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Request for Proposal Cover Sheet

RFP Number: 2024-9420

Title: Diversity, Equity, and Inclusion Consulting Services

Proposer Organization: Dr. Anita Polite-Wilson (dba Dr. Anita Enterprises, Inc.)

Authorized Representative: Dr. Anita Polite-Wilson, Founder & CEO

Address: 1161 S. Laramie Street, Anaheim, California, 92806

Phone: 714.307.3719

Email: anita@doctoranita.com

Federal Tax ID: 82-4813643

Small Business Certification #: 2042809

DVBE Certification #: [Insert, if applicable]

36 Pages Total (None removed)

Date Submitted: 29 June 2025

This proposal is submitted in response to the California Public Employees' Retirement System Request for Proposal No. 2024-9420. I hereby certify that the information contained in this proposal is true and correct to the best of my knowledge.

Signature: *Anita Polite-Wilson*

Printed Name: Dr. Anita Polite-Wilson

Title: Founder & CEO

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Cover Letter

June 25th, 2025

California Public Employees' Retirement System

Attn: Contracts Officer

ossd_contractsadmin@calpers.ca.gov

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

Dear Contracts Officer,

As Founder & CEO of Dr. Anita Enterprises, Inc., I am pleased to submit this proposal in response to CalPERS Request for Proposal No. 2024-9420. I am authorized to bind this proposal contractually and offer my full commitment to providing Diversity, Equity, and Inclusion (DEI) Consulting Services as outlined in the RFP.

This proposal is a firm and irrevocable offer valid for 180 days from the final filing date. I affirm that I am fully willing and able to perform the services described in this RFP and to dedicate the necessary staff and resources to fulfill all deliverables in partnership with CalPERS.

As a trusted advisor to C-Suite leaders and governing boards, my practice brings both strategic and operational insight to DEI through a cultural competency lens. I am confident that my experience aligns with CalPERS' five-pillar DEI framework and supports your commitment to continuous improvement.

Thank you for the opportunity to support the CalPERS Board and leadership team. I welcome the possibility of serving as a partner in advancing a sustainable and integrated DEI program that aligns with CalPERS' fiduciary responsibility and strategic vision.

Sincerely,



Dr. Anita Polite-Wilson

Founder & CEO, Dr. Anita Enterprises

714.307.3719

anita@doctoranita.com

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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.

Anita Polite-Wilson
Authorized Signature

Dr. Anita Enterprises, Inc.

25 June 2025

Date

Name of Firm

Dr. Anita Polite-Wilson, Founder & 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
Dr. Anita Enterprises, Inc.	7

- 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
Rehrig Pacific Company	3	Assessing, advising, strategic planning, training, and developing best-practice DEI programs, including internal marketing throughout the entire organization of said services.	Stacey Johnson	sjohnson@rehrig.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
The Orangewood Foundation (youth advocacy healthcare)	1	Talent management and external-facing business practices	Joy Corpora	jcorpor@orangewoodfoundation.org
ProTrans (private equity investments)	1	Culture, talent management, and internal and external-facing business practices	Luis Erana	luiserana@gmail.com
Easterseals, Southern California (Disabilities healthcare)	1	Culture	Debbie Nix	Debbie.Nix@essc.org

- 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
Rehrig Pacific Company	3	Corporate Board	Will Rehrig	wrehrig@rehrig.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
Rehrig Pacific Company	Corporate Client	Will Rehrig	wrehrig@rehrig.com

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: Dr. Anita Enterprises, Inc.

Contact Name and Title: Dr. Anita Polite-Wilson, Founder & CEO

Address: 1161 S. Laramie Street, Anaheim, CA 92806

Phone Number: 714.307.3719

Fax Number: N/A

E-Mail Address: anita@doctoranita.com

2. Indicate your organization type:

☐ Limited Liability Company

☐ Partnership

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

☐ Limited Liability Corporation

☒ S Corporation (Corporation Number C-4120159)

☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 82-4813643

4. California Corporation Number: C-4120159

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

a. California Small Business Yes X No

b. Disabled Veteran Business Enterprise Yes No X

c. California Micro Business Yes No X

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.)

