders through assessments and strategy processes across numerous jurisdictions. Representative examples include:

- City of Kirkland, City of Redmond, City of Bothell, City of Kenmore, and City of Issaquah, where we facilitated leadership interviews and executive visioning sessions that informed inclusive governance planning and internal policy revisions.
- La Crosse County, Wisconsin, where we conducted 1:1 interviews and facilitated sessions with the County Administrator and department heads. This engagement led to the County's first-ever DEIB Strategic Plan, which was passed with bipartisan support by its 30-member County Board, even as the Wisconsin State Legislature moved to defund DEI statewide.
- State of Washington, where Chanin Kelly-Rae provided operational and policy guidance directly to the executive leadership of every general government agency during the statewide development of DEI infrastructure and compliance pathways.

In the private and nonprofit sectors, we have worked closely with:

- Paul G. Allen Institute
- Mortenson Construction
- Shearer's Foods
- BDA, Inc.
- AAA Washington, where we designed and conducted a comprehensive Leadership Insights Assessment, including 1:1 interviews with each executive and board member. These findings directly informed the organization's first-ever DEIB Strategic Plan, along with new accountability structures and cross-functional implementation strategies led by the Executive Leadership Team.

In all engagements, we provide leaders with:

- Confidential summary reports of executive insights (theme-based and anonymized).
- Tools for monitoring KPIs, tracking progress, and communicating impact.
- Coaching and advisory support to build executive fluency in inclusive leadership.
- Roadmaps that tie DEI goals directly to core business or service outcomes.

By ensuring executive teams are not just informed—but engaged, accountable, and equipped—we drive long-term structural transformation. Our approach reflects best practices in both public-sector compliance and enterprise-wide change management, ensuring that DEI goals are fully integrated, not siloed, and sustainable beyond any single phase of work.

6. Preparing an action plan aligned to organizational core values and assessment findings.

CHANIN KELLY-RAE CONSULTING LLC has extensive experience preparing action plans that are aligned to organizational core values and assessment findings. Our strategic plans are designed to serve as actionable roadmaps that integrate the insights gained through comprehensive DEI assessments with each organization's mission, values, and operational objectives. These plans are structured to be measurable, phased, and implementation-ready, with clear accountability frameworks and compliance alignment.

Our approach begins with a deep understanding of each client's stated values, guiding principles, and strategic priorities. We work closely with executive leadership, staff, board members, and—when applicable—external stakeholders to ensure the action plan is rooted in both institutional identity and stakeholder input. We incorporate assessment data from interviews, surveys, SWOT analysis, document review, and policy audits to ensure every recommended action is grounded in real organizational conditions and informed by lived experience.

We develop action plans that include:

- Equity-centered goals that map directly to identified strengths, barriers, and gaps from the assessment process.
- SMART objectives with timelines, responsible parties, and resource considerations.
- Key Performance Indicators (KPIs) and benchmarks aligned to organizational metrics and legal obligations.
- Tools such as DEI scorecards, governance frameworks, and change readiness assessments to support implementation.
- Integration strategies for embedding equity into core operations—such as hiring, procurement, communications, service delivery, and leadership development.

Our plans are scalable and customizable—ranging from three-year roadmaps in the private sector to five-year strategic plans for public entities.

Examples include:

- For AAA Washington, we developed the organization's first-ever DEIB Strategic Plan, grounded in executive interviews, staff listening sessions, a workplace culture survey, and a policy/process SWOT analysis. The plan is aligned to the organization's core values of community, service, and integrity, and includes board-reviewed KPIs and clear governance accountability.
- For La Crosse County, Wisconsin, we created a five-year DEIB Strategic Plan aligned with the County's mission of service, equity, and fiscal responsibility. The plan was developed with extensive stakeholder engagement and was passed with bipartisan support by a 30-member County Board, even in the face of state-level DEI opposition. It includes department-specific action items, a shared vision for equitable service delivery, and detailed implementation protocols.
- For the City of Kirkland, City of Redmond, and City of Issaquah, we created DEI action plans that aligned with each city's strategic goals and GARE (Government Alliance on Race and Equity) frameworks, incorporating measurable actions tied to public accountability, transparency, and community trust.

Every action plan we deliver includes the tools, strategy, and support structure to ensure DEI is not an isolated initiative—but a fully integrated, measurable, and values-driven part of the organization's core operations.

7. Conducting DEI best practices research and provide analysis and reports.

CHANIN KELLY-RAE CONSULTING LLC has substantial experience conducting DEI best practices research and providing detailed analysis and reports for clients across the public, private, and nonprofit sectors. Our research services are highly customized and actionable, grounded in federal and state legal frameworks, and designed to meet the strategic, operational, and compliance needs of diverse organizations.

Our methodology incorporates:

- Benchmarking against peer agencies and industry standards to identify innovative, evidence-based DEI practices.
- Policy, procedure, and programmatic reviews to assess internal equity infrastructure, cultural alignment, and compliance with civil rights and accessibility laws (including Title VI, VII, ADA, and California's Proposition 209).
- Quantitative data analysis, including disaggregated workforce data, hiring trends, retention, promotion, and compensation metrics.
- Qualitative research, such as 1:1 interviews, staff listening sessions, climate surveys, and stakeholder focus groups, to surface lived experience and culture dynamics.

- Use of DEI SWOT analysis, equity maturity models, and gap analysis tools to distill complex organizational data into prioritized action insights.

We produce highly structured, board-ready reports that include:

- Executive summaries for governance bodies and decision-makers.
- Key findings organized by functional areas (e.g., hiring, procurement, governance, communications).
- Recommendations aligned to client mission, values, and operational realities.
- Implementation support tools such as scorecards, roadmaps, equity impact matrices, and KPI frameworks.

Examples of Our DEI Research and Reporting Work:

- For AAA Washington, we conducted comprehensive internal DEIB research that included 1:1 board and executive interviews, a cross-departmental staff climate survey, and policy/process SWOT analysis. Our findings formed the basis of the organization's first-ever DEIB Strategic Plan, and were presented in an executive summary with implementation-ready recommendations aligned to AAA's core values and leadership capacity.
- For La Crosse County, Wisconsin, we led an in-depth assessment involving stakeholder interviews, department-level data reviews, and community engagement sessions. Our research culminated in a five-year DEIB Strategic Plan with clear findings, compliance-anchored recommendations, and bipartisan adoption by the County's 30-member Board—even as the state legislature moved to defund DEI programs.
- For clients such as the City of Kirkland, City of Redmond, City of Bothell, and the Paul G. Allen Institute, we provided DEI research services to inform hiring practices, community engagement frameworks, inclusive policy updates, and governance design—all with formal, written reports and tailored briefings to staff, executives, and governing bodies.

Our DEI research services are not theoretical. They are built to support real-world strategy, policy reform, culture transformation, and accountability. Every report is developed with the end user in mind—whether that's a board of trustees, city council, HR leadership, or public stakeholders—and is designed to move organizations from insight to action.

8. Advising on best practices in procurement.

CHANIN KELLY-RAE CONSULTING LLC has extensive experience advising on best practices in procurement with a focus on increasing equity, access, and accountability in public and private sector purchasing processes. Our work emphasizes both compliance and transformation—helping organizations align procurement policies with state and federal guidelines while also implementing

innovative strategies that increase participation from small, diverse, and historically underutilized businesses (HUBs).

Our procurement advisement includes:

- Policy and process audits to assess equity within RFP design, vendor selection, and contract implementation.
- Supplier diversity strategy development, including recommendations to improve outreach, reduce barriers to entry, and increase award transparency for small, minority-owned, women-owned, veteran-owned, and disabled veteran-owned businesses (SBEs/MBEs/WBEs/VBEs/DVBEs).
- Design of procurement equity frameworks that include inclusive scoring rubrics, equity language in solicitations, and vendor accountability tools.
- Advising on compliance with local and state requirements including California's Proposition 209, Public Contract Code, and DBE/DVBE participation standards.
- Development of metrics and reporting systems to monitor procurement trends, track equity outcomes, and evaluate vendor performance.

Examples of our procurement-focused engagements include:

- For the City of Kirkland and City of Redmond, we reviewed procurement policies and vendor engagement practices, offering equity-driven recommendations to improve transparency and diversify contracting outcomes.
- For La Crosse County, we assessed procurement workflows, recommended updated policy language, and advised on practices that align with both racial equity and Wisconsin's contracting regulations.
- For the State of Washington, our founder Chanin Kelly-Rae advised on enterprise-wide best practices for inclusive procurement across general government agencies, integrating supplier diversity goals into operational equity strategies.

Additionally, we help clients:

- Train procurement and contracting staff on the use of equity evaluation tools, bias interruption strategies, and inclusive outreach practices.
- Design internal systems to better capture diverse vendor data, report progress, and communicate success.
- Incorporate equity-focused evaluation criteria into scoring matrices and selection committee practices to mitigate systemic bias.

Our work reflects deep knowledge of the legal landscape as well as the operational realities of public-sector and corporate procurement. We support clients in embedding equity into the full life cycle of procurement—from pre-bid engagement and bid design to award, monitoring, and vendor development.

9. Advising on best practices in hiring.

CHANIN KELLY-RAE CONSULTING LLC consistently provides **advisement on best** practices in hiring as a core component of every DEI assessment engagement. We believe that equitable hiring practices are foundational to building inclusive workplaces and advancing institutional accountability. As such, hiring process review and improvement is embedded in our methodology for all clients—public, private, and nonprofit.

For every assessment client, we conduct a comprehensive review of the full employee lifecycle, from recruitment and selection through onboarding, retention, and promotion. Our hiring advisement is data-driven and tailored to organizational context, resulting in actionable strategies that increase access to opportunity, improve retention, and build diverse leadership pipelines.

Our services include:

- Policy and procedure audits of job announcements, application materials, screening tools, interview protocols, and selection criteria.
- Inclusive hiring framework development, including equity-focused job descriptions, structured interviews, standardized rubrics, and outreach expansion recommendations.
- Training for HR teams and hiring managers on bias interruption, cultural competency, and compliance with equal employment laws and Proposition 209.
- Executive recruitment services, applying equity-centered strategies to attract, evaluate, and onboard leadership candidates reflective of community and workforce diversity.
- Development of metrics and benchmarks for hiring success, aligned with broader DEI goals and legal requirements.

In addition, we work with clients to align hiring practices with broader workforce equity goals by:

- Conducting targeted and data-informed lifecycle analyses to understand demographic patterns and systemic gaps.
- Designing strategies that address underrepresentation, reduce turnover, and strengthen inclusion within high-potential talent pools.
- Supporting the development of succession plans and internal leadership pipelines, especially for emerging and historically excluded leaders.

Clients that have benefitted from our hiring advisement include:

- AAA Washington, where our lifecycle analysis directly informed strategies to improve recruitment, increase internal promotion rates, and strengthen cultural onboarding practices.
- La Crosse County, where our recommendations led to updated hiring protocols, manager training, and integration of equity principles into department-level hiring decisions.
- City of Kirkland, City of Redmond, and Paul G. Allen Institute, where we supported hiring redesign efforts to ensure alignment between mission, DEI values, and compliance expectations.

In every engagement, we approach hiring as a strategic lever—not just to increase diversity at the point of hire, but to foster long-term inclusion, engagement, and advancement for all employees. Our advisement helps clients build hiring systems that are fair, transparent, and designed to support an equitable workforce at every level.

10. Advising on best practices in healthcare delivery equity and accessibility.

CHANIN KELLY-RAE CONSULTING LLC has extensive experience advising on best practices in healthcare delivery equity and accessibility across public, nonprofit, and private healthcare systems. Our work spans strategic advisement, executive coaching, compliance support, and the development of equity frameworks grounded in culturally responsive, accessible, and patient-centered care.

Our healthcare equity consulting portfolio includes:

- Serving under retainer as Vice President of Equity at HealthPoint Community Health Centers, where we led organizational assessments, executive coaching, and training to build an inclusive internal culture and improve community-based care delivery. Our work influenced systems affecting over 100,000 patients across the Puget Sound region.
- Acting as a subject matter expert, coach, trainer, and advisor to Comagine Health, including its regional boards. We supported board development, equity planning, and employee listening sessions to inform a three-year roadmap that embedded equity into internal operations and community partnerships.
- Serving as Head of DEI at Providence St. Joseph Health, Chanin Kelly-Rae advised the Health Equity C-Suite leaders and regional system CEOs across multiple states within the Providence system, including:
 - Swedish Health Services
 - Kadlec Regional Medical Center
 - Providence Alaska
 - Providence Oregon
 - Providence Southern California
 - Providence Northern California

- Providence St. Joseph Health – Washington/Montana Region

Her work helped integrate DEI principles into system-wide care models, talent development strategies, policy alignment, and performance accountability frameworks.

- Providing strategic advisement to the Secretary of Health during her tenure at the Governor's Office in Washington State, where Chanin supported cross-agency collaboration on public health accessibility and statewide health equity priorities.

Our healthcare-specific services include:

- Equity audits of clinical and non-clinical operations to uncover systemic barriers in service delivery and patient experience.
- Disaggregated health outcomes data analysis to identify disparities by race, ethnicity, language, gender identity, disability status, and other demographics.
- Policy and operational reviews to ensure compliance with ADA, Title VI, Section 1557 of the ACA, and related public health mandates.
- Development of equity-centered training for healthcare providers and administrative staff, with focus areas including cultural humility, language access, disability accommodations, and implicit bias.
- Guidance on community engagement strategies that promote co-creation of care models with historically underserved and disproportionately impacted populations.

Across all engagements, we emphasize that healthcare delivery equity is not only a legal or ethical priority, but also a critical driver of improved health outcomes, patient trust, and organizational integrity. We equip healthcare systems with the tools, leadership coaching, and actionable strategy to move from intention to equitable and measurable impact.

11. Advising on the inclusion of diversity best practices in the investment industry.

CHANIN KELLY-RAE CONSULTING LLC has direct experience advising on the inclusion of diversity best practices in the investment industry, particularly in the areas of organizational governance, supplier diversity, and workforce equity within financial institutions. Our work supports investment firms, insurance companies, public retirement systems, and nonprofit finance committees in embedding DEI principles into procurement, vendor engagement, internal operations, and strategic investment frameworks.

Our advisement includes:

- Assessing investment governance structures for inclusive representation and accountability.

- Advising on supplier diversity and inclusive procurement of asset managers, investment consultants, and financial vendors—with a focus on increasing access for women-, minority-, and veteran-owned firms.
- Supporting the development of equity-aligned investment policies that include environmental, social, and governance (ESG) principles and inclusive vendor selection criteria.
- Designing data dashboards and monitoring tools to assess DEI performance within investment ecosystems.
- Coaching senior leadership, investment boards, and financial operations teams on inclusive decision-making, bias mitigation, and long-term equity integration.

We have applied this expertise in real-world engagements with:

- Symetra Life Insurance, where we advised on workforce equity, supplier inclusion, internal culture alignment, and investment industry DEI trends. Our guidance supported Symetra's leadership as they explored inclusive practices in both talent and business operations, including financial stewardship.
- DA Davidson Financial, where we informed internal DEI goals, inclusive hiring practices, and organizational strategy—aligning with performance and governance expectations across their financial service lines.
- AAA Washington, a member-based organization with broad fiscal and operational oversight, where our DEIB Strategic Plan helped align executive accountability and governance structure with inclusive decision-making, vendor engagement, and internal leadership development.
- The State of Washington, where Chanin Kelly-Rae advised general government agency leaders—including finance and investment-related departments—on compliance-driven DEI frameworks, inclusive budgeting, and equitable procurement practices.

Additionally, our Founder and CEO, Chanin Kelly-Rae, serves as Vice Chair of the Northwest Industry Liaison Group (NILG)—a key regional partner with the U.S. Department of Labor, OFCCP, and EEOC. Her decade-plus leadership and advisory experience through NILG has included supporting federal contractors and financial services organizations in aligning investment oversight, workforce inclusion, and supplier diversity goals with applicable legal frameworks.

We bring a nuanced, practical, and compliance-informed approach to advising financial institutions, ensuring their DEI strategies are both effective and sustainable—advancing inclusion not only in workforce and culture, but also in capital access, contracting, and long-term governance.

12. Advising on DEI best practices for public sector organizations that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (commonly known as "Proposition 209").

CHANIN KELLY-RAE CONSULTING LLC specializes in advising public sector organizations on DEI best practices that are legally compliant with both federal and state law, including California's Proposition 209, Title VI and VII of the Civil Rights Act, ADA, and other applicable constitutional provisions. Our firm brings deep expertise in designing and implementing equity strategies that comply with legal boundaries while advancing meaningful, measurable outcomes across systems and agencies.

Our approach emphasizes:

- Policy development and review to ensure compliance with anti-discrimination laws while centering inclusive, equitable practice.
- Training and technical assistance on Proposition 209-compliant language and the lawful implementation of race- and gender-neutral strategies in areas such as hiring, procurement, service delivery, and community engagement.
- Development of equity-centered tools and frameworks—including universal design practices, disaggregated data monitoring, equity impact assessments, and inclusive outreach models—that achieve equitable outcomes without violating constitutional restrictions.
- Legal alignment reviews of language used in DEI plans, RFPs, public-facing communications, strategic documents, and workforce tools.
- Consultation with legal counsel and compliance officers to ensure integration with jurisdiction-specific mandates and policies.

We have successfully advised numerous public sector clients operating in complex legal environments, including:

- La Crosse County, Wisconsin, where we led the development of the County's first-ever DEIB Strategic Plan—ensuring all objectives and policies respected constitutional constraints while centering race-neutral, equity-focused implementation strategies. The plan passed with bipartisan support in a 30-member County Board even amid state-level opposition to DEI initiatives.
- City of Kirkland, City of Redmond, City of Bothell, and City of Kenmore, where we conducted legally grounded DEI assessments and strategic planning aligned with GARE (Government Alliance on Race and Equity) frameworks and local ordinances—emphasizing universal access and compliance with public sector equity mandates.

- State of Washington, where Chanin Kelly-Rae served as the inaugural Statewide Director of DEI and advised every general government agency on legally compliant equity structures, procurement, and hiring practices—ensuring alignment with both state and federal law.
- City of Issaquah, where our equity audit included a full compliance review of policies, employee life cycle practices, and contracting strategies to ensure DEI efforts could be operationalized lawfully.

In California contexts specifically, we support agencies in implementing Proposition 209-compliant DEI models, which focus on:

- Inclusive outreach and engagement strategies
- Barrier analysis and mitigation
- Equity-informed policy design and universal access
- Disaggregated data tracking to monitor outcomes without using quotas or preferences
- Culture and climate improvement initiatives that promote belonging for all employees and constituents

We stay current on legal developments and collaborate closely with general counsel, city attorneys, and risk management offices to ensure all recommendations are fully vetted and auditable. Our work ensures that public agencies can advance equity, inclusion, and access goals with full confidence in their legal defensibility and operational integrity.

13. Developing communication strategies highlighting the importance of DEI.

CHANIN KELLY-RAE CONSULTING LLC has extensive experience developing communication strategies highlighting the importance of Diversity, Equity, and Inclusion (DEI). Our approach is grounded in authenticity, transparency, and alignment with each organization's values and mission. We ensure DEI communications resonate across audiences—internally and externally—and are crafted to build trust, demonstrate commitment, and foster a culture of inclusion.

Our DEI communications strategy work includes:

- Strategic Messaging Development: We create inclusive, plain-language messages that articulate DEI priorities, align with leadership tone and voice, and connect DEI commitments to business or mission outcomes.
- Multi-Platform Delivery Plans: We help clients design communications rollouts across internal newsletters, executive briefings, board reports, SharePoint sites, websites, social media, and in-person or virtual town halls.
- Leadership Communication Toolkits: We develop scripts, FAQs, and message maps for executives and managers to ensure consistency and clarity when addressing DEI initiatives across departments.

- **Storytelling and Employee Engagement:** We amplify lived experience through personal narratives, staff features, community voice, and event recaps to make DEI values tangible and relatable.
- **Feedback and Listening Channels:** We establish inclusive communication loops—such as listening sessions, surveys, and anonymous feedback tools—to shape messaging and evaluate communication effectiveness.
- **Crisis Communication Guidance:** We provide advisory support in times of social unrest or organizational tension, helping leaders respond with empathy, clarity, and equity-centered framing.

Examples of our work include:

- For AAA Washington, we developed a multi-channel internal communication strategy to launch the company's first DEIB Strategic Plan. This included messaging for board, staff, and public audiences, a DEIB SharePoint resource hub, and templates for executive updates.
- For La Crosse County, we created board-level communication materials to introduce and explain the DEIB Strategic Plan, culminating in a bipartisan vote of support. Materials included board presentations, plan summaries, and talking points for elected officials.
- For City of Redmond and City of Kirkland, we created community-facing messages and internal staff memos to support DEI assessment phases and foster transparency during listening sessions and policy audits.