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": 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: Dr. Anita Polite-Wilson, Founder & CEO

Address: 1161 S. Laramie Street, Anaheim, CA 92806

Phone Number: 714.307.3719

Fax Number: N/A

E-Mail Address: anita@doctoranita.com

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

Name and Title: Dr. Anita Polite-Wilson

Address: 1161 S. Laramie Street, Anaheim, CA 92806

Phone Number: 714.307.3719

Fax Number: N/A

E-Mail Address: anita@doctoranita.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.

Anita Polite-Wilson

25 June 2025

Authorized Signature

Date

Dr. Anita Polite-Wilson

Name and Title (Please Print)



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Dr. Anita Enterprises, 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.

Anita Polite-Wilson
Authorized Signature

25 June 2025
Date

Dr. Anita Polite-Wilson, Founder & CEO
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):

- ☒ X 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):

- X 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):

- X 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):

- X 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.

Anita Polite-Wilson

Authorized Signature

Dr. Anita Polite-Wilson, Founder & CEO
Name and Title (Please Print)

25 June 2025

Date

Dr. Anita Enterprises, 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 Diversity, Equity, and Inclusion Consulting Services

b. Proposer or Contractor Name:

DR. Anita Enterprises, Inc.

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

Dr. Anita Polite-Wilson

d. Contact Person (if different than above):

Same

e. E-mail Address:

anita@doctoranita.com

f. Phone No:

714.307.3719

g. Name of CalPERS Contact (if applicable):

N/A

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
☐		
☐		
☐		
☐		
☐		

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.

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.

25 June 2025

Anita Polite-Wilson

Authorized Signature

Date

Dr. Anita Polite-Wilson, Founder & CEO

Name and Title

PERS01A0068

(5/2012)

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 my organization is Dr. Anita Enterprises, Inc.***
2. Location of headquarters. ***The location of my headquarters is 1161 S. Laramie Street, Anaheim, CA 92806***
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 1161 S. Laramie Street, Anaheim, CA 92806***
4. Number of years your organization has been in business. ***The number of years my organization has been in business is seven as of February 18, 2025.***
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 NOT been any significant changes in my organization's ownership, corporate officers, or principal business.***

6. Mission statement or statement of your organization's principal business. The mission statement of my organization's principal business is that ***We exist to educate, equip, and empower leaders and their teams by getting people together, getting people talking, and getting people co-creating a culture that achieves bottom-line results through a palpable sense of belonging.*** Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm. On page 13 of our corporate growth plan may be found the primary focus of my firm which is that ***We prepare businesses to strategically navigate culture, complexity, and change, equipping them to lead a workforce that will be 50% diverse by 2050 in terms of race, gender identity, ethnicity, disability, neurodiversity, generational perspectives, and religious affiliations.***

**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

Delivered strategic advisory services across public, private, and non-profit sectors to align leadership behaviors and organizational systems with DEI-related performance objectives. Services included policy reviews, culture audits, and the integration of inclusive leadership practices that support equitable outcomes while maintaining compliance with applicable federal and state regulations.

- Case-Based Examples:
- Provided DEI strategic advisory to align board governance and leadership practices with inclusive performance goals
- Conducted organizational culture listening circles, resulting in recalibrated values and board-level engagement
- Case study: Preparing Executive Leaders for the Journey of Belonging

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

Designed and facilitated governance-level education for Boards of Trustees members in private and non-profit sectors, emphasizing fiduciary responsibility, inclusive governance, and oversight practices that advance workplace fairness and cultural accountability.