In every engagement, our communication strategies are customized, audience-specific, and legally compliant—ensuring that DEI values are communicated not as add-ons, but as core components of the organization's identity, mission, and long-term goals. We help clients use communication not just to inform, but to invite action, reinforce accountability, and build organizational culture.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE **or** subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

I. DEFINITIONS

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. **Disabled veteran** means a veteran of the military, naval, or air services of the United States with a **service-connected disability of ten percent or more**, who is a resident of the State of California.
- B. **DVBE** means a business concern certified by OSDS as meeting all of the following:
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

C. *Commercially Useful Function* A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;
 - (c) Performs work that is normal for its business, services and function; and
2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

II. DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. Option A - DVBE Incentive.** A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. **Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.**
- B. Option B - No DVBE Incentive Participation.** A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

III. QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or ossd_contractsadmin@calpers.ca.gov for assistance.

Meeting the Goal

- 1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
- 2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
- 3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

☐ **Option A** - I commit to the percent listed below to qualify for the DVBE incentive program.

☐ 1% - 1.99%

☐ 2% - 2.99%

☐ 3% - 3.99%

☐ 4% - 4.99%

☐ 5% or Over

☒ **Option B** - I opt out of participating in the DVBE incentive program.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

☐ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE % _____

Contractor Signature

Date Signed

☒ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed

Chanin Kelly-Rae

June 30, 2025

List of Proposed Subcontractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

- ☒ No subcontractors will be used. *Chanin Kelly-Rae*
- ☐ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☐ The following subcontractors will be employed and will perform the work or services identified below.
- ☐ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

¹ If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.



Required Attachments Certification Checklist
Diversity, Equity, and Inclusion Consulting Services
Request for Proposal No. 2024-9420

Firm's Name: CHANIN KELLY-RAE CONSULTING LLC

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually. a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days. b. A statement expressing the Proposer's willingness to perform the services as described in this RFP. c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked " Master Copy " containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked " Reproduction Copy. " All pages containing proprietary information should be removed and a cover sheet must be included which provides: 1. the firm's names; 2. total number of pages; and 3. identification of all pages removed due to proprietary information. Note: Entire proposal may not be marked confidential and proprietary.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually. Small Business certified? ☐ Yes ☒ No DVBE certified? ☐ Yes ☒ No Micro Business certified? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 2 of 3

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes ☐ No _____ % Claimed Option B - DVBE Incentive Claimed? ☐ Yes ☐ No _____ % Claimed Option C – Elected no DVBE participation? ☒ Yes ☐ No Option D – California Certified Micro Business? ☐ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) ☐ Yes ☒ No Non-Small Business Preference Claimed? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	☒ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☐ Yes ☐ No Non-Small Business Preference claimed? ☐ Yes ☐ No Target Area Contract Preference Act claimed? ☐ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as "FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by CHANIN KELLY-RAE CONSULTING LLC."	☒ Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☐ No

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 3 of 3

Comments:

Signature of CalPERS Reviewer

Date



Culture Shift Team Inc

Reproduction Copy - RFP 2024-9420

Total number of pages: 54 including cover

No pages were removed due to proprietary information.

July 27, 2025





June 27, 2025

TO: CalPERS RFP Review Committee, California Public Employees Retirement System

RE: Response to RFP No. 2024-9420: Diversity, Equity, and Inclusion (DEI) Consulting Services

Culture Shift Team (CST) is pleased to present our qualifications, capabilities, and approach to support CalPERS in advancing its strategic DEI priorities across the five pillars of Culture, Talent Management, Health Equity, Supplier Diversity, and Investments.

CST brings an experienced, cross-disciplinary team of professionals and a distinctive methodology grounded in equity-centered research, DEI maturity diagnostics, and culturally responsive communication. Our two practice areas—DEI strategy and inclusive communications and public relations—enable us to support public institutions like CalPERS with both internal transformation and external trust-building. We have guided clients at every stage of the DEI journey: from early adoption to policy integration, from workforce equity to inclusive investment and procurement.

- Our team stands ready to perform the services as described in the RFP and to deliver on all components with fidelity and impact.
- CST's offer is a firm and irrevocable commitment, valid for 180 calendar days from the date of this letter.
- We affirm that we have the available staff and required resources to execute all deliverables in alignment with CalPERS' expectations and timeline.

This proposal includes our complete response to the RFP, including all required attachments and documentation. Should we be selected as your partner, CST will dedicate a single, cohesive project team to ensure clear communication, seamless coordination, and strategic continuity. We are confident that our integrated approach—rooted in research, collaboration, and action—will align with CalPERS' DEI values and fiduciary responsibilities.

Culture Shift Team Inc partners with Intelliquest Consulting, a certified disabled veteran owned business to deliver all proposed services. The responses within this proposal pertain only to Culture Shift Team's capabilities.

Thank you for your consideration.

Sincerely,

Robert Wilson

Chief Strategy Officer & DEI Education, Strategy Leader
robert.wilson@cultureshiftteam.com

Ann Gillespie

Chief Operating Officer
ann.gillespie@cultureshiftteam.com

California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Minimum Qualifications Certification

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature

June 27, 2025

Date

Culture Shift Team Inc.

Name of Firm

Ann Gillespie, Chief Operating Officer

Name and Title (Please Print)

Evidence of Minimum Qualifications

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Organization Name	Years of Operation
Culture Shift Team Inc	8

- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Firm	Years of Experience	Type	Contact Person	Contact Information
Bridgestone Americas	5	Corporation	Louise Brock, VP of DEI	BrockLouise@bfusa.com
The Heritage Group	3	Corporation	Christy Wilson, VP of Talent Strategy	chwilson@thgrp.com
Park Center	1	Non-Profit Corporation (Mental Health, Substance Abuse and Housing)	Amanda Bracht, CEO	amanda.bracht@parkcenternashville.org

- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
Second Harvest	2	Non Profit	Nancy Keil	Nancy.keil@secondharvestmidtn.org
Bridgestone Americas	5	Corporation	Louise Brock	BrockLouise@bfusa.com
Duke Clinical Research Institute	3	Non-Profit Higher Education Institution	Meagan Daly	meagan.daly@duke.edu

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Firm	Years of Experience	Type	Contact Person	Contact Information
Gentex	5	Corporation	Joe Matthews, VP of DEI	joe.matthews@gentex.com, 616-610-4422

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

Firm	Type	Contact Person	Contact Information
Aegis Science Corporation	Corporation	Michelle Falcon	Michelle.falcon@aegislabs.com
The Heritage Group	Corporation	Christy Wilson	chwilson@thgrp.com
Genesco Corporation	Corporation	Cindy Dempsey	cdempsey@genesco.com

Explanation for Minimum Qualifications - Culture Shift Team Inc.

A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Culture Shift Team, Inc. fully satisfies this qualification. Founded in 2017, Culture Shift Team (CST) has been in continuous operation and incorporated in Tennessee in 2018 delivering strategic consulting and education services in diversity, equity, and inclusion (DEI) as well as multicultural marketing and communications strategies for external stakeholders and audiences. CST registered as a foreign firm in California in 2022. We are a certified B Corp with certification as a small, minority and women-owned business in Tennessee.

B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Culture Shift Team's experience exceeds the minimum requirement, reflecting not only the duration of service in DEI consulting, but also a deep and demonstrable record of engagements characterized by increasing scale, organizational complexity, and strategic impact across public, non-profit, or private sector clients.

Culture Shift Team, Inc. has consulted and advised on DEI organizational strategy since our founding in 2017. Prior to 2017, CST's senior executive over DEI and inclusive culture Robert Wilson was the first director of DEI for Nissan North America. Prior to accepting that role, Robert also was charged with designing the department, standing up the DEI Advisory council and employee resource groups for the global corporation.

CST's portfolio reflects a consistent trajectory of expanding responsibility and increasingly complex project execution. Early work focused on targeted DEI training and education for nonprofit boards and staff. Beginning in early 2020, CST developed tools and processes to conduct enterprise-wide DEI assessments, workplace culture assessments, cross-department strategic planning initiatives, and support establishing governance which includes advising for DEI councils and executive leadership teams. CST now regularly supports organizations in shaping integrated DEI strategies across operations, talent acquisition and management, communications, and engaging external stakeholders and target audiences.

CST has demonstrated direct and sustained experience across all required areas:

- **Assessment:** CST conducts qualitative and quantitative assessments using proprietary tools including the Inclusive Workplace Assessment, Inclusion Climate Survey, and Reflective Listening Circles. These have been used in engagements with organizations such as Second Harvest Food Bank, the Academy of Country Music, and Park Center, among others.
- **Advising:** CST advises executive leadership teams, DEI councils, and boards of directors on how to interpret assessment data and apply best practices in

decision-making. This includes ongoing consulting retainers and thought partnership as seen in work with The Heritage Group and Ryman Hospitality Properties.

- **Strategic Planning:** CST leads multi-phase planning efforts that develop clear goals, benchmarks, and implementation roadmaps. Projects for clients such as Renewables Forward and PENCIL have included the design and rollout of DEI strategic plans rooted in assessment findings and stakeholder engagement.
- **Training:** CST has developed and delivered a range of DEI education programs including DEI Breakthrough, Conscious Conflict and Maintaining Community at Work, and the Implicit Bias Algorithm. These sessions are designed for executive teams, DEI councils, and frontline staff, and have been conducted in sectors including healthcare, education, entertainment, and government.
- **Developing Best-Practice Programs:** CST has created customized DEI frameworks for internal DEI councils, equity policy design, inclusive recruitment strategies, and culturally responsive communication. Notably, CST developed the Pathway Forward DEI Maturity Model for the Renewables Forward coalition to guide implementation across diverse member organizations. CST also assisted Ryman Hospitality Properties in best-in-class talent development programs that are compliant with state and federal policies.

C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Culture Shift Team, Inc. exceeds this qualification with 8 years of experience delivering DEI consulting services across the public, nonprofit, and private sectors. CST has partnered with a broad range of clients to advance organizational culture, improve talent management practices, and align both internal operations and external strategies with equity and inclusion goals.

CST's cross-sector experience spans diverse industries and organizational structures, demonstrating our capacity to tailor DEI solutions to the unique operational and cultural environments of each sector:

- **Public Sector:** CST has supported a variety of governmental and publicly funded organizations in their DEI efforts. Notable clients include a joint project between **Tennessee Department of Transportation** and the **Nashville Department of Transportation** external stakeholder research and strategy for the **Nashville Vision Zero** project (a city-led transportation and safety initiative), **Metro Nashville Airport Authority**, advising on diversification of procurement and supplier diversity programs. CST also provided education and training on inclusive leadership with the **Metro Nashville Water Service** managers. CST's work in these engagements has included policy and process analysis, public engagement strategies, and leadership development aligned

to inclusive values.

- **Nonprofit Sector:** CST has worked with over **30 nonprofit organizations**, offering DEI organizational assessments, board of directors training and consultation, council strategy, executive coaching, talent management best practices and inclusive policy reviews. Key clients include **Academy of Country Music, Big Brothers Big Sisters, Girl Scouts, Second Harvest Food Bank, Park Center, PENCIL**, and **Nashville Shakespeare Festival** and not-for-profit academic institutions focused on equity in health research including Duke University's Clinical Research Institute, Vanderbilt Institute for Clinical and Translational Research, Rockefeller University, and Johns Hopkins Medical Center.
- **Private Sector:** CST has delivered DEI consulting to approximately **40 private-sector clients**, including Fortune 500 and mid-sized companies. Representative clients include **Nissan North America, Schneider Electric, Bridgestone, Asurion, HCA TriStar Health**, and **Vanderbilt University Medical Center**. CST's services have encompassed organizational DEI assessment and action planning, strategic planning, inclusive recruitment frameworks, board and leadership training, and culture transformation.

Across all engagements, CST's consulting work directly addresses the core functional areas identified in this minimum qualification.

- **Culture:** CST conducts DEI assessments and cultural audits to identify alignment gaps, then leads strategic planning to embed inclusive values into day-to-day organizational practices.
- **Talent Management:** CST advises on inclusive recruitment, leadership pipelines, succession planning, and performance development. Clients such as Daxko and Renewables Forward have engaged CST to conduct HR policy equity reviews and facilitate talent development strategies.
- **Internal-Facing Practices:** CST helps organizations audit internal systems, develop equity councils, and integrate inclusion into decision-making frameworks. Tools include the CST DEI Organizational Assessment and Inclusion Climate Survey.
- **External-Facing Practices:** CST has developed community outreach strategies and public education campaigns, supplier diversity initiatives, inclusive branding strategies that align client-facing operations with DEI objectives.

CST's qualifications are further strengthened by specific experience in the preferred focus areas identified by CalPERS.

- **Investment Industry:** Culture Shift Team brings deep expertise in Diversity, Equity, and Inclusion (DEI) within the highly regulated investment and financial sectors, demonstrated through its work with prominent clients including State Farm, Pinnacle Financial Partners as well as newer, innovative programs through Launch Tennessee and the Nashville Entrepreneur Center. CST understands the nuanced DEI needs of the investment industry, where regulatory compliance, such as mandates under the

Dodd-Frank Act, requires deliberate gap assessments and structured multi-year DEI planning. Our consulting integrates DEI strategies with Environmental, Social, and Governance (ESG) priorities, enabling clients to align internal inclusivity goals with market performance expectations. By bridging regulatory insights with innovative DEI solutions, CST helps investment-sector partners meet the rising demands of stakeholders, regulators, and socially conscious investors.

- **Healthcare Delivery:** CST has deep experience in this field, including engagements with **Vanderbilt University Medical Center, Duke University Clinical Research Institute, Vanderbilt Institute on Translational Research** and the **Tennessee Hospital Association**. CST has partnered with institutes of health and health research to lead the strategy development and execution for engaging external stakeholders. CST has led health equity workshops, advised on inclusive patient communication, and supported internal DEI council development within healthcare systems. Co-founder Marcela Gomez serves on the board of Duke's Innovation Center as a health equity subject matter expert. CST has helped promote education campaigns for Covid, Long Covid, and dementia prevention.

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.**

As required by the RFP, Culture Shift Team confirms that one of the Key Personnel proposed for the CalPERS contract has, within the past five years, at least one year of experience providing consultation services to the board of a pension fund or corporate board.

Robert Wilson, who will serve as a senior consultant on the CalPERS engagement, fully meets this qualification. As a founding partner and Chief Strategy Officer of Culture Shift Team, Robert brings over 15 years of experience in diversity, equity, and inclusion consulting, including extensive work with boards of directors and senior leadership teams. His previous executive role at Nissan North America as the company's first Director of Diversity and Inclusion included direct engagement with corporate board members across the Americas. In this capacity, Robert led board-level education on inclusive leadership and worked closely with governance teams to align corporate DEI initiatives with executive accountability and shareholder expectations.

Within the past five years, Robert has continued to advise corporate boards in multiple industries through sustained consulting engagements. Robert Wilson has advised the **Gentex Corporation from 2020 to the present**. Provided consultation to the board and executive leadership on integrating DEI into enterprise strategy, including advising on board governance policies and the development of measurable DEI goals. Work included quarterly briefings and strategy alignment over a two-year period.

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.**

As of the RFP release date, Culture Shift Team confirms that it meets and exceeds the minimum qualification of maintaining at least one current corporate or public pension fund client.

CST is currently engaged with two active corporate clients:

The Heritage Group | *Engagement active since February 2024*

The Heritage portfolio has grown to include more than 50 companies that employ more than 6,000 people across the United States. The Heritage Group is a diversified private company committed to building a safer, more enriching, and sustainable world through businesses in specialty chemicals, environmental services, and construction materials. The organization operates across multiple industries and places a strategic emphasis on innovation and inclusive leadership.

- **Description of CST Services:** CST is leading a multi-phase DEI initiative designed to deepen inclusion and belonging across The Heritage Group's family of companies. This engagement includes the design and implementation of a customized inclusion inventory, development of strategic messaging frameworks, and ongoing advisory services to guide internal communication and culture transformation efforts.

Genesco Inc. | *Engagement active since 2020*

Genesco Inc. is a publicly traded footwear and accessories retailer that owns and operates several leading consumer brands, including Journeys, Schuh, and Johnston & Murphy with over 18,000 employees worldwide. The organization is focused on elevating inclusive workplace culture and aligning DEI with corporate governance and brand values.

- **Description of CST Services:** CST continues to advise Genesco's executive leadership and board of directors on DEI governance strategy, stakeholder engagement, and inclusive organizational development. The engagement includes strategic planning, DEI education at the board level, and counsel on aligning internal DEI initiatives with business objectives.

While CST is not currently serving a public pension fund, the firm brings substantial experience consulting with public agencies and complex institutions with fiduciary, compliance, and public accountability obligations. CST's current corporate partnerships reflect a high level of strategic trust and demonstrate the firm's capacity to deliver results in environments that demand organizational sensitivity, executive alignment, and sustainable cultural change. These ongoing relationships underscore CST's readiness to support CalPERS through an engagement that requires both strategic insight and operational execution.

PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: Culture Shift Team Inc

Contact Name and Title: **Robert Wilson, Chief Strategy Officer & Lead DEI Consultant**

Address: **8858 Lebanon Road, Mt Juliet TN 37122**

Phone Number: **615-606-2772**

Fax Number: **NA**

E-Mail Address: **connect@cultureshiftteam.com or Robert.wilson@cultureshiftteam.com**

2. Indicate your organization type:

☐ Limited Liability Company

☐ Partnership

☐ Joint Venture (If checked, attach required documentation. See "Exhibit 1")

☐ Limited Liability Corporation

☒ **Corporation (Corporation Number 5187475)**

☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 83-1105316

4. California Corporation Number: 5187475

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

a. California Small Business Yes ☐ No ☒

b. Disabled Veteran Business Enterprise Yes ☐ No ☒

c. California Micro Business Yes ☐ No ☒

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

7. Does your Proposal contain Proprietary Information?

Yes ☐ No ☒ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 54 (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Ann Gillespie
Address: 67 San Simeon Ct, Rancho Mirage CA 92270
Phone Number: 615-480-8667
Fax Number: NA
E-Mail Address: ann.gillespie@cultureshiftteam.com

The name of the company officer authorized to sign this contract is:

Name and Title: Ann Gillespie, COO
Address: 67 San Simeon Ct, Rancho Mirage CA 92270
Phone Number: 615-480-8667
Fax Number: NA
E-Mail Address: ann.gillespie@cultureshiftteam.com

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



June 27, 2025

Authorized Signature

Date

Ann Gillespie, Chief Operating Officer

Name and Title (Please Print)



California Public Employees' Retirement System
California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Culture Shift Team Inc.

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

A handwritten signature in cursive script, appearing to read "Ann Gillespie".

Authorized Signature

June 27, 2025

Date

Ann Gillespie, Chief Operating Officer

Name and Title (Please Print)



California Public Employees' Retirement System Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☐ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.



Authorized Signature

Ann Gillespie, Chief Operating Officer

Name and Title (Please Print)

June 27, 2025

Date

Culture Shift Team Inc.

Firm Name (Please Print)



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number:

2024-9420

b. Proposer or Contractor Name:

Culture Shift Team Inc

c. Name of Individual Authorized to bind the Proposer or Contractor:

Ann Gillespie

d. Contact Person (if different than above):

Robert L. Wilson

e. E-mail Address:

robert.wilson@cultureshiftteam.com

f. Phone No:

770-309-4004

g. Name of CalPERS Contact (if applicable):

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment E

Page 2 of 3

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐	Not applicable	
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.

Not applicable

3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

Not applicable

PERS01A0068

(5/2012)

4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

Not applicable

5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

NONE

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.



Authorized Signature

June 27, 2025

Date

Ann Gillespie, Chief Operating Officer

Name and Title

PERS01A0068

(5/2012)



RESPONSE FOR ATTACHMENT F - CULTURE SHIFT TEAM INC.

A. ORGANIZATION and BACKGROUND

1. Name of your organization.

Culture Shift Team, LLC

2. Location of headquarters.

Nashville, Tennessee

Corporate Mailing Address:

8858 Lebanon Road, Mount Juliet, Tennessee 37122

3. Location and address of the branch which would provide services under this contract.

Culture Shift Team Inc. is a nationally-operating consulting firm with a distributed team structure. While we primarily work remotely to deliver efficient, flexible services across geographies, our administrative headquarters is located at: 8858 Lebanon Road, Mt Juliet TN 37211. **Primary team locations are the following:** Rancho Mirage - CA, Nashville - TN, Washington DC, Bartow- FL and Aliso Viejo-CA

4. Number of years your organization has been in business.

Culture Shift Team Inc has been in business for 8 years, founded in 2017 and incorporated in Tennessee in 2018. We have been registered in California as a foreign entity since 2022.

5. Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe.

No, there have been no significant changes in ownership, corporate officers, or the principal business of the organization over the past five years.

6. Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm.

Culture Shift Team's mission is to help mission-driven organizations build inclusive cultures, equitable systems, and trusted community relationships. We are a B-Corp certified, women- and minority-owned public benefit corporation incorporated in Tennessee. As a national consulting and communications firm, we specialize in DEI strategy and assessment, inclusive marketing, stakeholder engagement, and public awareness campaigns. *Note: As requested, incorporation documents are attached at the end of this document and labeled as Attachment F A-6.*



B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (Pass/Fail)

Please provide a summary of the services that your firm provided in the service categories below, in one or multiple of the following business sector(s); public, private, and/or non-profit; in which the work was performed. Clearly explain your experience in all business sector(s) for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices.

Culture Shift Team (CST) provides strategic DEI advisory services across public, nonprofit, and private sectors. Our work is grounded in applied DEI - translating theory into actionable guidance that supports inclusive governance, operational alignment, and equitable workforce practices. We leverage our proprietary assessment tool the CST Inclusive Workplace Assessment, a rubric that includes maturity and Intentionality rating scales to evaluate organizational readiness, pinpoint strengths and opportunities, and prepare the organization for action plan and strategy development. For public institutions like CalPERS, our services align DEI with fiduciary goals, regulatory constraints, and transparency obligations.