- Case-Based Examples:
- Designed and hosted board-specific panel discussions to explore cultural competence and inclusive oversight
- Enhanced trustee engagement through facilitated discussions grounded in real-world workplace scenarios
- Case study: Preparing Executive Leaders for the Journey of Belonging –

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

Conducted formal evaluations of existing DEI frameworks, including policy analysis, climate assessments, stakeholder engagement, and benchmarking against industry standards. Delivered executive-level reports with clear findings, prioritized recommendations, and implementation guidance grounded in organizational goals and statutory limitations.

- Case-Based Examples:
- Evaluated mentorship and leadership development programs using a cultural competency lens
- Produced summary reports with prioritized recommendations tied to organizational strategy
- Case study: Mindful Mentoring Means –
- Case study: Preparing Your Leadership Team to Keep It Real –

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

Facilitated informal interviews and focus group sessions with Board members to gather insights related to governance culture, oversight structures, and alignment with mission-critical DEI objectives, ensuring findings inform strategic direction and policy development.

- Case-Based Examples:
- Engaged board members in dialogue to identify alignment gaps between DEI strategy and governance
- Incorporated trustee input into the final assessment deliverable
- Case study: Preparing Executive Leaders for the Journey of Belonging –

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

Engaged executive teams in confidential, informal interviews and facilitated conversations to assess cultural readiness, leadership alignment, and capacity to implement inclusive management practices, particularly in organizations navigating change and complexity.

- Case-Based Examples:
- Conducted one-on-one and group meetings with senior leadership to surface cultural blind spots
- Applied findings to inform an inclusive action plan and leadership development sessions
- Case study: Preparing Your Leadership Team to Keep It Real –
- Case study: Casting the Vision and Communicating the Value of Diversity, Inclusion & Belonging –

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

Developed comprehensive action plans based on data-driven assessments, aligning cultural priorities with institutional values and strategic objectives. Plans include timelines, success metrics, and accountability measures to drive sustainable improvement across stakeholder groups.

- Case-Based Examples:
- Delivered implementation frameworks grounded in the WARM model: Welcoming, Acknowledging, Respecting, and Managing across difference
- Integrated feedback loops for leadership accountability and cultural reinforcement for a SEP: Strategic Engagement Plan
- Case study: Preparing Your Leadership Team to Keep It Real –

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

Performed environmental scans and literature reviews to identify emerging and evidence-based practices related to inclusion, psychological safety, and workforce engagement. Delivered tailored analysis to inform leadership decisions, program development, and continuous improvement efforts.

- Case-Based Examples:
- Synthesized research into clear takeaways for executive teams and governance bodies
- Provided side-by-side comparison of current practices with DEI benchmarks
- Delivered a position paper entitled Leading DEI Work: What's Your Why Not
- Case study: Casting the Vision and Communicating the Value –
- Case study: Preparing Executive Leaders for the Journey of Belonging –

8. Advising on best practices in procurement

Provided guidance on supplier diversity and inclusive procurement strategies in private sector engagements, with a focus on expanding access, enhancing transparency, and aligning contracting processes with community impact goals—while maintaining race- and gender-neutral compliance standards.

- Case-Based Examples:
- Discussed inclusive procurement frameworks as part of vendor access strategy conversations
- Recommended race- and gender-neutral evaluation criteria to mitigate bias in contract awards
- Case study: Casting the Vision and Communicating the Value –

9. Advising on best practices in hiring

Advised hiring managers and HR executives on implementing inclusive talent acquisition practices, including structured interviews, bias mitigation strategies, and candidate evaluation rubrics. Emphasis placed on alignment with organizational competencies and compliance frameworks.

- Case-Based Examples:
- Reviewed hiring rubric for leadership roles aligned to core values
- Integrated inclusive hiring guidance into a broader leadership onboarding program
- Case study: Preparing Executive Leaders for the Journey of Belonging –
- Case study: Mindful Mentoring Means –

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

Contributed strategic insights to non-profit organizations focused on healthcare access and community engagement, including the development of inclusive outreach strategies and culturally responsive communication practices that advance health equity goals.