CST Methodology and Approach: Culture Shift Team (CST) employs a proprietary 3D Process - Discover, Develop, Deliver - to assess and advise on DEI best practices. Our advisory approach begins with listening and understanding through interviews, benchmarking, and assessment tools. We then co-create custom strategies, ensuring alignment with each organization's unique values, culture, and industry realities. We guide implementation and iterate through continuous feedback loops.

CST Advisory Services:

- Strategic advising on DEI goals, policies, and initiatives
- Interpretation and application of DEI assessment findings, employee surveys and data sources
- Recommendations for aligning DEI efforts with organizational mission and compliance requirements
- Guidance on governance, leadership accountability, and board/staff engagement
- Advising on assessment, action plan development, prioritization, and implementation support
- Benchmarking and deep research
- Review of communication strategies and messaging
- Embedding DEI into operations, policies and practices
- Providing subject matter expertise on state and federal DEI standards
- Review and input on internal communications related to DEI
- Identifying risks and advising on mitigation strategies related to DEI commitments

Experience Across Sectors:

The Heritage Group: A private sector corporation with a portfolio of more than 30 operating companies with over 5,000 employees, spanning industries including environmental services, construction materials, and specialty chemicals. CST advised THG's DEI advisory group through a structured assessment and leadership readiness process. We customized governance strategies and built an inclusive action plan aligned with the company's values.



Genesco: A publicly traded specialty retailer corporation with approximately 19,000 employees and a portfolio of footwear and apparel brands including Journeys, Johnston & Murphy, and Schuh. Since 2020, CST has advised Genesco's DEI Executive Council through a long-term engagement that includes strategic governance development, policy review, and metrics design. We have supported the organization in interpreting employee survey data, aligning DEI goals with business objectives, and building sustainable internal leadership structures to advance inclusion across its brands and corporate functions.

Renewables Forward: A Washington DC-based nonprofit member organization of clean energy industry companies that range from public sector utility companies to private sector manufacturers and energy producers. CST led the organization's DEI steering committee, composed of member organization executives, through the co-creation of the Pathway Forward DEI Maturity Model to help member organizations intentionally advance DEI through six pillars: Leadership, Recruitment Pipelines, Talent Management, Inclusive Culture, Community Engagement, and Measurement. CST led a pilot with five companies to refine the framework, and demonstrate its effectiveness.

The project followed CST 3D Approach: discover, develop, deliver which yielded the following deliverables with five companies piloting the framework, demonstrating its effectiveness.

Discover: Gathered data through interviews with steering committee members, senior leaders of the organization, and member organizations and conduct deep research into benchmarking and best-in-class DEI practices in the industry

Develop: Recommended strategies, resources and tools for each of the six pillars

Deliver: Presented the final Pathway Forward framework, which included a self-assessment tool, an implementation guide, an action plan tool, and a resource library.

Expertise: CST brings eight (8) years of experience in providing advisory services. Led by Robert Wilson and Jonathan Merrill, our advisory team brings decades of experience designing DEI governance systems and supporting executive and board leaders. Ann Gillespie, William Ahmad Dobbs and Larisa Owen offer expertise in systems transformation, public policy, and large-scale implementation, while Marcela Gomez leads our work in health care inclusion and community engagement.

Situational Understanding and Approach for CalPERS: CalPERS' five-pillar DEI framework demands an advisory partner who understands not only DEI theory, but also how to embed equity within governance, investment, health, talent, and procurement functions. CST uses its proprietary CST Inclusive Workplace Assessment to help clients like CalPERS assess the depth and strategic alignment of their DEI efforts, guiding leaders to move from compliance-driven activities to enterprise-wide equity integration. Our tailored approach considers the legal and reputational landscape affecting state agencies and emphasizes risk-aware implementation of DEI practices. CST will leverage its deep experience in cross-sector benchmarking to ensure that CalPERS' DEI strategy aligns sustainably, complies with state and federal policies, and is forward-thinking.



2. Providing education and training on DEI matters to Boards of Trustees.

Culture Shift Team (CST) delivers board-focused DEI education that equips trustees with the strategic insight and governance tools necessary to provide leadership. CST training is grounded in applied DEI frameworks. Through our tools, we help boards understand their organization's DEI position, align on priorities, and fulfill their role in advancing equity across operations. For public institutions like CalPERS, our sessions ensure that DEI is not just understood, but integrated into board governance, risk mitigation, and strategic leadership and helps trustees navigate questions about compliance with state and federal policy as well as investment industry compliance.

CST Methodology and Approach: Culture Shift Team (CST) delivers high-impact education and training to Boards of Trustees using our 3D Process - Discover, Develop, Deliver. We begin by understanding board dynamics, member roles, and readiness for engagement. Through a combination of assessment, reflective dialogue, and scenario-based learning, we build capacity for inclusive leadership at the governance level. Our sessions are interactive, tailored to board-level decision-making, and grounded in strategic alignment with organizational mission and stakeholder expectations.

CST Services and Tools: Our board education is designed to equip trustees with the tools and language to lead inclusively and to integrate DEI considerations into oversight and fiduciary responsibilities. Signature education include:

In addition to project briefings, CST delivers education and training to support the trustee's understanding, knowledge and confidence in leading DEI principles, CST has provided these education sessions.

- Facilitation of discussions, fireside chats, and leadership circles
- Leadership Self-Assessment Tools
- Dialogues Across Difference
- DEI Breakthrough
- Workplace Cultural Lens for Cultural Agility
- Conscious Conflict and Maintaining Community at Work
- Communications Across Generations and Culture
- Project Timelines, Milestones, Flash Reports, and Findings Debrief Sessions

Experience Across Sectors:

Tennessee Performing Arts Center: *The Tennessee Performing Arts Center (TPAC) is a **public-private partnership nonprofit**, governed by a 28-member Board of Directors, comprising individuals appointed by various entities: eight by the Tennessee Performing Arts Foundation, six by the Tennessee Arts Commission, five by the Governor of Tennessee, one by the Tennessee Commissioner of Education, and eight by the TPAC Board itself.* CST engaged the Board of Trustees in DEI education and training focused on strategic governance. The program built a shared language around inclusion and addressed board-specific responsibilities related to equity in policy-making and resource allocation.

PENCIL Public Education: *The **nonprofit** board comprises over 40 members representing a wide range of institutions, including Deloitte, HCA Healthcare, Vanderbilt University, Ryman Hospitality Properties, Brown-Forman, and the Tennessee Department of Human Resources.* CST worked closely with the Board of Trustees to deliver a customized training series that included DEI Breakthrough and



scenario-based exercises aligned with the nonprofit's education equity mission. These sessions strengthened board capacity to lead on DEI issues and inform inclusive organizational priorities.

Nashville Shakespeare Festival: The **nonprofit** arts organization Board of Directors comprises 19 members, including professionals from various sectors such as law, healthcare, education, and the arts. Additionally, the Festival has an Advisory Board with 17 members who provide strategic guidance and support. CST partnered with the Board to deliver a customized DEI training series tailored to the organization's mission of inclusive arts education and community engagement. The sessions included CST's DEI Breakthrough framework, interactive scenario-based discussions, and strategic alignment exercises focused on expanding access and representation in programming and governance. These training sessions enhanced the board's capacity to lead with equity, shape inclusive policies, and steward the organization's cultural and educational impact.

Gentex: Gentex Corporation is a publicly traded, mid-sized technology company headquartered in Zeeland, Michigan, with over 5,000 employees worldwide, specializing in high-tech electronic products for the automotive, aerospace, and fire protection industries. Robert Wilson serves as a strategic advisor to the Gentex senior executive team, corporate trustees and DEI board, supporting the integration of diversity, equity, and inclusion as a core business function. This includes advising on corporate systems and processes, developing inclusive infrastructure and governance, and guiding external community partnership and outreach strategies. Robert also contributes to internal communications, DEI training, and business resource group development, and provides strategic input on talent development and acquisition to ensure alignment with DEI principles across the organization.

Expertise: CST brings eight years of experience in providing DEI education and training services. Led by Robert Wilson and Jonathan Merrill, our training team brings decades of experience designing DEI governance systems and supporting executive and board leaders. Ann Gillespie, William Ahmad Dobbs, and Larisa Owen offer expertise in systems transformation, public policy, and large-scale implementation, while Marcela Gomez leads our work in health care inclusion and community engagement.

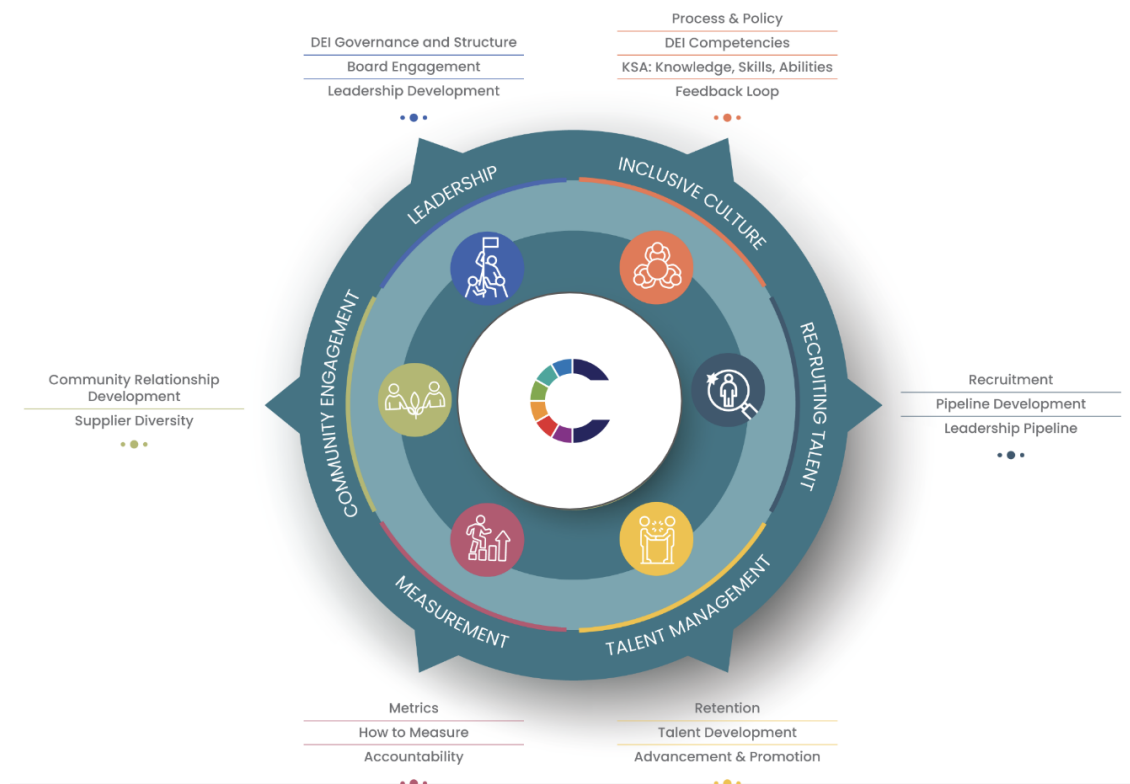
Situational Understanding and Approach for CalPER: CST understands the critical oversight role that Boards of Trustees play in public institutions. For CalPERS, our board-level training is designed to respect fiduciary boundaries while building fluency in DEI concepts that align with CalPERS' five-pillar framework. We tailor content to address governance, investment, and policy perspectives relevant to public pension fund leadership. CST's experience in cross-sector board education ensures that our approach is effective, strategic, and responsive to the regulatory environment in which CalPERS operates.



3. Conducting assessments of established DEI programs and produce reports of findings and recommendations.

Culture Shift Team (CST) conducts comprehensive assessments of DEI programs across public and private sectors to evaluate maturity, intentionality, effectiveness, and alignment with institutional goals. Our assessments are designed to illuminate strengths, uncover gaps, and guide data-informed decision-making. CST produces findings reports that offer strategic recommendations to help organizations embed DEI into governance, workforce, culture, and operations. For public institutions like CalPERS, we integrate compliance requirements, reputational considerations, and transparency expectations into our analysis and guidance.

CST Methodology and Approach: Our assessment process is grounded in CST's 3D Process - Discover, Develop, Deliver - and centers on the Inclusive Workplace Assessment, a proprietary organizational assessment rubric that evaluates DEI maturity and intentionality across six key areas as shown in the diagram below.

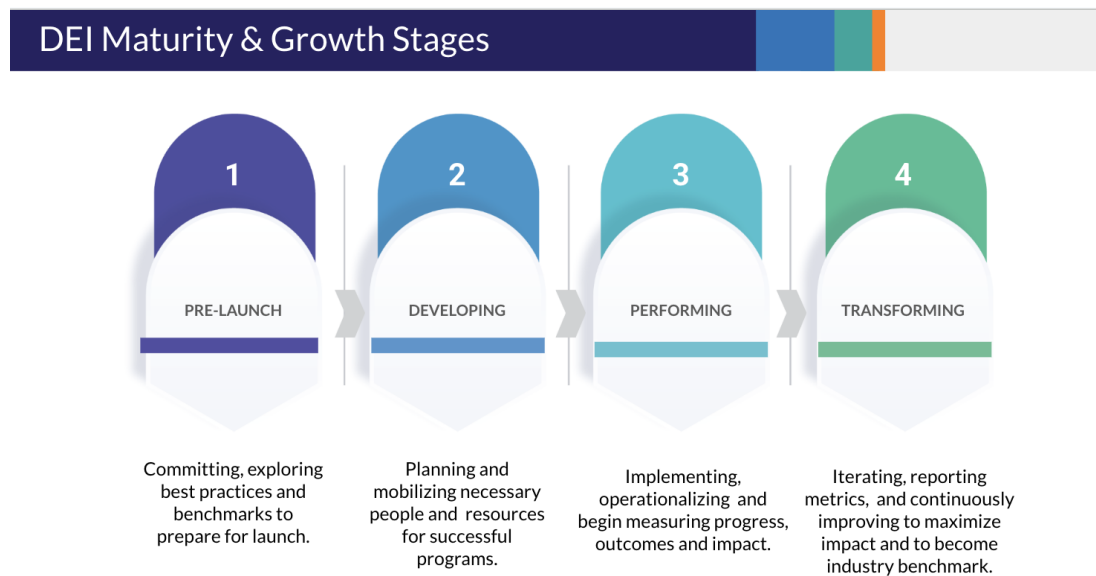


We begin with discovery to understand the broader organizational context through stakeholder interviews and document review, which informs customization of the assessment tool to reflect the organization's mission, structure, and stakeholder ecosystem.

CST's Inclusive Workplace Assessment is a comprehensive approach to understanding the current growth stage of an organization's capacity, progress, and performance around diversity, equity, and inclusion. The assessment phase includes individual evaluations using CST's maturity scale, followed by group processing sessions that synthesize findings and establish strategic priorities.



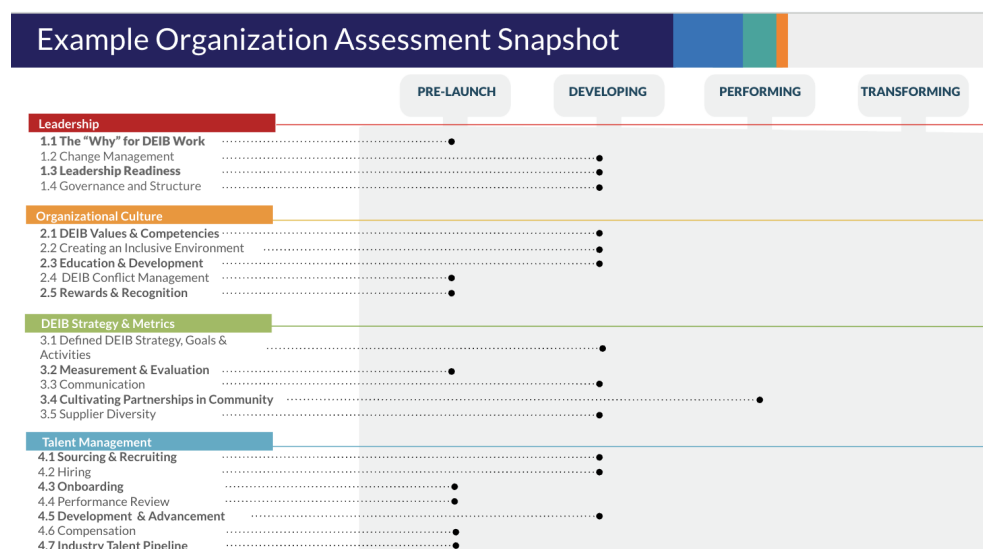
The result is a detailed snapshot of the organization's current DEI state and a roadmapping tool that supports strategic, data-driven action planning and shared vision development. Please see the maturity and growth scale in the following image .



CST Services and Tools: Our assessment services are data-informed, scalable, and sector-specific.

- Inclusive Workplace Assessment with a maturity scale for internal operations and intentionality scale for engagement of external stakeholder groups and target audiences
- Customization of assessment tools and components to reflect organization mission and purpose including any regulatory compliance requirements
- Work sessions to complete assessments with client appointed project team
- Report of Findings and Recommendations: Organizational Snapshot
- Roadmap and Action Plan, develops short and mid-term strategy to advance DEI
- Implementation support
- Communications strategy development and implementation support

Below is an example of an organizational snapshot from the CST Inclusive Workplace Assessment.



Experience Across Sectors:

Kenco: A privately held, third-party logistics (3PL) **corporation** headquartered in Chattanooga, Tennessee, employs over 5,000 people nationwide and specializes in integrated supply chain solutions including distribution, transportation, material handling, and real estate services. CST conducted a full organizational assessment to evaluate the company's DEI readiness and program effectiveness. The project yielded targeted recommendations to improve HR policy, leadership engagement, and accountability measures.

Second Harvest Food Bank: This **nonprofit** organization is based in Nashville that serves 46 counties by distributing millions of pounds of food annually through a network of partner agencies. CST assessed the organization's existing DEI efforts and identified communication gaps and governance challenges. CST developed a detailed action plan, recommended a cadence for data collection, and supported strategic relaunch of its DEI committee.

Renewables Forward: This **national nonprofit consortium of public utilities and private companies** client project involved a pilot program for five clean energy industry organizations. CST supported the use of its assessment tool to evaluate internal equity practices and industry norms. Based on the findings, participating organizations identified shared priorities and collaboratively developed an action plan focused on inclusive workforce development, supplier engagement, and equitable organizational culture within the renewable energy sector.

Expertise: Culture Shift Team (CST) brings six years of experience conducting DEI assessments across both private and nonprofit sectors. Our proprietary Inclusive Workplace Assessment, developed by co-founders Ann Gillespie and Robert Wilson, has been implemented with over 20 clients representing a wide range of industries, including health care, logistics, performing arts, education, and philanthropy. Ann and Robert lead the design and oversight of each assessment, ensuring that every engagement is customized to reflect the organization's unique context, culture, and readiness. Jonathan Merrill supports the assessment process by planning and facilitating input sessions that deepen understanding and ensure stakeholder perspectives are meaningfully integrated into the findings.

Situational Understanding and Approach for CalPERS: CalPERS requires an assessment partner who can navigate both the institutional complexity and public accountability inherent in state operations. CST's assessment process is tailored to evaluate programs across CalPERS' five DEI pillars and to ensure compliance with applicable state mandates. Our reporting structures are designed to support internal transparency and public trust. CST will help CalPERS move from fragmented initiatives to a cohesive, data-informed DEI strategy that integrates risk management, equity outcomes, and organizational learning.

4. Meeting with Boards of Trustees as part of the assessment and information-gathering process.

As part of the discovery phase, Culture Shift Team (CST) includes structured engagement with Boards of Trustees to incorporate governance-level perspectives into the organizational equity landscape. Trustees possess critical institutional memory, strategic influence, and fiduciary responsibility that shape how DEI priorities are understood, funded, and sustained. Our method involves facilitated dialogue and targeted inquiry designed to elicit board-level insights on leadership alignment, organizational values, and risk-informed decision-making.



This engagement ensures that DEI strategy is not only mission-aligned, but also anchored in the long-term vision and stewardship responsibilities of the institution. We take great care to ensure that discussions are handled with discretion, that sensitive issues are approached with professionalism and respect, and that individual contributions remain anonymous in all findings and reporting.

CST Methodology and Approach: As part of our 3D Process –Discover, Develop, Deliver – CST incorporates board engagement into the discovery phase of our Inclusive Workplace Assessment. We meet directly with members of the Board of Trustees through structured interviews, focus group sessions, or participation in board committee meetings. These engagements allow us to gather insights on governance practices, leadership priorities, and perceived barriers to DEI progress. Board perspectives are then integrated into our findings and inform the organization’s overall roadmap for action. This approach ensures alignment between board governance and DEI strategy development, while also deepening board ownership of inclusion-related outcomes.

CST Services and Tools

- Stakeholder Interviews, Reflective Listening (Focus Groups), Digital Surveys
- Data and comment analysis
- Report of Findings and Key Insights

Experience Across Sectors:

Academy of Country Music: A **nonprofit trade association**, the Academy’s Board of Directors comprises 70 voting members and 3 ex-officio (non-voting) members. These directors represent a diverse cross-section of the country music industry, including artists, producers, managers, publishers, agents, promoters, media professionals, and executives from major record labels and digital platforms. CST engaged both the Board of Trustees and Foundation Board as part of a broader DEI assessment. CST conducted structured interviews with board members and facilitated Reflective Listening sessions to understand governance perspectives on inclusion, organizational values, and leadership readiness. Board insights directly informed the development of a strategic DEI roadmap, including governance recommendations and the creation of a leadership development program.

Park Center: Park Center is a **nonprofit** organization dedicated to empowering individuals facing mental health challenges, substance use disorders, and homelessness. The organization is governed by a Board of Directors comprising professionals from various sectors such as healthcare, law, finance, and community leadership. CST met with the Board of Directors during the discovery phase of a comprehensive organizational assessment. Through interviews and facilitated dialogue, we gathered insights on the board’s role in shaping culture, advancing equity, and navigating change. Board input was integrated into CST’s findings and contributed to the prioritization of strategic objectives within the final action plan, including adjustments to committee structures and communication protocols to support more inclusive governance.

Gentex: Gentex **Corporation** is a publicly traded, mid-sized technology company headquartered in Zeeland, Michigan, with over 5,000 employees worldwide, specializing in high-tech electronic products for the automotive, aerospace, and fire protection industries. Robert Wilson leads in-depth interviews with board members and senior executives to uncover strategic insights that inform DEI integration at the highest levels of governance and leadership. His approach elicits perspectives on institutional values, decision-making dynamics, and alignment between DEI goals and business objectives.



Through these engagements, Robert identifies opportunities to strengthen inclusive infrastructure, leadership accountability, and organizational alignment.

Expertise: CST's experience with public, nonprofit, and private boards spans sectors including arts, education, health, and philanthropy. Led by Robert Wilson and Jonathan Merrill, CST's team combines expertise in board development, strategic facilitation, and DEI governance. William Ahmad Dobbs, Sarah Laney Korda and Ann Gillespie provide deep expertise in stakeholder engagement, data synthesis, and providing a report of key themes ensuring board voices are meaningfully included in assessment outcomes.

Situational Understanding and Approach for CalPERS: CalPERS' Board of Administration holds a pivotal role in setting strategic priorities and ensuring accountability across the organization's DEI efforts. CST's approach to board engagement is designed to align with public governance standards, integrate fiduciary perspectives, and support CalPERS' five-pillar DEI framework. Our process ensures that board insights are captured rigorously and incorporated into a strategy that is actionable, transparent, and aligned with both internal goals and public expectations.

5. Meeting with executive leadership as part of the assessment and information-gathering process.

Culture Shift Team (CST) positions executive leadership engagement at the core of our DEI assessment process. Executives are critical drivers of institutional culture, strategic alignment, and decision-making. Engaging this group early in the assessment ensures that leadership perspectives are reflected in the analysis and that future DEI strategies are grounded in operational realities. We take great care to create an environment where leaders may speak candidly and we frame the themes discussed in terms of organizational challenges, opportunities and learnings. For public entities like CalPERS, executive input is essential to align DEI outcomes with governance, investment, and service delivery objectives.

CST Methodology and Approach: Through CST's 3D Process – Discover, Develop, Deliver - we begin Inclusive Workplace Assessment by meeting with executive leadership, including the CEO, C-suite officers, and functional leads. These sessions are conducted as structured one-on-one interviews or facilitated small group discussions. Conversations are designed to surface leadership priorities, assess awareness of DEI maturity, identify change management successes, and understand operational and cultural challenges from the top. This leadership input is used to tailor the assessment framework and inform strategic recommendations that are actionable at both policy and execution levels. Our process also supports leadership in articulating a shared vision for DEI that cascades across the organization.

CST Services and Tools

- One-on-One Leadership Interviews
- Data coding and defining themes
- Report of Findings and Key Insights

Experience Across Sectors:

Kenco: A corporation, CST conducted individual interviews with senior executives across operations, HR, and corporate leadership. Their input provided critical insight into policy gaps,



structural barriers, and change readiness. Leadership feedback shaped a realistic and sequenced DEI action plan that aligned with business and workforce priorities.

Second Harvest Food Bank: A nonprofit organization, CST engaged the executive leadership team during the discovery phase to understand the current DEI landscape and leadership aspirations. Insights gathered informed both the tone and structure of the organization's DEI communication strategy, as well as recommendations for governance and role clarity within the DEI committee structure.

The Heritage Group: A private corporation, Culture Shift Team conducted a series of structured interviews with senior leaders and board members as part of a broader initiative to define the organization's overall DEI philosophy and align it with its core values and strategic priorities. The engagement surfaced critical insights into how leadership viewed inclusion, belonging, and equity as part of the company's long-term vision. Through these dialogues, Culture Shift Team identified areas of alignment and opportunity, enabling the development of a shared DEI framework grounded in the organization's culture and business strategy. The findings informed recommendations for leadership development, governance practices, and internal messaging to ensure enterprise-wide consistency and strategic coherence.

Expertise: CST's team brings extensive experience working directly with executive leadership teams across nonprofit, corporate, and public institutions. Robert Wilson and Ann Gillespie lead executive engagements, combining strategic advising with DEI systems expertise. Jonathan Merrill and Sarah Laney Korda, and William Ahmad Dobbs facilitation and data synthesis, ensuring executive insights are translated into clear, relevant, and actionable next steps.

Situational Understanding and Approach for CalPERS: At CalPERS, executive leadership plays a pivotal role in operationalizing the five-pillar DEI framework across investment, health, human resources, and procurement functions. CST's approach to leadership engagement ensures that each pillar is addressed through a lens of executive accountability and institutional alignment. Our process provides CalPERS with a clear understanding of leadership capacity, internal alignment, and strategic opportunities - delivered through a format that supports both short-term action and long-term DEI integration.

6. Preparing an action plan aligned to organizational core values and assessment findings.

Culture Shift Team (CST) employs a proven, step-by-step methodology to ensure that DEI action plans are aligned with both the findings of our comprehensive assessments and the organization's values. Each recommendation is directly traceable to data-informed insights, ensuring relevance, integrity, and internal credibility while values-driven action plans support intentional culture. Our process is intentionally collaborative, designed to reflect the lived realities of stakeholders while honoring the strategic and cultural contours of the institution. For public entities such as CalPERS, CST develops action plans that are not only compliant and measurable, but also operationally viable - composed of clearly prioritized, well-sequenced steps that are feasible within existing resource structures. The resulting deliverable is a clearly communicated plan that focuses on tangible, attainable actions rather than broad or theoretical goals. Supported by our communications team, the plan is designed to be easily socialized across stakeholder groups, ensuring accessibility, internal coherence, and long-term traction.



CST Methodology and Approach: The action planning process begins with the output of CST's Inclusive Workplace Assessment: an organizational Snapshot and a list of action steps identified by participants throughout the assessment process. These preliminary actions are then reviewed and filtered through the lens of CST's discovery-phase findings, including insights from interviews, documents, and Reflective Listening sessions. By applying our understanding of cultural tension points, organizational priorities, and readiness indicators, CST develops a customized roadmap tailored to each client's unique context.

This internal synthesis process is paired with collaborative client check-ins to validate direction and confirm alignment. Once the action plan is finalized, CST supports the client in communicating the results to internal and external stakeholder groups. This includes preparing messaging frameworks, presentation materials, and engagement strategies to ensure that the roadmap is both well-understood and actionable across the organization.

CST Services and Tools:

- Organizational Snapshot, a report of DEI Assessment findings and target areas
- Action Plan Work Sessions for establishing priority areas and potential approaches
- Reflective Dialogue on Values in Action - 90 minute
- Communication strategy to roll out the action plan to key stakeholder groups
- DEI Roadmap, or the action plan, the deliverable of the process that serves as a functional communication tool for the organization to gain common understanding
- Facilitate or co-host virtual or in-person town halls to support roll out

Experience Across Sectors:

Park Center: A **nonprofit** client, CST facilitated a six-month planning process following an organizational assessment. Using insights from both leadership and frontline stakeholders, CST developed a strategic roadmap that aligned JEDI (Justice, Equity, Diversity, and Inclusion) priorities with the organization's mission and resource capacity. The plan included timelines, roles, and metrics for each action item, as well as board and staff communication protocols to ensure clarity and accountability.

Second Harvest Food Bank: A **nonprofit** client, CST synthesized DEI data into an actionable plan focused on inclusive culture, equitable hiring, and leadership development. The roadmap reflected Second Harvest's values and included a staged implementation strategy to ensure feasibility and alignment with organizational readiness.

Kenco: A **corporate** third party logistics firm, the DEI assessment to action plan process helped the organization establish key wins that placed them solidly in the PERFORMING stage, where DEI efforts are operational and yielding measurable results. We helped the DEI advisory group pinpoint three areas for strategic focus in talent management, leadership development and community engagement.

The Heritage Group: A **private corporation** with a large portfolio of businesses, Culture Shift Team provided action plan development services that translated assessment findings and leadership insights into a clear, executable DEI roadmap. Through structured engagement with senior leaders and board members, CST ensured that the resulting action plan reflected both the organization's core values and its strategic direction. The plan outlined specific, achievable



steps prioritized according to impact and feasibility, enabling The Heritage Group to move confidently from the early launch of its DEI efforts into a more intentional development phase. As implementation progressed, the action plan served as a practical tool for advancing toward a performing phase - where DEI efforts became increasingly embedded, measurable, and aligned with broader business objectives.

Academy of Country Music (ACM): Culture Shift Team (CST) provided action plan development services grounded in assessment findings. Key equity building projects given priority to help move the organization from the performing stage to transforming. The assessment surfaced gaps in industry access, which informed a step-by-step action plan aligned with ACM's values and strategic direction. Among the initiatives supported by this plan were talent development programs offering financial support, mentorship, and professional exposure to emerging artists and industry professionals from historically underrepresented backgrounds. The plan also helped formalize pathways for inclusive leadership through initiatives like ACM LEVel Up: Lift Every Voice, ensuring a clear connection between internal commitments and visible, measurable progress. Designed to be actionable, scalable, and compliant with public policy, the plan positioned ACM to embed equity as a core element of its industry leadership. An example goal is shown in the following image.

WORKFORCE EQUITY & ACCESS ACTIONS

Goal: Increase access and equity of opportunity for professionals from underrepresented communities in the country music industry.

Action Step	Target Date
Determine needs and roles to support the LevelUP program from recruitment, mentorship, developing metrics and maximizing impact of the program.	Q1
Evaluate Rising Leaders year 1 program with key learnings and changes to optimize for year 2.	Q1
With DEI team, deepen understanding (facilitate courageous conversations) to better understand challenging experiences from Rising Leaders program participants and learn from these to avoid program drop-outs.	Q1
Identify current and future mentorship opportunities for alumni of LevelUP / Rising Leaders in the next step of their careers.	Q1
Increase quantity of partnerships and co-sponsored events with other local groups to increase awareness of industry jobs in diverse communities.	Q1
Identify recruitment strategies for Rising Leaders year 3 cohort to increase applications and acceptances for diverse candidates.	Q3
ACM hosts open houses and networking opportunity to help expose more BIPOC to jobs in the industry.	Q3
Share LevelUP / Rising Leader model to inspire others across the industry to use and learn from.	2024

Expertise: CST's action planning engagements are led by Robert Wilson and Ann Gillespie, co-founders of CST and co-authors of the Inclusive Workplace Assessment framework. They are supported by Jonathan Merrill, who brings expertise in implementation strategy and organizational development, and William Ahmad Dobbs, who provides facilitation and data translation support to ensure plans are evidence-based and operationally realistic. Marcela Gómez contributes to action plan development with a focus on health equity, applying a lens of cultural relevance and community alignment to public-facing initiatives.



Situational Understanding and Approach for CalPERS: CalPERS' five-pillar DEI framework provides a strong foundation for targeted, enterprise-wide action planning. CST's process ensures that each pillar - governance, investment, health, human resources, and procurement - is addressed through concrete, measurable strategies that reinforce CalPERS' core values and statutory responsibilities. Our planning approach is collaborative, scalable, and designed to help CalPERS shift from discrete initiatives to an integrated equity framework grounded in public trust and measurable outcomes.

7. Conducting DEI best practices research and provide analysis and reports.

Culture Shift Team (CST) provides DEI best practices research and analysis through benchmarking against 3–5 peer institutions, drawing on public data and, when feasible, one-on-one interviews or targeted outreach. Benchmarks include a mix of public agencies operating in similar regulatory environments and best-in-class organizations recognized for equity-centered practices. Our research services are designed to translate complex DEI concepts into actionable insights that align internal values with external expectations. For public institutions like CalPERS, this includes tailoring research to support fiduciary responsibilities, compliance requirements, and strategic alignment with CalPERS' five key pillars—particularly in the areas of health equity and inclusive investment practices, informed by insights gathered during discovery interviews. Benchmark findings are delivered in concise, data-informed reports that support transparency, accountability, and values-driven decision-making.

Services: CST's research process is grounded in our 3D Process—Discover, Develop, Deliver—and integrates both qualitative and quantitative methodologies. We begin by identifying the specific DEI challenges and objectives of the organization. Our research methods include:

- **Audit of Policies:** Review policies of public sector organizations.
- **Literature Reviews:** Comprehensive analysis of existing DEI frameworks and scholarly articles to identify effective practices.
- **Benchmarking Studies:** Comparative analysis against peer institutions to assess DEI performance and identify areas for improvement.
- **Surveys and Data Analysis:** Designing and administering surveys to collect data on organizational culture, employee engagement, and DEI outcomes.

The culmination of this research is a detailed report that includes findings, strategic recommendations, and practical tools for implementation. CST ensures that each report is customized to reflect the organization's unique context and goals. Below are two examples of benchmarking studies. First for participation in external DEI-focused surveys and the second benchmarking study highlights DEI framework components by industry.

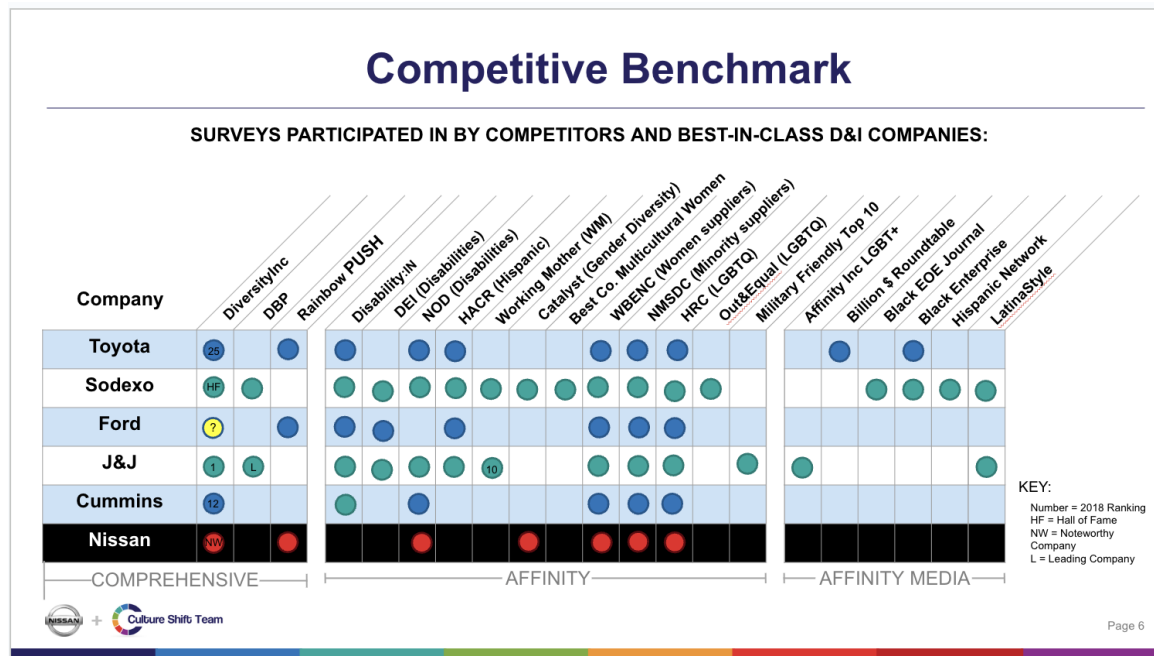
Experience Across Sectors:

Renewables Forward: A nonprofit consortium of public sector and private corporations, CST led a research initiative to identify DEI best practices within the clean energy sector. The study involved surveying member organizations, analyzing existing DEI frameworks, and compiling a set of actionable recommendations that were disseminated through a sector-wide report.



PENCIL: A nonprofit organization, CST conducted a benchmarking analysis to evaluate peer organizations' internal DEI programs, outreach strategies, and public equity statements, providing recommendations to strengthen PENCIL's positioning and alignment across both internal practices and external engagement efforts.

Nissan: A corporation, CST conducted a benchmarking analysis across peer corporate entities to identify participation in external DEI programs and DEI surveys as well as talent management programs and supplier diversity strategies. See example below.



Expertise: Research on policies and benchmark organizations will be conducted by CST's DVBE partner IntelliQuest Consulting Larisa Owen and James Owen have 20 years of experience reviewing policies of public sector organizations in California. CST's benchmark team is led by Ann Gillespie, Sarah Laney Korda, and William Ahmad Dobbs. The team brings extensive experience in DEI scholarship and practical application. Their work is supported by a multidisciplinary team skilled in data analysis, stakeholder engagement, and strategic planning. This collective expertise ensures that CST's research outputs are both academically rigorous and practically relevant.

Situational Understanding and Approach for CalPERS: CalPERS operates within a complex regulatory and public accountability environment. CST's research approach for CalPERS would involve a thorough analysis of DEI best practices within public pension systems and comparable institutions. By benchmarking CalPERS against these entities and incorporating stakeholder insights, CST would provide a research report that offers strategic recommendations aligned with CalPERS' fiduciary duties and commitment to equity. This report would serve as a foundational tool for informed decision-making and transparent communication with stakeholders.



8. Advising on best practices in procurement.

Culture Shift Team (CST) provides targeted advising on inclusive procurement practices, helping organizations integrate DEI principles into access to information and opportunity, vendor relationship cultivation and selection, supplier sourcing partnership strategies, and procurement policies. Our approach centers on aligning procurement practices with equity goals, transparency standards, and community impact objectives. For public institutions like CalPERS, CST ensures that procurement strategies reflect both regulatory compliance and measurable progress in supplier diversity.

CST Methodology and Approach: CST begins by evaluating and inventorying current procurement policies, procedures, and supplier engagement practices. We assess how equity is embedded into sourcing criteria, vendor outreach, and contracting processes. To support this work, CST developed a dedicated Supplier Diversity section within our Inclusive Workplace Assessment, enabling clients to assess procurement functions with the same rigor as internal culture or workforce practices. Findings from this assessment inform tailored recommendations to improve supplier access, transparency, and alignment with DEI goals.

CST Services and Tools:

- Procurement Policy Review and Assessment
- Vendor outreach, education, strategic partnerships, and engagement strategy review

Experience Across Sectors:

Genesco: A corporation, CST provided guidance on aligning procurement and supplier engagement practices with the company's broader DEI goals. This included internal policy review, evaluation of supplier outreach practices, and recommendations for inclusive language in sourcing processes.

Metro Nashville Airport Authority: A public-sector independent governmental entity, CST advised on integrating DEI principles into outreach, communications, and sourcing. The work focused on evaluating engagement with underrepresented and small businesses, improving inclusive communication, and strengthening partnerships with community-based organizations. Recommendations supported broader participation and alignment with equity and economic inclusion goals.

Global Epicenter of Mobility: An advanced mobility regional economic development program of the Detroit Regional Partnership nonprofit consortium, CST facilitated focus groups with suppliers, procurement officers, and nonprofit partners to explore best practices and challenges in inclusive procurement. Insights shaped recommendations to improve policy, outreach, and partnerships aligned with the region's equity and economic inclusion priorities.

Expertise: Our procurement advising is led by CST co-founders Robert Wilson, Marcela Gomez and Ann Gillespie who bring extensive experience in procurement process improvement. He is supported by Ann Gillespie and Larisa Owen, whose backgrounds in systems transformation and public policy ensure that recommendations are both actionable and compliant with regulatory frameworks.

Situational Understanding and Approach for CalPERS: CalPERS' supplier diversity goals are a central pillar of its DEI framework. CST's procurement advising will help CalPERS advance equity in vendor engagement while meeting legal and transparency standards. Our approach focuses on practical, systems-based improvements that support inclusive access, data tracking, and accountability across procurement functions.



9. Advising on best practices in hiring.

Culture Shift Team (CST) advises clients on equitable and inclusive hiring practices that align with organizational values and workforce goals. Our approach emphasizes system-level change, integrating equity into recruitment strategy, job design, candidate evaluation, and onboarding. For public institutions like CalPERS, we focus on strategies that are both legally compliant and aligned with diversity goals, helping to advance inclusive talent pipelines without compromising regulatory standards.