- Case-Based Examples:
- Supported healthcare-aligned nonprofits in improving cultural responsiveness in community outreach
- Enhanced awareness around accessibility through inclusive communication practices
- Case study: Mindful Mentoring Means –

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

Advised private-equity investment firm and corporate boards on integrating DEI-informed governance practices, inclusive leadership strategies, and stakeholder

engagement into decision-making processes. Guidance aligned with fiduciary standards and legal requirements.

- Case-Based Examples:
- Provided inclusive governance consulting to boards with investment oversight
- Emphasized board-level decision-making frameworks that integrate stakeholder perspectives
- Case study: Preparing Executive Leaders for the Journey of Belonging –

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”)

Provided DEI guidance to public entities with strict adherence to state and federal statutes, including Proposition 209. Recommendations are race- and gender-neutral and focus on legally compliant approaches to fostering inclusive cultures, removing structural barriers, and ensuring fair access to opportunity.

- Case-Based Examples:
- Delivered race- and gender-neutral strategic guidance aligned with Proposition 209
- Applied a values-driven, compliance-forward lens to culture and access strategies
- Case study: Preparing Executive Leaders for the Journey of Belonging –

13. Developing communication strategies highlighting the importance of DEI

Created internal and external messaging frameworks to communicate the business case, cultural relevance, and strategic value of inclusive practices. Communication strategies are tailored for executive sponsors, employees, and stakeholder groups, with emphasis on clarity, alignment, and impact.

- Case-Based Examples:
- Created storytelling strategy and leadership communication plan to articulate inclusion goals
- Saw a 25% increase in employee perception of leadership commitment
- Case study: Casting the Vision and Communicating the Value –



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

X **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

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

Contractor Signature

Date Signed

Anita Polite-Wilson

25 June 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.
- ☐ 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.
- X 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: New Synergist Consulting

Contact Name: Dr. Donald Chick

Telephone Number: 858-431-9681

Street Address, City, State and Zip Code:

10601 Tierrasanta Blvd. #183

Description of Work to be Performed by Subcontractor:

DEI Consulting, Training, and coaching

Percentage of Total Agreement Amount ¹:

37.5%

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: Dr. Anita Enterprises, 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.	X 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.	X Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked " Master Copy " containing original signatures.	X 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:	X 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.	X Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually.	X Yes ☐ No	☐ Yes ☐ No
Small Business certified?	X Yes ☐ No	
DVBE certified?	☐ Yes X No	
Micro Business certified?	☐ Yes X. 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.	X Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	X 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.	X Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	X Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes X No 0% Claimed Option B - DVBE Incentive Claimed? ☐ Yes X No 0 % Claimed Option C – Elected no DVBE participation? ☐ Yes X No Option D – California Certified Micro Business? ☐ Yes X No	X Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) X Yes ☐ No Non-Small Business Preference Claimed? ☐ Yes ☐ No	X Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	X 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 X No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? X Yes ☐ No Non-Small Business Preference claimed? X Yes ☐ No Target Area Contract Preference Act claimed? ☐ Yes X No	☐ Yes ☐ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? X 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 X No	X 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 Dr. Anita Enterprises"	X 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



BUSINESS TAX CERTIFICATE

POST CERTIFICATE IN A CONSPICUOUS PLACE

This certificate is not transferable or assignable. This certificate evidences that the person(s), firm or entity named herein paid the applicable tax required by Title 3 of the Anaheim Municipal Code for the period indicated and is not a regulatory permit or entitlement to do business. There may be additional requirements before the business may be legally conducted. This certificate does not authorize the conduct or continuance of any illegal or unlawful operation in violation of any law or ordinance.

Business: DR ANITA ENTERPRISES INC

Address: 1161 S LARAMIE ST

Owner/Officer: ANITA L POLITE-WILSON, CEO

Corporation/Partnership: DR. ANITA ENTERPRISES, INC

Classification: 3122

This certificate is issued without verification that the holder is subject to or exempted from licensing by the state, county, federal government, or any other governmental agency

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F

Business Tax Number: BUS2018-01346

Type of Business

OFFICE USE ONLY FOR OFF-SITE CONSULTING IN EXECUTIVE COACHING, TEAM FACILITATION AND ORGANIZATIONAL DEVELOPMENT

To: DR ANITA ENTERPRISES INC
2034 E LINCOLN AVE #416
ANAHEIM, CA 92806 0000

Expiration Date: 02/20/2026

"Under federal and state law, compliance with disability access laws is serious and significant responsibility that applies to all California building owners and tenants with buildings open to the public. You may obtain information about your legal obligations and how to comply with disability access laws at the following agencies:
The Division of the State Architect at www.dgs.ca.gov/dsa/home.aspx
The Department of Rehabilitation at www.Rehab.ca/hwnet.gov
The California Commission on Disability Access at www.ccsda.ca.gov"

Reproduction Copy - Cover Letter

Contents

Firm's Name: DTUI.com LLC

Total Number of Pages: 39

Pages With Proprietary Information: 0

Introduction

On behalf of Diversity Training University International (DTUI.com LLC), I am pleased to submit our proposal in response to RFP No. 2024-9420. I, Billy E. Vaughn, Ph.D., Senior Managing Partner, am fully authorized to submit this proposal and commit the organization to the terms outlined herein.

The Proposal is a Firm and Irrevocable Offer Good for 180 Days

This Proposal constitutes a firm and irrevocable offer and shall remain valid for a period of one hundred eighty (180) calendar days from the final filing date specified in the RFP.

DTUI.com LLC affirms its **full willingness and capability to perform all services** described in the RFP and to deliver the required outputs in alignment with the scope, timelines, and expectations provided.

A Statement Expressing the Proposer's Willingness to Perform the Services as Described in this RFP

DTUI.com LLC affirms its full commitment and willingness to perform the services outlined in CalPERS Request for Proposal No. 2024-9420, including all phases of assessment, planning, implementation, and advisory support related to Diversity, Equity, and Inclusion (DEI) Consulting Services, in accordance with the specifications and objectives described in the RFP.

Furthermore, we confirm the **availability of qualified staff and necessary resources** to carry out the proposed work effectively. Our team is fully prepared to begin

immediately upon contract award and ensure timely, high-quality deliverables throughout the project duration.

A Statement Expressing the Proposer's Availability of Staff and Other Required Resources for Providing the RFP Deliverables

DTUI.com LLC confirms that it has the available staff, organizational capacity, and all other required resources to perform the full scope of services and to provide all deliverables as described in CalPERS Request for Proposal No. 2024-9420. Our team comprises experienced DEI consultants, organizational change experts, project managers, analysts, and support personnel, all with a strong track record of successfully delivering complex engagements across sectors. We are fully prepared to dedicate the necessary personnel and technical support to ensure the successful and timely completion of all contract phases.



June 28, 2025

Billy Vaughn, Ph.D.

Date

Senior Managing Partner

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Attachment A - 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.
The attached formal California Secretary of State certificate status, dated June 30, 2025, indicates that DTUI.com has been an entity in the state since 2015 (See Exhibit 1). That provides evidence that the business entity has existed for more than one year.
- B. 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 is highly desired, as is current or past public sector experience.
 - Assessment. Conducted a comprehensive assessment that includes focus groups, key informant interviews, stakeholder and organizational surveys, and document analyses for several organizations. Examples include SFMTA (2019-2020), the City of Longmont (2017), and the University of Buffalo (2022-2023).
 - Advising. Our work in advising clients on how to elevate their organization's DEI initiative includes Cook Medical (2016-2019), the California Alumni Association (2021-2023), and the National Intelligence University (2022).
 - Strategic Planning. The University of Buffalo (2022-2023), SFMTA (2020), and Coconino County (2021) represent examples of strategic planning consulting with clients.
 - Training. SFMTA (large-scale training, 2022-present), California Alumni Association (2020-2022), Asian Inc. (2020-2021, 2025-present), NASA (2019-2023), and American Family Insurance (2020-2024) are examples of our work in this area. DTUI designed, developed, and facilitated Reducing Microinequities in the Workplace, Managing Racial Equity in the Workplace to Increase Productivity, Inclusion Competency. Examples of our work include Managing