CST Methodology and Approach: CST begins by evaluating and inventorying current hiring policies, procedures, and talent acquisition practices. We assess how equity is embedded into recruitment outreach, job descriptions, screening tools, interview processes, and onboarding. To support this work, CST developed a dedicated Hiring and Talent Practices section within our Inclusive Workplace Assessment, enabling clients to assess recruitment systems with the same depth applied to culture and leadership. Findings from this assessment inform tailored recommendations to improve access, consistency, and fairness in hiring processes, aligned with DEI goals and workforce equity priorities.

CST Services and Tools

- Recruiting and Hiring Practices Assessment
- Inclusive Job Description Review
- Interview Protocol and Inclusive Evaluation Rubric Design
- Implicit Bias Training for Hiring Managers

Experience Across Sectors

Park Center: A nonprofit organization, CST provided actionable recommendations to improve inclusivity in job postings, candidate screening, and interview facilitation. This included the development of structured interview tools and the introduction of inclusive onboarding practices.

MiQ: A global corporation in digital advertising, CST reviewed hiring policies and practices with a focus on equity and bias prevention. The engagement included analysis of recruitment procedures, evaluation of existing training, and recommendations to enhance fairness and consistency through updated policy guidance and bias mitigation strategies.

Second Harvest Food Bank: A nonprofit, CST assessed hiring data, conducted staff interviews, and delivered a set of phased recommendations to strengthen equity throughout recruitment and selection processes.

Expertise: Robert Wilson and Ann Gillespie lead CST's work on hiring strategy, bringing deep expertise in equitable systems design and process evaluation. They are supported by Larisa Owen, who has experience in talent acquisition and HR process improvement, behavioral interview techniques, and data-informed strategy development.

Situational Understanding and Approach for CalPERS: CalPERS' DEI goals include advancing inclusive talent management practices across the organization. CST's hiring advising will help ensure that CalPERS' recruitment systems are both inclusive and strategically aligned with its workforce equity objectives. Our approach emphasizes systems transformation, legal defensibility, and tools that support hiring managers in making equitable, data-informed decisions.



10. Advising on best practices in healthcare delivery equity and accessibility.

Culture Shift Team (CST) supports clinical research institutes in advancing accessibility through inclusive public awareness and education campaigns. Our work centers on improving access to care and health research by addressing access, knowledge, language, and culture, that may prevent equitable health outcomes. For institutions like CalPERS, which are responsible for large-scale health benefit programs, CST provides strategic guidance that integrates DEI into plan design, member engagement, and public health communications.

CST Methodology and Approach: CST works collaboratively with clients to gather data, audit communications, and assess existing data sources and insights related to healthcare delivery and member engagement. Through this process, we work with client teams to establish project priorities, which may include evaluating language access, health literacy, cultural relevance, and ease of system navigation. Based on findings, CST provides tailored recommendations to strengthen accessibility, build trust with historically underserved communities, and align healthcare practices with organizational equity goals.

CST Services and Tools

- Health Equity Evaluation Tools
- Language and Cultural Access Strategy
- Inclusive Communications Review
- Community Engagement Frameworks
- Equity-Centered Public Health Messaging

Experience Across Sectors: CST has advised on healthcare equity projects for **multiple health research nonprofit institutions**, including the *PREVENTABLE* study and the NIH-funded *RECOVER* initiative. For both, CST developed multilingual communications, built trust with underrepresented populations, and engaged local community partners to increase equitable participation in public health research. These efforts resulted in greater access to information, stronger stakeholder relationships, and more inclusive research outcomes.

Expertise: Marcela Gomez leads CST's work in healthcare equity, bringing over 30 years of experience in bilingual public health communications and community engagement. She is supported by Ann Gillespie and William Ahmad Dobbs, who bring systems-level expertise in health equity strategy, data insights, research partnerships, and equitable implementation.

Situational Understanding and Approach for CalPERS: CalPERS' commitment to health equity as one of its five DEI pillars requires a thoughtful and measured approach to healthcare delivery. CST is prepared to support CalPERS in evaluating access across its member populations, enhancing culturally relevant communications, and identifying barriers to equitable outcomes. Our work will help CalPERS translate its strategic equity goals into measurable, people-centered impact across its health services ecosystem.

11. Advising on the inclusion of diversity best practices in the investment industry.

Culture Shift Team (CST) provides strategic guidance on embedding DEI principles into investment industry structures and practices, with a focus on internal governance, inclusive hiring, organizational accountability, and regulatory alignment. While CST brings broad experience working with industry-adjacent clients, our strength lies in helping organizations



align diversity best practices with operational policies, compliance frameworks, and sector standards. For institutions like CalPERS, this includes advising on the development of equity-informed governance tools, fostering inclusive internal culture, and applying DEI benchmarks to evaluate leadership, consultant, and partner alignment.

CST Methodology and Approach: Our approach involves reviewing internal structures, communications, workforce data, and leadership practices to identify opportunities for more equitable outcomes within investment-oriented environments. We work with clients to interpret sector benchmarks and federal policy guidance to ensure that DEI strategies align with both mission-driven and fiduciary standards. Priorities are shaped in collaboration with client teams and reflect organizational readiness, stakeholder expectations, and policy context.

Services

- Support interpretation of federal policies and ESG frameworks as well as use of tools to support evaluation of DEI impact with potential investment funds
- Advise on aligning internal governance, hiring practices, and partner engagement strategies with DEI standards in investment-related settings

Experience Across Sectors

CST has worked with **economic investment nonprofits** such as *Launch Tennessee* and the *Nashville Entrepreneur Center* to evaluate inclusion within their investment programs and partnership strategies.

At *AllianceBernstein*, a **global asset management firm**, CST delivered workplace inclusion training focused on creating inclusive culture which included practical strategies to strengthen relationships across global teams.

Situational Understanding and Approach for CalPERS: As a public pension fund with significant influence in the investment sector, CalPERS is uniquely positioned to model inclusive governance. CST will support CalPERS in identifying internal strategies that reflect its DEI values across its investment-related structures, staff culture, and partner engagement, while aligning with its fiduciary duties and public responsibilities.

12. Advising on DEI best practices for public sector organizations that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (commonly known as “Proposition 209”).

In early 2025, following the issuance of anti-DEI legislation federally and in multiple states, CST partnered with legal expert Luther Wright to lead a workshop and develop free tools to help corporate companies and nonprofit clients navigate the evolving legal landscape. This initiative provided practical guidance on implementing inclusive practices in a manner consistent with federal and state law, including restrictions similar to California’s Proposition 209. The resources emphasized legally sound approaches to advancing equity, focusing on policy language, program design, and documentation strategies appropriate for public sector organizations.



CST Methodology and Approach: CST supports clients in identifying legally sound DEI goals and developing strategies that focus on process fairness, institutional accountability, and removal of structural barriers. We work within public sector constraints to implement practices that are race- and gender-neutral but equity-informed—such as inclusive hiring protocols, transparent procurement standards, and culturally responsive communication.

Experience Across Sectors:

Genesco: A corporation, CST provided strategic guidance on aligning DEI goals with leadership development programming, offering recommendations to embed equity into talent growth while supporting regulatory compliance.

Ryman Hospitality Partners: A lodging and hospitality real estate investment trust company, CST advised on the design of a leadership development initiative, helping the organization create a meaningful, values-based program that met legal standards and organizational objectives.

Expertise: CST co-founder Robert Wilson leads matters related to Proposition 209 and federal guidelines. Robert was the architect and first director of diversity and inclusion for Nissan North America. Globally compliant DEI programming was one of his key responsibilities.

Situational Understanding and Approach for CalPERS: CST understands that as a state agency, CalPERS must navigate the requirements of Proposition 209 while still advancing meaningful equity goals. Our advising will support CalPERS in maintaining compliance when identifying institutionally sound, legally appropriate avenues to build inclusion and fairness across its five DEI pillars.

13. Developing communication strategies highlighting the importance of DEI.

Culture Shift Team (CST) has a dedicated marketing and communications team that specializes in developing strategic messaging to highlight the importance of DEI for governmental, nonprofit, and corporate clients. Our team supports clients in crafting clear, culturally responsive communication strategies that resonate with internal and external audiences. We have developed DEI-focused messaging campaigns, newsletters, and publications for **corporate clients** such as Bridgestone Americas, Nissan North America, and Xsolis, a healthcare technology company—helping each organization articulate its commitment to equity in ways that are authentic, aligned with brand values, and responsive to stakeholder expectations. **Nonprofit clients** include Tri Delta national fraternity.

Culture Shift Team (CST) is committed to full compliance with the Revised Section 508 Standards and WCAG 2.1 Level AA guidelines to ensure that all electronic content and ICT deliverables are accessible to individuals with disabilities. Our internal accessibility policy covers the entire content lifecycle—from planning and design through development, testing, and remediation—using tools as well as manual validation. All digital materials, including those developed for CalPERS, are designed to meet accessibility best practices, with peer-reviewed checklists and specialist consultation when needed. CST will provide Voluntary Product Accessibility Templates (VPAT 2.4) or Accessibility Conformance Reports (ACR) upon request, documenting conformance with applicable 508 standards, including success criteria, functional performance, and support documentation.



ATTACHMENT F A-6: Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm.

Culture Shift Team Inc.

CHARTER AGREEMENT – AMENDMENT NO. 2

We, the undersigned, hereby propose an amendment to the corporate charter of Culture Shift Team Inc, a registered public benefit corporation organized and existing under the laws of the State of Tennessee.

Purpose of Amendment:

This amendment adds clarifying language to the previous amendment establishing the Company as a public benefit corporation. The following is the amended language:

PURPOSE:

The purpose of Culture Shift Team Inc shall include creating a material positive impact on society and the environment, taken as a whole, from the business and operations of the Company.

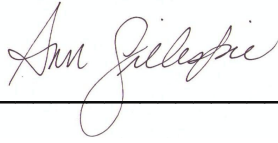
DIRECTORS CLAUSE:

In discharging the duties of their respective positions and in considering the best interests of the Company, the board of directors, committees of the board, and individual directors shall consider the effects of any action or inaction upon:

- (i) the shareholders of the Company;
- (ii) the employees and work force of the Company, its subsidiaries, and its suppliers;
- (iii) the interests of its customers as beneficiaries of the purpose of the Company to have a material positive impact on society and the environment;
- (iv) community and societal factors, including those of each community in which offices or facilities of the Company, its subsidiaries, or its suppliers are located;
- (v) the local and global environment;
- (vi) the short-term and long-term interests of the Company, including benefits that may accrue to the Company from its long-term plans and the possibility that these interests may be best served by the continued independence of the Company; and
- (vii) the ability of the Company to create a material positive impact on society and the environment, taken as a whole.

Conclusion: In adopting this amendment, Culture Shift Team Inc] affirms its dedication to operating as a responsible corporate citizen, committed to creating positive social impact and contributing to the betterment of communities in Tennessee and beyond.

Dated this 6th day of November 6, 2024



Ann Gillespie
President of Board of Directors
33.3% Shareholder
Chief Operating Officer

Culture Shift Team

Signatures of all directors and shareholders:



Sylvia Marcela Gómez
Secretary of Board of Directors
33.3% Shareholder
Chief Executive Officer



Robert Lawrence Wilson
Board of Directors
33.3% Shareholder
Chief Strategy Officer



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE **or** subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

I. DEFINITIONS

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. **Disabled veteran** means a veteran of the military, naval, or air services of the United States with a **service-connected disability of ten percent or more**, who is a resident of the State of California.
- B. **DVBE** means a business concern certified by OSDS as meeting all of the following:
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

C. *Commercially Useful Function* A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;
 - (c) Performs work that is normal for its business, services and function; and
2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

II. DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. Option A – DVBE Incentive.** A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. **Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.**
- B. Option B- No DVBE Incentive Participation.** A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

III. QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or ossd_contractsadmin@calpers.ca.gov for assistance.

Meeting the Goal

- 1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
- 2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
- 3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

- ☒ **Option A** - I commit to the percent listed below to qualify for the DVBE incentive program.
- ☐ 1% - 1.99%
- ☐ 2% - 2.99%
- ☐ 3% - 3.99%
- ☐ 4% - 4.99%
- ☒ 5% or Over
- ☐ **Option B** – I opt out of participating in the DVBE incentive program.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name: Intelliquest Consulting

E-mail (if available):

DVBE Certification Number: 1020739

larisa@intelliquestconsulting.com

Contact Name: Larisa Owen

Street Address, City, State and Zip Code:

Telephone Number: (949) 799-6425 Fax

4 STYLE DRIVE ALISO VIEJO CA 92656

Number: NA

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☒ MB

Work performed or goods provided for this contract:

Lead benchmark review of policies in the following item: Conduct a review of CalPERS policies, processes, and programs against a benchmark of leading public, non-profit, and private sector organizations.

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

☒ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE % 5

Contractor Signature



Date Signed

June 27, 2025

☐ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed

List of Proposed Subcontractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

- ☐ No subcontractors will be used.
- ☒ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☐ The following subcontractors will be employed and will perform the work or services identified below.
- ☐ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name: Intelliquest Consulting (from Attachment G)

Contact Name: Larisa Owen

Telephone Number: (949) 799-6425

Street Address, City, State and Zip Code: 4 STYLE DRIVE, ALISO VIEJO CA 92656

Description of Work to be Performed by Subcontractor: "Lead benchmark review of policies in the following item: Conduct a review of CalPERS policies, processes, and programs against a benchmark of leading public, non-profit, and private sector organizations."

Percentage of Total Agreement Amount ¹: 5%

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

1 If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.



Required Attachments Certification Checklist
Diversity, Equity, and Inclusion Consulting Services
Request for Proposal No. 2024-9420

Firm's Name: Culture Shift Team, Inc.

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days.		
b. A statement expressing the Proposer's willingness to perform the services as described in this RFP.		
c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.		
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked " Master Copy " containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked " Reproduction Copy. " All pages containing proprietary information should be removed and a cover sheet must be included which provides:	☒ Yes ☐ No	☐ Yes ☐ No
1. the firm's names;		
2. total number of pages; and		
3. identification of all pages removed due to proprietary information.		
Note: Entire proposal may not be marked confidential and proprietary.		
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Small Business certified? ☐ Yes ☒ No		
DVBE certified? ☐ Yes ☒ No		
Micro Business certified? ☐ Yes ☒ No		

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 2 of 3

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☒ Yes ☐ No 5% Claimed Option B - DVBE Incentive Claimed? ☒ Yes ☐ No 5% Claimed Option C – Elected no DVBE participation? ☐ Yes ☒ No Option D – California Certified Micro Business? ☒ Yes ☐ No Comment from Submitter: DVBE is micro business, Culture Shift is not	☒ Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) ☒ Yes ☐ No Non-Small Business Preference Claimed? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	☒ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☐ Yes ☒ No Non-Small Business Preference claimed? ☐ Yes ☒ No Target Area Contract Preference Act claimed? ☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as "FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by [YOUR COMPANY NAME]."	☒ Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☐ No

Signature of CalPERS Reviewer

Date



Secretary of State Certificate of Status

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

Entity Name: Culture Shift Team Inc.
Entity No.: 5187475
Registration Date: 08/15/2022
Entity Type: Stock Corporation - Out of State - Stock
Formed In: TENNESSEE
Status: Active

The above referenced entity is active on the Secretary of State's records and is qualified to transact intrastate business in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the date of this certificate and does not reflect documents that are pending review or other events that may impact status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of June 13, 2025.

SHIRLEY N. WEBER, PH.D.
Secretary of State

Certificate No.: 337623532

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at bizfileOnline.sos.ca.gov.



PREPARED FOR:
CalPERS

Diversity, Equity and Inclusion Consulting Services

No proprietary information is in the original proposal – this
is an exact duplicate.

RFP No. 2024-9420

June 30, 2025



DIVERSITYWORKS
GROUP

SPARKING INSPIRATION AND ACTION

Technical proposal

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June 30, 2025

Contracts Officer

California Public Employees' Retirement System

Via Email: ossd_contractsadmin@calpers.ca.gov

Request for Proposal No. 2024-9420 – DEI Consulting Services

Dear Contracts Officer,

On behalf of DiversityWorks Group (DWG), I am pleased to submit our response to RFP No. 2024-9420 for Diversity, Equity, and Inclusion (DEI) Consulting Services. We understand the importance of this initiative and are honored by the opportunity to partner with CalPERS, a recognized global leader in public pension management and diversity, equity, and inclusion (DEI) integration.

We affirm that this proposal constitutes a firm and irrevocable offer, valid for a period of 180 days from the date of submission. DWG is fully committed to performing all services described in the RFP and has the capacity to provide the required deliverables with excellence and integrity.

Our team includes globally recognized DEI strategists, workforce data analysts, researchers, learning and development experts, talent development leaders, and culture advocates. We bring deep experience advising private equity firms and their portfolio companies, financial services companies, universities, corporate boards, and mission-driven organizations. We bring:

 A demonstrated track record of delivering actionable DEI assessments and implementation strategies grounded in stakeholder listening, legal awareness, and leading benchmarks;

 A diagnostic approach that segments DEI practices into “common,” “proven,” and “promising” categories - helping organizations prioritize efforts based on evidence of impact and feasibility;

 Scalable research capabilities, including a proprietary approach to benchmarking and the use of platforms such as Remesh.ai to amplify participants voices at scale.

DWG is adept at aligning DEI initiatives with legal frameworks such as California's Proposition 209, which prohibits state institutions from considering race, sex, or ethnicity in public employment decisions. Our approach emphasizes process equity, focusing on identifying and mitigating systemic barriers to opportunity without employing demographic preferences. In light of recent federal directives, including Executive Order 14173, which rescinded prior DEI-focused mandates, we ensure our strategies are adaptable and compliant with evolving policies.

We prioritize language and frameworks that highlight organizational excellence, innovation, and accountability, thereby fostering inclusive environments within the bounds of current legal standards.

DWG has the available staff and infrastructure to begin work immediately upon contract execution. We look forward to collaborating with CalPERS leadership and the Board of Administration to co-create a fully integrated, best-in-class DEI program that reflects both internal aspirations and the responsibility of public leadership.

Thank you for your consideration. Please do not hesitate to contact me directly if you require any additional information.

Warm regards,



Pam Jeffords
Managing Partner
DiversityWorks Group
pam@diversityworksgroup.com
303.638.6480



Attachment A:

Minimum Qualifications Certification and Explanation

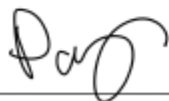
**California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Minimum Qualifications Certification**

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature

6/28/2025

Date

DiversityWorks Group, LLC

Name of Firm

Pamela Jeffords, Sr. Partner

Name and Title (Please Print)

Evidence of Minimum Qualifications

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Organization Name	Years of Operation
DiversityWorks Group, LLC	4 years 8 months

- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Firm	Years of Experience	Type	Contact Person	Contact Information
DWG	5	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Pam Jeffords	Pam@Diversityworksgroup.com
Mercer	7	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Pam Jeffords	Pam@Diversityworksgroup.com
DWG	4	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Courtney Jones	Courtney@diversityworksgroup.com
MomSource	8	Assessing and strategic planning	Courtney Jones	Courtney@diversityworksgroup.com
Colorado State University	9.5	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Dr. Patrice Palmer	Patrice@diversityworksgroup.com
DWG	4	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Dr. Patrice Palmer	Patrice@diversityworksgroup.com
Google	8.5	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Blake Mitchell	Blake@diversityworksgroup.com
DWG	3	Assessing, advising, strategic planning, training, and developing best-practice DEI programs	Blake Mitchell	Blake@diversityworksgroup.com

- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
DWG	4	Private Equity, Financial Services, Healthcare and Universities	Pam Jeffords	Pam@Diversityworksgroup.com
DWG	4	Private Equity, Healthcare and Universities	Courtney Jones	Courtney@diversityworksgroup.com
DWG	3	Private Equity, Healthcare and Universities	Blake Mitchell	Blake@diversityworksgroup.com
DWG	4	Private Equity, Healthcare and Universities	Dr. Patrice Palmer	Patrice@diversityworksgroup.com

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Firm	Years of Experience	Type	Contact Person	Contact Information
DiversityWorks Group	3	DEI strategy consulting is provided to equity partners who serve as board members with fiduciary responsibilities.	Blake Mitchell	Blake@diversityworksgroup.com
DiversityWorks Group	12	Board education sessions delivered to members of the National Association of Corporate Directors (NACD) on integrating inclusive practices into corporate governance.	Pam Jeffords	Pam@diversityworksgroup.com

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

Firm	Type	Contact Person	Contact Information
CD&R	Corporate	Orla Beggs, Partner	obeggs@cdr-inc.com
Crocs	Corporate	Shannon Sisler, CHRO	ssisler@crocs.com
BrandSafway	Corporate	Meg Newman, CHRO	mnewman@brandsafway.com

Explanation of Minimum Qualifications Certification

Per the RFP instructions, the following narrative (pages 8-12 of this proposal) provides a detailed explanation of how our firm satisfies each of the Minimum Qualifications outlined in Section IV. Each response is clearly labeled to correspond with the respective qualification criteria. This explanation is intended to serve as our formal attestation that we meet the stated requirements and to support Attachment A (Minimum Qualifications Certification).

A. Operation Duration

Qualification: As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

DiversityWorks Group has been in operation since November 15, 2020, and is currently in good standing with the State of Colorado. A Letter of Good Standing is included as supporting documentation.