Workplace Cultural Diversity, Communications Skills, Sexual Harassment Prevention, and Cultural Diversity Training Design and Development. We provide asynchronous, synchronous, and hybrid training formats. Post-training evaluations offered by one current client's workforce rate the results of their training experience at 8.6/10 (n=4400).

- Developing DEI Programs. SFMTA (2019 - present); Cook Medical (2016-2019), and the National Reconnaissance Organization (2015-2017). We were hired to design separate training modules for frontline workers, supervisors, and upper management for classroom, virtual, and online courses. Our courses are accredited by the International Association for Continuing Education and Training (IACET), which indicates that each must meet the high-quality standards.

DTUI's cumulative track record demonstrates a clear progression from foundational training to integrated organizational transformation strategies, meeting the highest standards of complexity, scope, and impact in the DEI field.

- C. 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.
- Culture. An example is our work with SFMTA since 2019. The goal is to shift the culture to reduce unfairness, such as in the meting out of punishment, a lack of clarity in how to receive promotions, and a sense of being undervalued and unheard across all levels of the organization. The first task was to conduct a full needs assessment, followed by strategic planning to develop an action plan. An eight-staff office We then designed and developed training, which followed by the established and collaborated with them to design and develop mandatory training modules. We have consulted with several clients over the past years regarding how to manage risk under the current federal government scrutiny of DEI programs (e.g., SFMTA).
 - Talent management. DTUI has served as a talent search contractor for clients, such as Providence School (2022-2023; 2024), provided diversity recruitment certification training for hundreds of participants across sectors (1998 - present), and provided workshops for senior managers and directors on how to identify and remove organizational inclusion and equity barriers for our SFMTA client (2020 - present).

As Diversity Executive Leadership Academy instructors, Dr. Vaughn and Kathy Simonis, CDP, CDIR, have combined experience training hundreds of participants in the Certified Diversity Professional and Certified Diversity and Inclusion Recruitment programs.

Internal and External Business Practices. Collaborations with our clients include integrating assessment, strategic planning, training, and policy guidance that positively impact workforce engagement and productivity, as well as increasing effectiveness in public and partner-facing interactions. Experience in effective internal practices includes organizational assessments, workforce development, and leadership capacity building for clients, such as SFMTA, the San Francisco Department of Public Works (2024-2025), and the University of Buffalo. Focus groups with public transit users (SFMTA, 2020) and benchmarking similar departments at the University of Buffalo (2023-2024) are examples of external business practices aimed at increasing customer satisfaction. Christiana Care Health System (2019) sought our guidance in addressing internal resistance to the DEI program.

- D. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Experience in public pension funds is highly desired. Examples include:
- Billy Vaughn, Ph.D. - Advisory Board Member, CASSIOPEIA SOCIAL INNOVATION LTD. (2019-2022). Services included (i) providing expertise in assessment of the AI platform's features and capabilities, (ii) approval of the Company's board of directors (the "Board"), and (iii) the adoption by the Board of a future share option plan (the "Plan").
 - Kenneth Thomas, M.A., Certified Treasury Professional - Board treasurer for the Andromeda Community Initiative, a nonprofit workforce development organization (April 2022 - present). The role involves supporting the executive director in all aspects of the organization's finances and accounting requirements (e.g., 990 filings, cash flow forecasting). His role also involves serving as the primary liaison between the organization and its board.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Experience in public pension funds is highly desired.
- **American Family Insurance** - Our work with this client included coaching sessions and training. The Fortune 250 company client worked with DTUI.com to build internal DEI capabilities and capacity. After the DEI director completed the Certified Diversity Professional training, he received individual coaching sessions concerning capacity building. The sessions with the DEI director resulted in DTUI delivering our Certified Diversity Professional, Certified Diversity Trainer, and Certified Diversity and Inclusion Recruitment programs to a group of employees.

Each certification required the completion of two courses. Each course

encouraged the adult learners to use their organization's current challenges in completing assignments and submitting them. The course instructor provided individualized feedback with emphasis on building the individual's capacity to identify and solve problems that create barriers to inclusion and fairness.

The practical aspect of the courses, along with the expert feedback and consultation, highlights the features that learners consistently find most valuable according to post-instruction evaluations.

- **Enhanced Lighting & Audio Visual** - The client is a leader in event production and design, project management, lighting design, sound engineering, AV technical services, and production specialization. In 2017, the CEO contracted DTUI to deliver human resource management services on an as-needed basis. We designed hiring and retention strategies and templates, coached difficult employees, and assisted in the release of underperforming employees on probation. They are an ongoing client.

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

7/9/2025

Date

DTUI.com LLC

Name of Firm

Billy Vaughn, PhD, Senior 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
DTUI.com LLC aka Diversity Training University International	27

- 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
San Francisco Municipal Transit Agency (OREB)	3	Consulting, Training Development, Training Delivery	Andrea Contreras	Andrea.Contreras@sfmta.com
San Francisco Municipal Transit Agency	5	Strategic planning, assessment	Rashid Herd	510.499.9336

- 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 is highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
San Francisco Municipal Transit Agency (OREB)	3	Consulting, Training Development, Training Delivery	Andrea Contreras	Andrea.Contreras@sfmta.com
San Francisco Municipal Transit Agency	3	Talent management, training design and development	Rashid Herd	510.499.9336
American Family Insurance	3	Talent management, consulting	Gregory Stinyard, PhD	573.842.5971

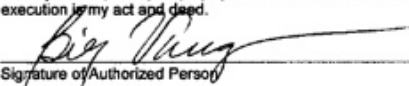
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Firm	Years of Experience	Type	Contact Person	Contact Information
Cassiopeia	19 months	Board Member, DEI Expert, Artificial Intelligence app evaluator	Shiran Yaroslavsky	510.424.5222 Shiran.y4@gmail.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
American Family Insurance	Corporate	Gregory Stinyard, PhD	510.424.5222
Enhanced Lighting & Audio Sound	Corporate	Megan Woods	megan@enhancedlighting.com; 650.784.6180