B. DEI Consulting Experience – Scope & Complexity

Qualification: As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organizational complexity in the field of DEI consulting, which includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

While DWG has been in operation for just under five years, our team members each have more than a decade of experience providing comprehensive DEI consulting services, continually growing our scope, responsibilities, and expertise in complex organizational settings. Our collective experience is grounded in the leadership of our principal consultants and reinforced by our firm's engagements across industries and regions.

Our lead engagement partner, Pam Jeffords (she/her), has been at the forefront of DEI consulting since 2012, beginning with her leadership in the When Women Thrive, Businesses Thrive global research from Mercer. This landmark project assessed diversity metrics across global financial institutions and developed actionable frameworks for inclusive leadership. Pam continued this work as a Partner at PwC, where she led DEI transformation efforts for complex organizations, and brings that methodology to DWG engagements. Her work has been featured in partnership with EDGE Certification and the World Economic Forum, establishing a foundation of rigor and credibility that informs DWG's current approach.

Courtney Jones (she/her) brings over a decade of comprehensive DEI consulting experience with progressively increased scope, responsibility, and organizational complexity. As founder and former CEO of MomSource Network, she built a nationally recognized organization specializing in inclusive workplace cultures through diversity recruiting, enterprise returnship programs, and "trailing spouse" initiatives, partnering with hundreds of organizations before its successful acquisition in 2022. Since 2022, Jones has continued demonstrating her expertise across organizational assessments, strategic planning, program implementation, executive coaching, and company-wide training through her consulting work with DWG clients held by private equity firms.

As a recognized thought leader, Jones combines data-driven assessment tools with strategic planning frameworks to deliver customized DEI programs that consistently produce quantifiable improvements in recruitment diversity, retention rates, and inclusive leadership development. DWG has additional team members whose capabilities and experience will be shared in later parts of the RFP.

Explanation of Minimum Qualifications Certification (continued)

C. Sector-Specific DEI Consulting

Qualification: As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, nonprofit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

DWG has over a decade of experience delivering DEI consulting services with progressively increasing scope and organizational complexity. Our work includes assessing, advising, strategic planning, training, and developing best-practice DEI programs for public, non-profit, and private sector clients, including organizations in investments, healthcare, and construction.

Dr. Patrice M. Palmer (they/them) is a nationally recognized leader in diversity, equity, inclusion, and organizational belonging, with a distinguished career bridging industry, higher education, and workforce development. They currently serve as Assistant Dean for Corporate and Community Engagement in the College of Business at Colorado State University, where they design strategic initiatives that enhance student engagement, experiential learning, and organizational effectiveness. Dr. Palmer has held key leadership roles, including Director of JEDI Initiatives and Assistant Dean of Social and Cultural Inclusion, and previously served as the Diversity & Inclusion Specialist for the 4th largest craft brewery in North America, where they implemented inclusive workplace strategies and launched two employee resource groups.

An expert in leadership development, workplace learning, and performance strategy, Dr. Palmer's research focuses on identity, belonging, and equitable systems. Their doctoral research on effective Business Resource Groups has been adopted by numerous public and private institutions. Beyond academia, Dr. Palmer is a Senior Consultant with DiversityWorks Group and serves as Chief Instructional Designer where they advise companies on workforce readiness, leadership training, and employee engagement. Named a North American Racial Equity Expert by LinkedIn in 2022 and recognized as a LinkedIn Top Voice, they hold a Doctor of Education in Learning and Organizational Change from Baylor University and a Master's in Social Justice from Marygrove College.

Blake Mitchell (they/he) is a Senior Consultant with DWG who currently leads our engagement with Clayton, Dubilier & Rice (CD&R), a global private equity investment firm. Blake coaches equity partners on inclusive behaviors and delivers scenario-based learning to staff across CD&R's and their portfolio companies. With extensive practical knowledge of applying DEI in business, Blake guides clients through tailored strategies, fostering engagement at all stages of their DEI journey.

Prior to consulting, Blake spent over eight years at Google managing global teams in Diversity, Equity and Inclusion, Learning and Development, and Talent functions, working with YouTube, Google Cloud, and Google Marketing. Their work focused on equitable HR processes, inclusive hiring, leadership coaching, and advancing DEI goals. Beyond corporate experience, Blake has led LGBTQ+ outreach for Stacey Abrams' gubernatorial campaign and supports LGBTQ+ youth through leadership roles with Brave Trails. Blake's non-judgmental approach fosters psychological safety, encouraging open dialogue and empowering leaders and employees to identify barriers and develop actionable solutions for more inclusive workplaces. Their proven ability to design and facilitate experiential learning for leaders navigating complex governance structures is directly relevant to supporting CalPERS' board, executives, and staff in advancing DEI aligned with fiduciary responsibilities.

Explanation of Minimum Qualifications Certification (continued)

C. Sector-Specific DEI Consulting

In addition to our team's qualifications, DWG brings robust sector-specific experience through engagements with leading organizations. For over two years, DWG has supported a global healthcare company with a mission to improve everyday health for women worldwide. Our work has included developing learning strategies for global employees supporting patient programs and delivering impactful medicines. We reviewed talent practices to ensure diverse candidate pipelines globally and aligned DEI efforts with their mission and global talent strategy. We worked across multiple international locations to ensure their DEI strategies supported equity in women's health and the company's innovation, access, and impact goals. While our experience does not include direct engagement with pension health plans, our work with this client demonstrates our capability to integrate DEI strategies into global healthcare initiatives, improving access and equity—experience we can adapt to support CalPERS' health equity goals for members.

Another example is BrandSafway, a 40,000-person private sector construction and infrastructure services company. We have supported BrandSafway for over five years across 30 countries, providing services including DEI strategic planning, engagement survey design and analysis, feedback frameworks, performance management process redesign, and creation of learning and development programs to promote conscious inclusion. We have also supported them through executive transitions and continue to align DEI to evolving leadership, workforce, and business strategy needs.

DWG also brings direct experience advising within the investments field. Pam Jeffords previously worked with Northwestern Mutual during her tenure as a Partner at Mercer, building a trusted relationship with the company's senior leadership while supporting DEI strategies and workforce culture initiatives. When Northwestern Mutual announced a new CEO in 2024, he proactively sought out DWG to guide the leadership transition, recognizing our ability to ensure the organization's values and leadership behaviors aligned with their vision for a future-ready, inclusive workforce.

Additionally, we have partnered with Clayton, Dubilier & Rice (CD&R), a global private equity investment firm, since 2020, providing DEI consulting for several of their portfolio companies. Many of these portfolio companies fully outsource their DEI efforts to DWG, engaging us to design and implement comprehensive strategies. Our work includes administering employee engagement surveys and analyses, reviewing talent practices to enhance hiring and developing a diverse workforce, coaching equity partners on inclusive behaviors, and delivering scenario-based learning to staff—strengthening DEI understanding and commitment across their organizations. We have also developed podcast series for portfolio company leaders to model transparency, authenticity, and effective communication, as well as external recruitment campaigns to attract and engage diverse talent.

DWG, supported by Dr. Palmer, Blake Mitchell, and our broader team, meets and exceeds the qualification requirement with extensive experience advising public, non-profit, and private sector organizations—including those in investments and healthcare—on culture, talent management, and internal and external business practices. Our team also has experience advising clients on supplier diversity strategies, helping them build inclusive procurement programs that expand opportunities for diverse suppliers and align purchasing practices with organizational DEI commitments.

Explanation of Minimum Qualifications Certification (continued)

D. Board-Level DEI Consulting Experience

Qualification: As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Pam Jeffords, our proposed Engagement Leader, has over 20 years of experience consulting with corporate boards and pension fund boards. During her tenure as an engagement partner at Mercer—a globally respected pension fund consultant and administrator—Pam was actively involved in conversations with pension fund boards and fiduciaries, specifically advising on DEI strategies related to workforce sustainability, inclusive leadership, and organizational culture. Her work did not include actuarial or investment consulting services, which are separate lines of Mercer's offerings.

Pam also led alignment sessions for CD&R and its portfolio companies' boards and provided learning and development programs for boards on inclusive leadership and measurable DEI behaviors. She has delivered board-level DEI dashboards, facilitated workshops on setting DEI goals, and developed accountability frameworks linking DEI progress to organizational strategy and financial outcomes. Pam is a member and has served as a keynote speaker at accreditation training sessions for the National Association of Corporate Directors (NACD), where she speaks on the intersection of DEI, corporate governance, and long-term value creation.

Dr. Patrice M. Palmer provides leadership development and strategic training for the College of Business Global Leadership Council (GLC), the College's advisory board that functions as its board of directors and supports the Dean's vision. They lead the Council's JEDI Workgroup, guiding strategic initiatives that align with best practices to advance inclusion and support the College's continued growth and global relevance. Dr. Palmer has also worked with the Board of Directors for the United Way of Larimer County, delivering trainings that strengthen DEI strategies and build momentum for expanding services to marginalized and minoritized communities across the region.

Pam's extensive experience advising corporate and pension fund boards within the past five years, combined with Dr. Palmer's board advisory experience fully satisfies the RFP's key personnel qualification requirement.

Explanation of Minimum Qualifications Certification (continued)

E. Current Client Relationship

Qualification: As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

DWG actively serves publicly traded and corporate clients across industries. While we do not currently have a public pension fund client, many of our existing clients face governance needs similar to those of pension boards, including aligning fiduciary responsibilities with workforce strategies, ensuring long-term sustainability, and advancing inclusive practices at the leadership and board levels.

In the last 12 months, we have conducted extensive DEI, culture transformation, and inclusive leadership learning projects with 14 distinct corporate clients, three public institutions, and four non-profits. Across these engagements, we are working with our clients on issues such as:

- **DEI and board diversity mandates:** helping boards and senior leadership teams set measurable diversity expectations and align them with organizational goals.
- **Enhanced transparency and accountability:** supporting organizations in developing DEI dashboards, public commitments, and progress reporting frameworks.
- **Human capital risk:** advising on how talent diversity, culture, and leadership behaviors impact organizational resilience and long-term value.
- **Succession planning:** collaborating with clients to ensure inclusive and equitable approaches to leadership transitions and talent pipelines.
- **Supplier diversity:** supporting organizations in developing supplier diversity initiatives that expand opportunities for underrepresented vendors, strengthen supplier relationships, and align procurement practices with DEI goals.

Attachment B - E

B: Proposal/Proposer Certification Sheet

C: California Taxpayer and Shareholder Protection Act Declaration

D: Contracting Act Declarations

E: CalPERS Contract-Related Disclosure Form

Attachment B: Proposal/Proposer Certification Sheet

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment B
Page 1 of 2

PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: DiversityWorks Group, LLC

Contact Name and Title: Pam Jeffords, Sr. Partner

Address: 21242 E Saddle Rock Lane, Aurora, CO 80016

Phone Number: 303.638.6480

Fax Number: N/A

E-Mail Address: Pam@Diversityworksgroup.com

2. Indicate your organization type:

- ☐ Limited Liability Company
- ☐ Partnership
- ☐ Joint Venture (If checked, attach required documentation. See "Exhibit 1")
- ☒ Limited Liability Corporation
- ☐ Corporation (Corporation Number _____)
- ☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 85-3894658

4. California Corporation Number: n/a

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

- | | | |
|---|------------------------------|--|
| a. California Small Business | Yes ☐ | No ☒ |
| b. Disabled Veteran Business Enterprise | Yes ☐ | No ☒ |
| c. California Micro Business | Yes ☐ | No ☒ |

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

Attachment B: Proposal/Proposer Certification Sheet

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment B

Page 2 of 2

7. Does your Proposal contain Proprietary Information?

Yes ☐ No ☒ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 48 (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Pamela Jeffords, Sr. Partner

Address: 21242 E Saddle Rock Lane, Aurora, CO 80016

Phone Number: 303.638.6480

Fax Number: N/A

E-Mail Address: Pam@Diversityworksgroup.com

The name of the company officer authorized to sign this contract is:

Name and Title: Pamela Jeffords, Sr. Partner

Address: 21242 E Saddle Rock Lane, Aurora, CO 80016

Phone Number: 303.638.6480

Fax Number: N/A

E-Mail Address: Pam@Diversityworksgroup.com

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature

6/28/2025

Date

Pamela Jeffords, Sr. Partner

Name and Title (Please Print)

Attachment C: California Taxpayer and Shareholder Protection Act Declaration

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment C
Page 1 of 1



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name DiversityWorks Group, LLC

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

A handwritten signature in black ink, appearing to read "P. Jeffords", written over a horizontal line.

Authorized Signature

6/29/2025

Date

Pamela Jeffords, Sr. Partner

Name and Title (Please Print)

Attachment D: Contracting Act Declarations

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment D
Page 1 of 3



California Public Employees' Retirement System Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☐ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☒ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

Attachment D: Contracting Act Declarations

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment D

Page 2 of 3

public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Public of the Congo or an "adjoining country" (see 15 U.S.C.A. § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

Attachment D: Contracting Act Declarations

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment D

Page 3 of 3

- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.



Authorized Signature

Pamela Jeffords, Sr. Partner
Name and Title (Please Print)

6/29/2025

Date

DiversityWorks Group, LLC
Firm Name (Please Print)

Attachment E: CalPERS Contract-Related Disclosure Form

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment E
Page 1 of 3



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.
Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number:

RFP No. 2024-9420

b. Proposer or Contractor Name:

DiversityWorks Group, LLC

c. Name of Individual Authorized to bind the Proposer or Contractor:

Pamela Jeffords

d. Contact Person (if different than above):

e. E-mail Address:

pam@diversityworksgroup.com

f. Phone No:

303.638.6480

g. Name of CalPERS Contact (if applicable):

Attachment E: CalPERS Contract-Related Disclosure Form

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment E

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Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.
3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

Attachment E: CalPERS Contract-Related Disclosure Form

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment E

Page 3 of 3

4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.
5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

None.

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.



Authorized Signature

6/29/2025

Date

Pamela S. Jeffords, Sr. Partner
Name and Title



Attachment F

Proposal Questionnaire

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment F: Proposal Questionnaire

Proposal Questionnaire Responses

The following section includes our firm's response to the Proposal Questionnaire as outlined in Section V of the Request for Proposal (RFP No. 2024-9420). We understand that all questions must be restated in full prior to each corresponding response and that submissions must not exceed twenty (20) pages in total. In accordance with these guidelines, we have provided clear, concise answers in the order the prompts are listed.

We begin with our documentation regarding compliance with Revised Section 508 standards, followed by responses to all remaining questions.

Accessibility and Revised Section 508 Compliance

Our firm is committed to supporting CalPERS' accessibility requirements by ensuring that all deliverables, including electronic content, comply with the Revised Section 508 standards of the Rehabilitation Act. We have established internal procedures to integrate accessibility considerations throughout the development and delivery process. Our approach includes the following:

Design Phase Considerations:

We consider accessibility requirements at the start of each project. Our team reviews applicable Information and Communication Technology (ICT) Standards and relevant Web Content Accessibility Guidelines (WCAG) 2.0 AA success criteria to inform the design of all electronic deliverables. 

Accessibility Validation Process:

Prior to delivery, electronic content undergoes automated testing using industry-standard accessibility evaluation tools such as Microsoft's Accessibility Checker and Adobe Acrobat Pro Accessibility Checker to identify issues related to headings, color contrast, alternative text, form labels, and other key criteria. In addition, manual testing is performed for interactive elements and content structure using screen readers, such as NVDA, to evaluate keyboard navigation and assistive technology compatibility.

Quality Assurance and Sign-Off:

Identified accessibility issues are remediated before final delivery. A member of our team trained in digital accessibility performs a final review to confirm conformance with Revised Section 508 standards. Only after successful validation does the deliverable receive approval for submission to CalPERS.

Documentation and Reporting:

Upon request, we are prepared to provide Accessibility Conformance Reports (ACRs) using the current Voluntary Product Accessibility Template (VPAT) published by the Information Technology Industry Council (ITIC) for each relevant ICT deliverable.

Through these procedures, we aim to ensure our deliverables are accessible to all users, including individuals with disabilities, and fully support CalPERS' commitment to accessibility and inclusion.

A. ORGANIZATION and BACKGROUND (Pass/Fail)

01 Name of your organization.
DiversityWorks Group, LLC

Legal Structure: Limited Liability Company (LLC)
Duns Number: 130906818
SAM.gov Registration number: KRSZQLP89H86)

02 Location of headquarters. 21242 E Saddle Rock Lane, Aurora, Colorado

03 Location and address of branch which would provide services under this contract. Services under this contract will be provided by a fully virtual team, with staff operating remotely from Colorado, Tennessee, Georgia, and Texas. We do not maintain a centralized physical branch office, as our structure allows for efficient, distributed service delivery tailored to client needs. Should a physical address for each consultant be required for contractual or administrative purposes, we are happy to provide one upon request.

05 Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe. No, there have been no substantial changes to the organization's ownership, corporate officers, or principal business in the past five years. The business was initially incorporated as Pamela Jeffords Consulting as a placeholder during formation. The legal name was later formally updated to DiversityWorks Group, LLC, as recognized by both the State of Colorado and the IRS. This name change reflects the company's established brand and focus but did not involve any changes to ownership, leadership, or core business activities.

04 Number of years your organization has been in business. Four years and eight months as of the RFP release date.

06 Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm.

Mission Statement and Principal Business Focus

Mission Statement: Sparking Inspiration and Action - DiversityWorks Group is a woman-owned consulting firm that supports leaders who have consciously decided to address inequities in their workforce and among those they support and serve.

Principal Business Activities:

Our organization provides diversity, equity, and inclusion consulting services to organizational leaders. Our approach leverages proprietary methodologies combined with the unique experiences of our team to deliver comprehensive DEI solutions.

Core Values and Operating Principles

Our Commitments:

- Love our families and enjoy our work, striving for the right balance that brings us maximum joy.
- Value transparency through honest and thoughtful communication with clients and team members.
- Maintain trust in ourselves, each other, and our clients.
- Recognize and embrace the vulnerability that trust requires.
- Act authentically and with integrity, regardless of challenges faced.

Our Philosophy

We value the lessons learned from failure and acknowledge that we are not flawless. We will make mistakes and learn from them. We welcome constructive and honest feedback as well as dialogue about our behaviors as we strive to incorporate them into our professional and personal lives. We listen well and invite stakeholders to share feedback about our values and operations.

Our Standards:

- We go beyond simple tolerance, as tolerance comes with conditions and doesn't advance our mission sufficiently.
- We strive for empathy and understanding rather than merely offering respect.
- We avoid condescension, recognizing that our team members are continuously learning and living experiences that teach humility and compassion
- We do not actively exclude or intentionally offend; when we make mistakes, we seek understanding while learning and growing.

A. ORGANIZATION and BACKGROUND (Pass/Fail)

OFFICE OF THE SECRETARY OF STATE OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

DiversityWorks Group, LLC

is a

Limited Liability Company

formed or registered on 11/15/2020 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20201977072 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 06/26/2025 that have been posted, and by documents delivered to this office electronically through 06/29/2025 @ 16:52:38 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 06/29/2025 @ 16:52:38 in accordance with applicable law. This certificate is assigned Confirmation Number 17447725 .



Secretary of State of the State of Colorado

*****End of Certificate*****

Notice: A certificate issued electronically from the Colorado Secretary of State's website is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's website, <https://www.coloradosos.gov/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

A. ORGANIZATION and BACKGROUND (Pass/Fail)

Response to Mission Statement / Principal Business Focus Requirement:

Our Articles of Incorporation, as filed with the federal and state governments, do not include a detailed statement of our core services, as they only authorize the company to engage in lawful business activities. To satisfy this requirement, we have included a printout of our corporate website, which clearly demonstrates our primary focus on providing Diversity, Equity, and Inclusion (DEI) consulting services.

<https://diversityworksgroup.com/services/>

[Our Solutions](#)

Diversity, Equity, and Inclusion Transformation

Practical solutions that directly support your talent and business strategies.

Talent Representation	Organizational Readiness	Human Capital Practices	Practical Solutions
Baseline	Assessment	Review	Roadmap
Our Diversity Explorer tool visualizes how talent moves in, up, and out of the organization. This proprietary tool creates a baseline of the diversity of your workforce, including "alternate scenarios" to quickly model the impact of changes to develop realistic goal setting.	Leveraging virtual focus groups, we evaluate the current state of readiness of your employees, leaders, people managers and human resources for DEI transformation. Artificial intelligence saves weeks of analysis and provides immediate insights and in-the-moment analysis, to crowdsource ideas and solutions. See more here	Evaluation of talent practices to uncover hidden bias and determine if you have the systems, policies and programs to support and sustain an effective DEI plan. Includes a review of the current resources deployed or available to create extended learning experiences that will reinforce the desired inclusive behaviors.	Practical recommendations and suggested KPIs that are co-created with your leaders and tied to very clear business and talent impacts. These solutions will directly address any gaps in employee experience or the under representation of any demographic group.

Documentation Note

As a Limited Liability Company, DiversityWorks Group, LLC operates under its Articles of Organization filed with the state of incorporation and its Operating Agreement. These foundational documents, along with this mission statement, define our organizational structure, purpose, and operational framework.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (Pass/Fail)

Please provide a summary of the services that your firm provided in the service categories below, in one or multiple of the following business sector(s); public, private, and/or non-profit; in which the work was performed. Clearly explain your experience in all business sector(s) for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices

DWG provides strategic DEI advisory services to clients across sectors, including private equity firms (e.g., CD&R), large multinational manufacturers, global pharmaceutical companies, state universities, and municipal government agencies. Our work encompasses integrating Diversity, Equity, and Inclusion (DEI) into talent strategy, organizational culture, supplier engagement, and customer experience. We advise leadership teams on aligning DEI strategy with business goals, ESG frameworks, and legal obligations.

In the private sector, our engagements include providing DEI consulting to CD&R's portfolio companies, where we design and implement comprehensive DEI strategies, coach equity partners on inclusive behaviors, deliver scenario-based learning to staff, and develop recruitment campaigns to attract diverse talent. We also supported Northwestern Mutual during their recent CEO transition, advising on aligning leadership behaviors with DEI goals to strengthen cultural alignment during a critical period.

In the public sector, we have advised large public universities on embedding DEI best practices into HR processes, faculty and staff development, and student engagement strategies. Our team's experience includes Dr. Patrice Palmer's leadership in higher education as Assistant Dean for Corporate and Community Engagement at Colorado State University, where they design initiatives to enhance organizational culture, student belonging, and inclusive learning environments. Additionally, we have consulted with municipal government agencies on DEI assessments and strategies to better serve diverse communities.

In the non-profit sector, our work spans advising mission-driven organizations and community-focused nonprofits. For example, Blake Mitchell has developed programs and expanded operations for Brave Trails, an LGBTQ+ nonprofit leadership camp, helping queer youth build leadership skills and find community. Blake has also worked with cause-based organizations such as Showing Up for Racial Justice (SURJ), The Trevor Project, and AIDS/LifeCycle, providing experience in advancing DEI goals in volunteer-driven, mission-oriented contexts.

Our advisory services across these sectors include developing DEI dashboards and accountability frameworks; supporting organizations with succession planning and inclusive leadership transitions; designing supplier diversity initiatives; and delivering customized learning solutions such as podcasts, experiential workshops, and leadership coaching to foster transparency, authenticity, and psychological safety.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (Pass/Fail)

2. Providing education and training on DEI matters to Boards of Trustees

DWG has extensive experience leading inclusive leadership development, education, and strategic alignment sessions for boards of trustees in the corporate, private equity, and non-profit sectors. Our engagements help boards understand the critical link between DEI, organizational culture, fiduciary responsibilities, and long-term performance.

Engagement Partner Pam Jeffords has facilitated DEI-focused workshops and executive sessions for boards of directors, including private equity-backed companies and large corporations. Pam has also served as a keynote speaker at National Association of Corporate Directors (NACD) accreditation training sessions, delivering content on embedding DEI into governance frameworks, aligning DEI metrics with ESG objectives, and setting measurable diversity expectations at the board level.

In the non-profit sector, we have supported boards of organizations such as World Lacrosse Association, Mile High United Way, Girl Scouts, and NY Foundling by providing DEI assessments, facilitating board discussions on inclusive governance, and conducting workshops on unconscious bias and inclusive decision-making.

Our DEI education for boards is designed to create psychological safety, foster open dialogue, and equip trustees with actionable strategies to champion DEI within their organizations—strengthening alignment between board oversight, organizational culture, and sustainable outcomes.

3. Conducting assessments of established DEI programs and producing reports of findings and recommendations

DWG has extensive experience conducting comprehensive assessments of established DEI programs for organizations across sectors, including higher education institutions, corporate clients, and non-profits. Our approach combines quantitative and qualitative methods—leveraging surveys, interviews, focus groups, and document reviews—to evaluate current DEI strategies, practices, and outcomes.

For example, in our most recent engagement with a large public state university, we assessed DEI programs and practices across multiple campuses, focusing on leadership commitment, organizational culture, workforce demographics, and existing DEI initiatives.

Our work included:

- Conducting stakeholder interviews with senior leaders, faculty, and staff to understand perceptions of DEI progress and barriers.
- Reviewing HR practices, recruitment pipelines, onboarding processes, and advancement opportunities to identify equity gaps.
- Analyzing available workforce demographic data to assess representation at key organizational levels and across departments.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (Pass/Fail)

3. (continued) Conducting assessments of established DEI programs and producing reports of findings and recommendations

- Evaluating the current state of DEI learning programs and communications to determine alignment with institutional goals.
- Benchmarking against industry best practices and peer institutions to contextualize findings.

Following the assessment, we produced a comprehensive report detailing key insights, strengths, and opportunities for improvement. Our recommendations provided actionable next steps, such as updating DEI governance structures, implementing targeted recruitment strategies for underrepresented groups, refining accountability measures for leaders, and enhancing DEI learning programs to support inclusive behaviors across the organization.

This current state analysis and best-practice recommendation process is indicative of other DEI assessments we have completed. In the last five years alone, we have conducted over 25 DEI assessments for clients across sectors, including gap analyses, projections of the future state of DEI if current policies and practices remain unchanged, and comprehensive recommendations outlining a path forward. These projects often include alignment sessions to help leaders build shared understanding and board sessions recommending areas of focus to drive measurable and sustainable DEI progress.

4. Meeting with Boards of Trustees as part of the assessment and information-gathering process

DWG regularly engages with boards of trustees as part of our DEI assessments. These engagements provide critical insights into governance expectations, organizational tone at the top, and opportunities for strategic alignment between DEI initiatives and fiduciary responsibilities.

For example, the Board of Trustees of one of the oldest and largest child welfare organizations in the United States, engaged DWG to conduct a comprehensive DEI assessment. Through this engagement, we worked directly with the Board of Trustees and senior leadership team to evaluate existing DEI practices, assess organizational culture, and identify opportunities to strengthen equity and inclusion across their programs, workforce, and community partnerships. Our work included board interviews, stakeholder focus groups, workforce demographic analysis, and best-practice recommendations tailored to their mission-driven context.

Additionally, our board engagements often include facilitated discussions designed to surface candid perspectives on organizational culture, power dynamics, and barriers to inclusion that might not emerge through staff interviews alone. By engaging trustees early in the assessment process, we ensure recommendations account for both fiduciary duties and the unique challenges boards face in leading sustainable DEI progress.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (continued...)

5. Meeting with executive leadership as part of the assessment and information-gathering process

Confidential 1:1 interviews with executive leadership are a foundational element of DWG's methodology. In every engagement, we meet with CEOs, CHROs, COOs, CFOs, and other senior leaders to gather candid insights about organizational culture, DEI priorities, and perceived barriers to progress. These interviews help us assess leadership tone, readiness for change, and alignment on goals—critical factors in developing actionable recommendations.

In addition to individual interviews, we often facilitate virtual focus groups with executive teams using platforms like Remesh.ai, which allow us to gather anonymous, real-time input from leaders. This approach enables executives to share honest perspectives without fear of attribution, creating a richer understanding of organizational dynamics and uncovering misalignments or unspoken challenges.

Meeting with executive leadership is a step in every project we undertake, regardless of sector or organization size. In most engagements, the CEO or Board of Directors is the party that brings DWG in, establishing a strong relationship with senior decision-makers from the outset. We maintain that connection throughout the project to ensure recommendations are not only informed by leadership perspectives but also have the executive sponsorship necessary for successful implementation.

These leadership engagements often extend beyond the assessment phase to include alignment sessions, where we share findings, facilitate discussion on priorities, and build consensus on the path forward—helping organizations bridge the gap between strategy and sustainable cultural change.

6. Preparing an action plan aligned to organizational core values and assessment findings

Following each assessment, DWG delivers a tailored action plan that links findings directly to the client's core values, mission, and strategic goals. Our plans are developed collaboratively with stakeholders to ensure ownership and practical feasibility, and they include prioritized actions with clear timelines, assignment of responsibilities, and defined success metrics to track progress over time.

These action plans translate assessment insights into detailed recommendations that address organizational culture, talent management, leadership behaviors, and operational processes. Our work often involves creating frameworks for inclusive leadership, updating recruitment and advancement practices, developing DEI dashboards for transparency, and building learning strategies that embed inclusive behaviors into daily operations.

Through this process, we help clients translate cultural aspirations into actionable behavioral frameworks that drive alignment, transformation, and sustainable progress.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (continued...)

7. Conducting DEI best practices research and providing analysis and reports

DWG designs and leads DEI benchmarking studies across sectors, delivering research-driven insights that inform actionable strategies. Our team brings extensive experience conducting rigorous DEI research for global, national, and industry-specific audiences.

Pam Jeffords contributed to the landmark When Women Thrive research at Mercer, conducted in partnership with the World Economic Forum, which benchmarked gender equity practices across industries and developed frameworks for inclusive leadership, pay equity, and advancement. This research has shaped DEI strategies at leading financial institutions and Fortune 500 companies worldwide. Pam also worked with ReFrame, a partnership between Women in Film and Sundance, providing support on research efforts examining diversity both in front of and behind the camera in the entertainment industry. She continues to serve as an advisor to ReFrame, supporting their mission to advance inclusive representation in media.

Dr. Patrice Palmer's doctoral research focused on the effectiveness of Employee Resource Groups (ERGs) as levers for building belonging and equitable systems. Their findings have been adopted by multiple public and private institutions to improve ERG structures, engagement, and outcomes.

In addition to these foundational studies, DWG has completed custom research projects for clients seeking to benchmark promising DEI practices under the changing regulatory and political landscape, including the current administration's evolving stance on DEI. We are currently conducting research into how universities are adapting DEI practices in response to new state and federal dynamics, ensuring our clients receive timely insights relevant to their sectors.

Our data analysis team, which has experience working for firms like Kincentric, Aon, Mercer, and PwC, brings deep expertise in workforce analytics and DEI measurement. Our lead researcher, Maneesh Shewaramani, holds a degree in Applied Business Analytics from MIT, ensuring our research design, quantitative analysis, and reporting meet the highest standards of rigor and relevance.

Blake Mitchell has also contributed to DEI benchmarking efforts, including global research projects during their tenure at Google in Singapore and Australia, and through DEI data analysis and strategy development during Google's 2021 return-to-office planning.

We consistently translate benchmarking data into actionable strategies and tailored recommendations for our clients, helping them close gaps, adopt promising practices, and set measurable goals to drive sustainable DEI progress.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (continued...)

8. Advising on best practices in procurement

DWG has advised private sector clients—particularly those with government contracts—on developing inclusive procurement strategies and building robust supplier diversity programs. Our services include engaging diverse vendors, and creating dashboards to track impact. We help organizations align supplier diversity efforts with overall business and DEI strategies.

For example, DWG assisted a California global technology company, in developing a baseline assessment of their supplier diversity practices to inform a comprehensive Global Supplier Diversity Program. The goal was to provide clear visibility into opportunities for expanding engagement with diverse suppliers, using industry benchmarks as a comparison point. Given the global scope, the assessment covered diversity categories relevant both in the U.S. and internationally, including small and medium-sized businesses, women-, minority-, indigenous-, LGBTQ+-, and veteran-owned businesses, as well as disadvantaged, immigrant-owned, and HUBZone-certified vendors.

Our process began with a survey of approximately 1,087 vendors, designed as a cost-effective alternative to contracting with multiple supplier diversity databases. We hosted the survey, collected responses, and proactively followed up with non-responsive vendors to achieve responses covering 80% of the client's global spend. NetSuite was leveraged as the central data repository to ensure consistency and integration with existing systems.

Key activities and deliverables included:

- Designing survey questions to capture critical information, such as vendor diversity certifications, the presence of vendors' own supplier diversity programs, and representation within vendor leadership and workforce demographics.
- Drafting internal communication materials to prepare client colleagues for inquiries from vendors.
- Creating a comprehensive vendor database enabling spend analysis by vendor, product or service, and procuring department.
- Building the survey in a client-branded template and crafting external communications announcing the effort to vendors.
- Providing a dedicated project manager to support vendor questions and maximize participation.
- Conducting direct outreach, using a pre-approved script, to the top 450 vendors to secure responses.
- Analyzing collected data and delivering a baseline assessment and gap analysis comparing the client's supplier diversity standing with industry benchmarks.

This approach resulted in a clear, actionable roadmap for the client to build a more inclusive, equitable, and strategically aligned supplier diversity program.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (continued...)

9. Advising on best practices in hiring

DWG supports clients in building equitable, inclusive hiring practices that align with their DEI and talent management goals. Our approach starts with a comprehensive audit of existing hiring processes—from job design to onboarding—to identify systemic barriers and moments where bias can influence outcomes. We work closely with clients to ensure hiring practices attract and engage diverse talent pools, improve candidate experiences, and promote fairness at every stage of the talent acquisition journey.

Our typical engagements include analyzing applicant tracking data, job posting language, outreach strategies, interview protocols, and selection processes to uncover gaps and inequities. We conduct stakeholder interviews with hiring managers, HR partners, and leaders to gather insights on current pain points and DEI-related challenges in attracting and hiring diverse candidates.

Our team of data scientists uses tools like our proprietary *Diversity Explorer*, which combines applicant tracking data with workforce analytics to pinpoint stages of the hiring funnel where underrepresented candidates may disproportionately drop off or experience delays in develop opportunities. This analysis identifies patterns of structural obstacles in areas such as:

- Outreach and sourcing strategies
- Job description language and requirements
- Screening and selection criteria
- Interview processes, including panel diversity and standardization
- Decision-making and offer stages
- Onboarding processes and early employee experience

Informed by these insights, DWG develops actionable recommendations, including:

- Redesigning job descriptions to use inclusive, bias-free language and realistic requirements.
- Updating recruitment strategies to engage more diverse candidate pipelines through partnerships with organizations serving underrepresented talent.
- Designing and delivering customized training for recruiters, HR teams, and hiring managers on effective interviewing, inclusive candidate evaluation, and mitigating the impact of unconscious bias.
- Implementing structured, standardized interview processes with behavior-based questions aligned to organizational core values.
- Developing dashboards to track outcomes providing transparency and accountability to leadership and teams.

Our work helps clients move beyond compliance to build hiring practices that support sustainable, measurable improvements in workforce diversity, equity, and inclusion. By aligning hiring strategies with long-term DEI commitments and broader organizational priorities, we help create talent pipelines that reflect the communities clients serve and strengthen culture, engagement, and retention.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (continued...)

10. Advising on Best Practices in Healthcare Delivery Equity and Accessibility

DWG partners with healthcare organizations to identify care disparities, address access barriers, and embed equity into both clinical care and organizational strategy. Our team understands that achieving health equity requires tackling systemic inequities within healthcare delivery models, building cultural competency, and aligning leadership commitment with measurable, sustainable outcomes.

Blake Mitchell has facilitated DEI strategy sessions with senior healthcare executives through The Health Management Academy, a national organization convening leaders of the largest U.S. health systems. In these sessions, Blake led the development of inclusive language and leadership training content for ERG leaders. Additionally, Blake guided executives in thinking through how to embed equity into everything they do, including building strategic roadmaps that embed equity into patient care delivery, engaging frontline staff, and aligning DEI initiatives with clinical operations and population health objectives.

For over two years, DWG has supported a global healthcare company with a mission to improve everyday health for women worldwide. Our work with this client has included:

- Developing learning strategies for global employees to strengthen cultural awareness, inclusive communication, and understanding of health disparities affecting women and marginalized populations.
- Conducting talent practice reviews to ensure diverse candidate pipelines globally, enabling the company to better reflect the populations it serves.
- Aligning DEI efforts with the clients mission to improve health outcomes for women, ensuring that organizational strategies, workforce practices, and patient programs reinforce innovation, access, and equity.
- Partnering with local and regional teams across multiple international locations to adapt DEI strategies to cultural and regulatory contexts, ensuring global consistency while addressing local needs.

Beyond corporate settings, our team members have experience advising on community- based health equity initiatives. Dr. Patrice Palmer has led DEI-focused projects in higher education and workforce development programs that intersect with health equity, addressing social determinants of health and building inclusive approaches to serving diverse communities.

Our approach emphasizes actionable strategies such as:

- Conducting equity audits of clinical and administrative processes to identify disparities in patient experiences and outcomes.
- Providing education on cultural humility and implicit bias to providers and care teams.
- Facilitating executive and board-level discussions to integrate equity goals into healthcare delivery strategy.
- Designing accountability frameworks with metrics to track progress on access, outcomes, and patient satisfaction across diverse populations.

Through this work, DWG helps healthcare organizations operationalize health equity commitments, reduce disparities, and build more accessible, patient-centered care systems.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (continued...)

11. Advising on the inclusion of diversity best practices in the investment industry

DWG advises private equity firms, institutional investors, and ESG leaders on incorporating DEI best practices into investment processes, portfolio oversight, and stakeholder reporting. We help investment organizations and their portfolio companies align DEI strategies with fiduciary responsibilities, ESG commitments, and long-term value creation.

Our first client, five years ago, was Clayton, Dubilier & Rice (CD&R), a global private equity investment firm. Managing Partner Pam Jeffords developed a trusted relationship with CD&R leadership during her tenure at PwC, where she led the firm's Global DEI consulting practice. This relationship provided the foundation for DWG's engagement with CD&R, which has grown substantially over the years and remains strong today..

For CD&R and its portfolio companies, DWG provides a comprehensive range of services, including:

- Defining inclusive leadership expectations for equity partners and senior leaders, ensuring DEI is embedded in portfolio oversight and organizational culture.
- Delivering scenario-based learning and coaching for executives and employees to build inclusive behaviors aligned with stakeholder expectations.
- Conducting demographic analyses to track representation in hiring, promotions, and leadership pipelines across portfolio companies, enabling more effective DEI reporting and measurement.
- Advising on the integration of DEI considerations into investment due diligence processes, helping identify organizational risks and opportunities related to workforce diversity, culture, and inclusion.
- Providing best and promising practice guidance to CD&R's portfolio companies on topics such as equitable hiring, succession planning, employee engagement, supplier diversity, and inclusive leadership development.

Our advisory work ensures that DEI is not treated as a standalone initiative, but rather integrated into investment strategies and ESG programs—supporting both financial returns and long-term sustainability. Through our partnership with CD&R, DWG has demonstrated how aligning DEI with investment priorities creates measurable impact across diverse organizations and industries.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (continued...)

12. Advising on DEI best practices for public sector organizations that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (Proposition 209)

DWG has extensive experience helping organizations—particularly those serving or partnering with public agencies—navigate complex federal and state DEI legal landscapes, including California’s Proposition 209, which prohibits public institutions from considering race, sex, or ethnicity in public employment, education, and contracting. We design DEI strategies that prioritize process equity, inclusive behaviors, and cultural transformation while maintaining full compliance with applicable laws and regulations.

For example, in our recent engagement with a federal aerospace and defense contractor, we conducted a comprehensive Culture Audit to evaluate policies, leadership behaviors, and employee experiences for alignment with federal requirements such as Executive Order 14173, the Federal Acquisition Regulation (FAR), Title VII of the Civil Rights Act, and OFCCP guidelines. Our audit reviewed hiring and promotion pathways, training materials, leadership programs, and workplace communications to ensure they reflected merit-based employment principles, avoiding any practices that could be interpreted as race- or gender-based preferences.

Our approach emphasizes:

- Designing equitable systems that focus on fair, consistent processes and inclusive behaviors rather than quotas or preferential treatment.
- Creating DEI strategies centered on fairness, transparency, and organizational performance, ensuring DEI efforts reinforce—not conflict with—federal and state legal requirements.
- Assessing and adjusting policies, job postings, and internal communications to eliminate language or practices that could expose clients to compliance risks.
- Supporting leadership teams with guidance on articulating DEI commitments that align with core values while maintaining compliance with laws like Proposition 209.
- Providing actionable, legally sound recommendations to build inclusive cultures and equitable opportunities without violating merit-based mandates.

By combining compliance expertise with innovative DEI strategies, DWG helps clients confidently advance inclusion and belonging while adhering to both federal and state regulations. We ensure that DEI initiatives are structured to expand access, reduce bias, and promote opportunity in a legally compliant and strategically aligned way.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES (continued...)

13. Developing communication strategies highlighting the importance of DEI public, private, and non-profit sectors:

DWG partners with clients across sectors to develop comprehensive communication strategies that clearly articulate both the business case and the moral imperative for DEI. We collaborate closely with internal communications teams, HR, and executive leadership to craft compelling narratives that reinforce inclusive values, inspire action, and build shared understanding across the organization.

Our services include designing internal and external campaigns, drafting leader talking points, developing stakeholder engagement plans, and creating toolkits tailored to resonate across diverse identities, generations, and political perspectives. Our team's experience ensures that DEI messaging is not only impactful, but also nuanced and sensitive to complex cultural, organizational, and regulatory contexts.

A core focus of our approach is aligning messaging with inclusive leadership behaviors, helping organizations foster cultures of belonging and psychological safety. For example, our work with White Cap, a leading construction supply company, resulted in the launch of the CapCast podcast series on inclusive behaviors. This innovative communication initiative was recognized by the Public Relations Society of America Georgia Chapter Phoenix winning honorable mention in the Project Award – Podcast category, and the accompanying Inclusive Behaviors Campaign won the Program Award for Most Effective DEI Campaign for Internal Audiences. These recognitions highlight our ability to help clients create engaging, effective, and award-winning DEI communications.

Currently, DWG is supporting a large aerospace and defense contractor in communicating their revised DEI and community engagement strategy, developed in response to recent federal Executive Orders affecting government contractors. As a 100% government contractor, the precision, tone, and legal awareness required for these communications is critical—and our team is helping to ensure messages align with legal requirements, reflect the organization's core values, and resonate with employees, government stakeholders, and the broader community.

Our DEI communication strategies go beyond messaging to create sustainable impact. We help our clients build trust, promote transparency, and reinforce a long-term commitment to diversity, equity, and inclusion.

Closing Summary

DiversityWorks Group (DWG) brings a proven track record of partnering with organizations across the public, private, and non-profit sectors to advance diversity, equity, and inclusion through tailored strategies, actionable insights, and measurable outcomes. Our team's combined experience spans advising boards and executive leadership, conducting rigorous assessments, designing equitable talent and procurement practices, delivering research-driven benchmarking, and developing communication strategies that inspire cultural transformation.

Attachment G, H, I and Exhibits

G: Disabled Veteran Business Enterprise Contract Participation

H: Subcontractors

I: Certification Checklist

Exhibit 1: Joint Venture Submittals
Preference Programs

Attachment G: Disabled Veteran Business Enterprise Contract Participation

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9375
Attachment G, Exhibit 1
Page 1 of 3



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.

This solicitation does not have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

- ☐ **Option A -** I commit to the percent listed below to qualify for the DVBE incentive program.
- ☐ 1% - 1.99%
- ☐ 2% - 2.99%
- ☐ 3% - 3.99%
- ☐ 4% - 4.99%
- ☐ 5% or Over
- ☒ **Option B -** I opt out of participating in the DVBE incentive program.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

Attachment G: Disabled Veteran Business Enterprise Contract Participation

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9375
Attachment G, Exhibit 1
Page 2 of 3

DVBE Company Name:	E-mail (if available):
DVBE Certification Number:	Telephone Number: (XXX) XXX-XXXX
Contact Name:	Fax Number: (XXX) XXX-XXXX
Street Address, City, State and Zip Code:	

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:	E-mail (if available):
DVBE Certification Number:	Telephone Number: (XXX) XXX-XXXX
Contact Name:	Fax Number: (XXX) XXX-XXXX
Street Address, City, State and Zip Code:	

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:	E-mail (if available):
DVBE Certification Number:	Telephone Number: (XXX) XXX-XXXX
Contact Name:	Fax Number: (XXX) XXX-XXXX
Street Address, City, State and Zip Code:	

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

Attachment G: Disabled Veteran Business Enterprise Contract Participation

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9375
Attachment G, Exhibit 1
Page 3 of 3

☐ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE % _____

Contractor Signature

Date Signed

☒ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed

 _____

6/29/2025

Attachment H: Subcontractors

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment H
Page 1 of 1

List of Proposed Subcontractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

- ☒ No subcontractors will be used.
- ☐ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☐ The following subcontractors will be employed and will perform the work or services identified below.
- ☐ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

Attachment I: Certification Checklist

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment I
Page 1 of 3



Required Attachments Certification Checklist Diversity, Equity, and Inclusion Consulting Services Request for Proposal No. 2024-9420

Firm's Name: DiversityWorks Group, LLC

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days.		
b. A statement expressing the Proposer's willingness to perform the services as described in this RFP.		
c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.		
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked "Master Copy" containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked "Reproduction Copy." All pages containing proprietary information should be removed and a cover sheet must be included which provides:	☒ Yes ☐ No	☐ Yes ☐ No
1. the firm's names;		
2. total number of pages; and		
3. identification of all pages removed due to proprietary information.		
Note: Entire proposal may not be marked confidential and proprietary.		
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Small Business certified? ☐ Yes ☒ No		
DVBE certified? ☐ Yes ☒ No		
Micro Business certified? ☐ Yes ☒ No		

Attachment I: Certification Checklist

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment I
Page 2 of 3

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1)	☒ Yes ☐ No	☐ Yes ☐ No
Option A - Meets DVBE Participation? ☐ Yes ☒ No _____ % Claimed		
Option B - DVBE Incentive Claimed? ☐ Yes ☒ No _____ % Claimed		
Option C – Elected no DVBE participation? ☒ Yes ☐ No		
Option D – California Certified Micro Business? ☐ Yes ☒ No		
List of Proposed Subcontractors (Attachment H) ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Non-Small Business Preference Claimed? ☐ Yes ☒ No		
Required Attachments Certification Checklist (Attachment I)	☒ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☐ Yes ☒ No Non-Small Business Preference claimed? ☐ Yes ☒ No Target Area Contract Preference Act claimed? ☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as "FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by [YOUR COMPANY NAME]."	☒ Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☒ No

Attachment I: Certification Checklist

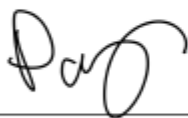
California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 3 of 3

Comments:



Signature of CalPERS Reviewer

6/29/2025

Date

Exhibit 1: Joint Venture Submittals Preference Programs

We will not be utilizing subcontractors for this engagement, as our team possesses the full capabilities and expertise required to successfully deliver this project in-house.

Our firm is not requesting consideration under any of the State of California's preference programs, including the Small Business Preference or the Target Area Contract Preference Act. We acknowledge the availability of these programs but confirm that we are submitting our proposal without preference points, as we have the capacity to deliver the project independently and do not meet the eligibility criteria for these programs.

DIVERSITYWORKS GROUP

SPARKING INSPIRATION AND ACTION



DiversityWorks Group is a woman-owned consulting firm supporting leaders that have consciously decided to address inequities in their workforce and amongst those they support and serve.

What are we known for?

Powerful visualizations that reveal the moments in which systemic or individual bias might be occurring

Psychologically safe environments to spark real and lasting change

Platforms to crowdsource ideas and solutions directly from your employees, customers, or recipients of service

REPRO COPY

Name of Consultant - Domain Experts Corporation

Total Number of Pages - 31 Pages

CONFIDENTIAL PAGES REMOVED

Attachment	From	To	Total Removed
Att A1	Page 7	Page 9	3 pages
Att F	Page 21	Page 29	9 pages
Total Confidential			12 Pages

Domain Experts Corporation (DEC)

Enabling Customer Success™

Title	DEC Response to RFP No. 2024-9420 Diversity, Equity, and Inclusion Consulting Services
Due Date	Jun 30, 2025
Submitted by	Domain Experts Corporation 2530 Berryessa Road # 273, San Jose, CA 95132 T – 408-748-1800 E – contact@domain-experts.net
Document Type	Repro Copy – Technical Submission
Validity	180 days from due date of Jun 30, 2025

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1. Cover Letter

June 28, 2025

Contracts Officer
California Public Employees' Retirement System
Request for Proposal No. 2024-9420
ossd_contractsadmin@calpers.ca.gov

Sub: DEC Bid for RFP 2024-9420 – Diversity, Equity, Inclusion Consulting services

Dear Sir,

Domain Experts Corporation (DEC) is interested in working with CalPERS on the Diversity, Equity, and Inclusion consulting project.

DEC brings some unique differentiators for the project.

1. Domain Experts Corporation brings a deep understanding of Diversity, Equity, and Inclusion (DEI).

While other companies talk about DEI, Diversity is in our very DNA! DEC is a diversity certified company, (small business, woman owned business, minority owned business and DBE) with a team comprised of diverse people (women, minorities, people of color, LGBT), Domain Experts Corporation is an ideal choice for this project. Equal opportunity and respect for diversity is part of our being and is a hallmark of all our work for our customers.

2. DEC brings strong experience in Diversity, Equity, and Inclusion Consulting. Our principals have worked across the board in Diversity consulting and bring experience across the five Pillars of the DEI framework mentioned by CalPERS – Culture, Talent Management, Health Equity, Supplier Diversity, and Investments
3. DEC has worked on Diversity projects across various industries – Financial Services, Healthcare, Public Agencies, State agencies, Private Sector, and Fortune 500 Corporations
4. DEC is a part of various diversity networks (woman owned business, minority owned business, DBE, small business) and we are actively involved in diversity initiatives, Outreach , Regulatory , Legislation and other key areas in Diversity .With our association with these organizations, we are in the forefront of various aspects of Diversity from Supplier Diversity to Health Equity , Diversity Recruitment and Talent Management to working with organizations on Employee Engagement and Organization culture .

5. We understand the rich diversity of the State of California and have been able to weave the various pillars mentioned by CalPERS into our projects for customers. We are providing more details in our Bid Proposal
6. Domain Experts Corporation has also worked for the past several years with CalPERS on multiple projects. These include Executive Searches, Enterprise-wide Cost Allocation which touched all divisions of CalPERS, INVO office benchmarking, Incentive Metrics Validation, and other projects. We have spent time with various divisions and bring a strong understanding of CalPERS culture and its strong positioning.

As mentioned in the RFP, we confirm:

- a. Our Proposal is a firm and irrevocable offer for 180 days.
- b. Domain Experts Corporation is willing and able to perform the services as described in this RFP.
- c. Domain Experts Corporation has the staff and other required resources for performing all services and providing all deliverables as described in this RFP.

We look forward to an opportunity to work with CalPERS on the Diversity, Equity and Consulting Program

Sincerely

A handwritten signature in blue ink, appearing to read "Veena Ramachandran", is positioned above the typed name.

Veena Ramachandran
CEO
Domain Experts Corporation
Tel: (408) 480 9771
veena@domain-experts.net

2. Attachment A – Minimum Qualifications Certification

California Public Employees' Retirement System

Diversity, Equity, and Inclusion Consulting Services

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Domain Experts Corporation has been in business for 15 years.

- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Yes, Please see Attachment A-1 enclosed with this document

- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Yes. Please See Attachment A-1 enclosed

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Yes, Please see Attachment A-1 enclosed

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

Yes. Please see Attachment A-1 enclosed

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.

A handwritten signature in blue ink, appearing to read "V. Ramachandran", is written over a light blue circular stamp.

Authorized Signature

Domain Experts Corporation

Name of Firm

Veena Ramachandran - CEO

Name and Title (Please Print)

4. Attachment B - PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: Domain Experts Corporation

Contact Name and Title: Veena Ramachandran

Address: 2530 Berryessa Road, #273, San Jose, CA 95111

Phone Number: 408-748-1800

Fax Number: 415-798-2709

E-Mail Address: veena@domain-experts.net

2. Indicate your organization type:

- ☐ Limited Liability Company
- ☐ Partnership
- ☐ Joint Venture (If checked, attach required documentation. See "Exhibit 1")
- ☐ Limited Liability Corporation
- ☒ Corporation (Corporation Number C-3424282)
- ☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 453833146

4. California Corporation Number: C-3424282

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

- | | | | | |
|---|-----|-------------------------------------|----|-------------------------------------|
| a. California Small Business | Yes | ☒ | No | ☐ |
| b. Disabled Veteran Business Enterprise | Yes | ☐ | No | ☒ |
| c. California Micro Business | Yes | ☒ | No | ☐ |

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

7. Does your Proposal contain Proprietary Information?

Yes ☒ No ☐ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 31 (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Veena Ramachandran, President & CEO

Address: 2530, Berryessa Road, #273, San Jose, CA 95132

Phone Number: 408-748-1800

Fax Number: 415-798-2709

E-Mail Address: veena@domain-experts.net

The name of the company officer authorized to sign this contract is:

Name and Title: Veena Ramachandran, President & CEO

Address: 2530, Berryessa Road, #273, San Jose, CA 95132

Phone Number: 408-748-1800

Fax Number: 415-798-2709

E-Mail Address: veena@domain-experts.net

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature

Date: June 28, 2025

Veena Ramachandran, CEO
Name and Title (Please Print)

Printed on: 3/10/2025 4:30:02 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 1737229

Legal Business Name:

DOMAIN EXPERTS CORPORATION

Doing Business As (DBA) Name 1:

DOMAIN EXPERTS CORPORATION

Doing Business As (DBA) Name 2:

Address:

2530 Berryessa Road, # 273
San Jose
CA 95132

Email Address:

veena@domain-experts.net

Business Web Page:

<http://www.domain-experts.net>

Business Phone Number:

408/748-1800

Business Fax Number:

415/798-2709

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	03/10/2025	03/31/2027

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

CONFIDENTIAL PAGES in DEC Response to RFP No. 2024-9420

Attachment	From	To	Total Removed
A1	Page 7	Page 9	3 pages
F	Page 21	Page 29	9 pages
Total Confidential			12 Pages

- Total Pages in Master – 43 Pages
- Total Pages in Reproduction – 31 Pages

5. Attachment C - California Taxpayer and Shareholder Protection Act Declaration



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name: Domain Experts Corporation

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.



Authorized Signature

Veena Ramachandran, CEO

Name and Title (Please Print)

June 25, 2025

Date

Domain Experts Corporation

Firm Name (Please Print)

6. Attachment D – Contracting Act Declarations



California Public Employees' Retirement System

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☐ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in “investment activities” in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a “scrutinized company” or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Public of the Congo or an “adjoining country” (see 15 U.S.C.A § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a “scrutinized company” (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).
- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm’s commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.



Authorized Signature

Veena Ramachandran, CEO

Name and Title (Please Print)

June 25, 2025

Date

Domain Experts Corporation

Firm Name (Please Print)

7. Attachment E - CalPERS Contract-Related Disclosure Form



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a Placement
Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number: RFP no. 2024-9420

b. Proposer or Contractor Name:

Domain Experts Corporation

c. Name of Individual Authorized to bind the Proposer or Contractor:

Veena Ramachandran, CEO

d. Contact Person (if different than above):

e. E-mail Address:

veena@domain-experts.net

f. Phone No:

408-748-1800

g. Name of CalPERS Contact (if applicable):

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.
3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:
4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.
5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

None

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.

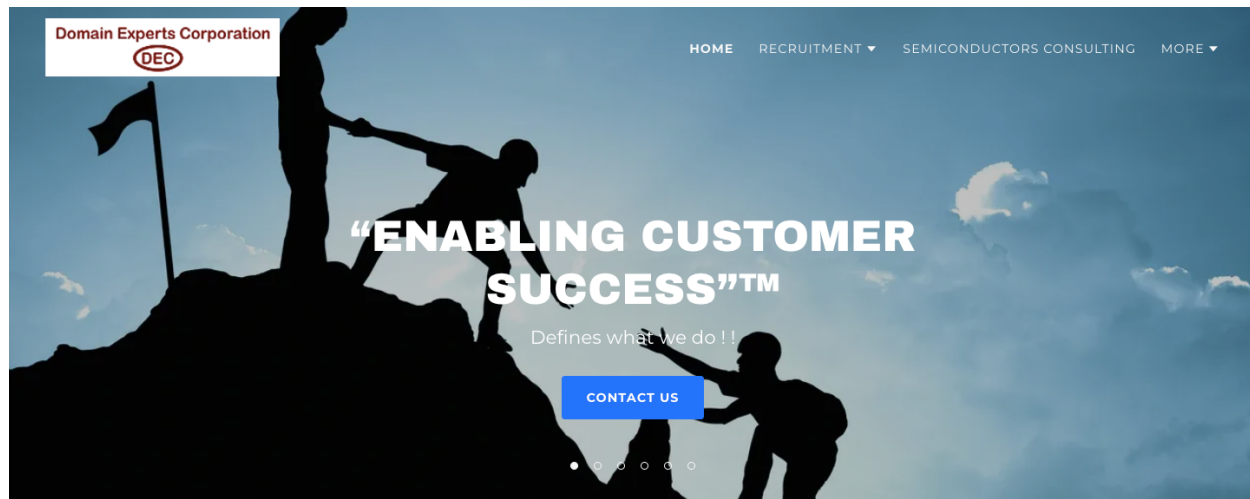
A handwritten signature in blue ink, appearing to read "V. Ramachandran", is positioned above the "Authorized Signature" label.

Authorized Signature

Date Jun 28, 2025

Veena Ramachandran, CEO
Name and Title

Domain Experts Corporation – Home Page from Website.



“ENABLING CUSTOMER SUCCESS”™

“ENABLING CUSTOMER SUCCESS”™

Bringing Subject Matter Experts
in your Core Business Areas with
a Fresh Perspective !

**We create a Win- Win- Win for you . Ask us
How !**

Why Us?

“Enabling Customer Success”™ is our very “Prana” (Sanskrit for Life) !

Customers credit us with making the Impossible “ Possible “

Team with a company that is in the throbbing midst of it all – itself diverse . With its finger on the pulse of the *diverse community (women, minorities , people of color)* who form your Customer and Stakeholder Ecosystem.

In addition to our services, check out our new products offerings in the link below.

9. Attachment G - DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE **or** subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

DEFINITIONS

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. *Disabled veteran*** means a veteran of the military, naval, or air services of the United States with a **service-connected disability of ten percent or more**, who is a resident of the State of California.
- B. *DVBE*** means a business concern certified by OSDS as meeting all of the following:
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-IntroAccordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

C. *Commercially Useful Function* A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;
 - (c) Performs work that is normal for its business, services and function; and
2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. Option A – DVBE Incentive.** A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. **Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.**
- B. Option B- No DVBE Incentive Participation.** A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or ossd_contractsadmin@calpers.ca.gov for assistance. **Meeting the Goal**

1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9375

Attachment G, Exhibit 1

Page 1 of 3

**DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION**

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

☐**Option A -** I commit to the percent listed below to qualify for the DVBE incentive program.☐

1% - 1.99%

☐

2% - 2.99%

☐

3% - 3.99%

☐

4% - 4.99%

☐

5% or Over

☒**Option B –** I opt out of participating in the DVBE incentive program. Domain ExpertsCorporation is a certified California Microbusiness and has been exempted from DVBE participation.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐

SB

☐

MB

Work performed or goods provided for this contract:

DVBE Company Name: **E-mail (if available):**
DVBE Certification Number: **Telephone Number:** (XXX) XXX-XXXX
Contact Name: **Fax Number:** (XXX) XXX-XXXX
Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name: **E-mail (if available):**
DVBE Certification Number: **Telephone Number:** (XXX) XXX-XXXX
Contact Name: **Fax Number:** (XXX) XXX-XXXX
Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name: **E-mail (if available):**
DVBE Certification Number: **Telephone Number:** (XXX) XXX-XXXX
Contact Name: **Fax Number:** (XXX) XXX-XXXX
Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

☐ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.



Total DVBE %

Contractor Signature

Date Signed



I opt out of participation in the DVBE incentive program.. Domain Experts Corporation is a certified California Microbusiness and has been exempted from DVBE participation

A handwritten signature in blue ink is located below the opt-out statement. The signature is stylized and appears to read "V. Rana".

Authorized Signature

Date Signed June 28, 2025

10. Attachment H List of Proposed Sub Contractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

☒ No subcontractors will be used. Domain Experts Corporation (Prime Contractor) is itself a certified small business and Microbusiness . Hence 100% of the work will be done by a Microbusiness

☐ No subcontractors will be used other than the DVBE firms identified on Attachment G,
☐ Exhibit 1.

☐ The following subcontractors will be employed and will perform the work or services identified below.

Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by
Subcontractor:

Percentage of Total
Agreement Amount ¹:

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State
and Zip Code:

Description of Work to be Performed by
Subcontractor:

Percentage of Total
Agreement Amount ¹:

- 1 If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.



11. Attachment I - Required Attachments Certification Checklist Diversity, Equity, and Inclusion Consulting Services Request for Proposal No. 2024-9420

Firm's Name: Domain Experts Corporation

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually. a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days. b. A statement expressing the Proposer's willingness to perform the services as described in this RFP. c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked "Master Copy" containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked "Reproduction Copy." All pages containing proprietary information should be removed and a cover sheet must be included which provides: - the firm's names; - total number of pages; and - identification of all pages removed due to proprietary information. Note: Entire proposal may not be marked confidential and proprietary.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually. Small Business certified? ☒ Yes ☐ No DVBE certified? ☐ Yes ☒ No Micro Business certified? ☒ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes ☐ No _____ % Claimed Option B - DVBE Incentive Claimed? ☐ Yes ☐ No _____ % Claimed Option C – Elected no DVBE participation? ☐ Yes ☐ No Option D – California Certified Micro Business? ☒ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) ☐ Yes ☐ No Non-Small Business Preference Claimed? ☐ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	☒ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☒ Yes ☐ No Non-Small Business Preference claimed? ☐ Yes ☐ No Target Area Contract Preference Act claimed? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No



Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as “FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by “Domain Experts Corporation.”	☒ Yes ☐ No	☐ Yes ☐ No
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Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☐ No

Comments:

Signature of CalPERS Reviewer

Entity Information ▾	Initial Filing Date ▾	Status ▾	Entity Type ▾	Formed In ▾	Agent ▾
DOMAIN EXPERTS CORPORATION (3424282) >	11/15/2011	Active	Stock Corporation - CA - General	CALIFORNIA	VEENA RAMACHANDRAN

DOMAIN EXPERTS CORPORATION
(3424282)



Request Certificate

Initial Filing Date	11/15/2011
Status	Active
Standing - SOS	Good
Standing - FTB	Good
Standing - Agent	Good
Standing - VCFCF	Good
Formed In	CALIFORNIA
Entity Type	Stock Corporation - CA - General
Principal Address	1030 E EL CAMINO REAL # 263 SUNNYVALE, CA 94087
Mailing Address	1030 E EL CAMINO REAL # 263 SUNNYVALE, CA 94087
Statement of Info Due Date	11/30/2025
Agent	Individual VEENA RAMACHANDRAN 1030 E EL CAMINO REAL # 263 SUNNYVALE, CA 94087