Attachment A, Exhibit 2 - Articles of Organization - DTUI

	State of California Secretary of State	LLC-1A	File # 202022510047			
Limited Liability Company Articles of Organization - Conversion		FILED <i>Emr</i> Secretary of State State of California <i>IPC</i> AUG 03 2020 <i>JRM</i>				
IMPORTANT — Read all instructions before completing this form.						
This Space For Filing Use Only						
Converted Entity Information						
1. Name of Limited Liability Company (The name must include the words Limited Liability Company or the abbreviations LLC or L.L.C. The words Limited and Company may be abbreviated to Ltd. and Co., respectively.) DTUI.com LLC						
2. The purpose of the limited liability company is to engage in any lawful act or activity for which a limited liability company may be organized under the California Revised Uniform Limited Liability Company Act.						
3. The limited liability company will be managed by (check only one): ☒ One Manager ☐ More Than One Manager ☐ All Limited Liability Company Member(s)						
4. Initial Street Address of Limited Liability Company's Designated Office in CA		City	State Zip Code			
350 Townsend Street Suite 255 San Francisco,			CA 94107			
5. Initial Mailing Address of Limited Liability Company, if different from Item 4		City	State Zip Code			
6. Initial Agent for Service of Process: Item 6a: List the name of an individual or a corporation registered in CA under California Corporations Code section 1506 that agrees to be your agent for service of process. You may not list the converted entity as the agent. Item 6b: If the agent is an individual, list the agent's CA business or residential street address. Item 6c: If the agent is an individual and the converting entity is a CA corporation, limited partnership or general partnership, list the agent's mailing address. Do not list an address if the agent is a CA registered corporate agent as the address for service of process is already on file.						
a. Name of Agent For Service of Process REGISTERED AGENTS INC. (C3365816)						
b. If an individual, Street Address of Agent for Service of Process - Do not list a P.O. Box		City	State Zip Code			
			CA			
c. If an individual, Mailing Address of Agent for Service of Process		City	State Zip Code			
Converting Entity Information						
7. Name of Converting Entity DTUI.com LLC						
8. Form of Entity Limited Liability Company		9. Jurisdiction Nevada				
		10. CA Secretary of State File Number, if any 201504010101				
11. The principal terms of the plan of conversion were approved by a vote of the number of interests or shares of each class that equaled or exceeded the vote required. If a vote was required, the following was required for each class: <table style="width: 100%;"><tr><td style="width: 40%;"><u>The class and number of outstanding interests entitled to vote.</u></td><td style="width: 10%; text-align: center;">AND</td><td style="width: 50%;"><u>The percentage vote required of each class.</u></td></tr></table>				<u>The class and number of outstanding interests entitled to vote.</u>	AND	<u>The percentage vote required of each class.</u>
<u>The class and number of outstanding interests entitled to vote.</u>	AND	<u>The percentage vote required of each class.</u>				
Additional Information						
12. Additional information set forth on the attached pages, if any, is incorporated herein by this reference and made part of this certificate.						
13. I certify under penalty of perjury that the contents of this document are true. I declare I am the person who executed this instrument, which execution is my act and deed.						
 Signature of Authorized Person		Billy Vaughn Senior Managing Partner Type or Print Name and Title of Authorized Person				
_____ Signature of Authorized Person		_____ Type or Print Name and Title of Authorized Person				
LLC-1A (REV 10/2018)		APPROVED BY SECRETARY OF STATE				

Attachment A, Exhibit 3 - Certificate of Good Standing



Secretary of State Certificate of Status

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

Entity Name: DTUI.COM LLC
Entity No.: 202022510047
Registration Date: 02/06/2015
Entity Type: Limited Liability Company - CA
Formed In: CALIFORNIA
Status: Active

The above referenced entity is active on the Secretary of State's records and is authorized to exercise all its powers, rights and privileges 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 30, 2025.

SHIRLEY N. WEBER, PH.D.
Secretary of State

Certificate No.: 343053833

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.

Attachment B - PROPOSAL/PROPOSER CERTIFICATION SHEET

Designation of Official Contact Person

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

Firm Name: DTUI.com LLC

Contact Name and Title: Billy Vaughn, PhD

Address: 505 Montgomery Street, Suite 1100, San Francisco, CA 94111

Phone Number: +1 415 692 0121

Fax Number: +1 888 288 1603

E-Mail Address: admin@dtui.com

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

Federal Employer ID No. (FEIN): 26-3502291

California Corporation Number: 202022510047

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"

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.)

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".)

Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 35 (See "Submission of Proposals".)

Contract Execution Information

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

Contact Name and Title: Billy Vaughn, PhD. Senior Managing Partner

Address: 505 Montgomery Street, Suite 1100, San Francisco, CA 94111

Phone Number: +1 415 699-7199

Fax Number: +1 888 288 1603

E-Mail Address: admin@dtui.com

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

Name and Title: Billy Vaughn, PhD. Senior Managing Partner

Address: 505 Montgomery Street, Suite 1100, San Francisco, CA 94111

Phone Number: +1 415 699-7199

Fax Number: +1 888 288 1603

E-Mail Address: admin@dtui.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.

Date: June 23, 2025



Authorized Signature, Name, and Title: Billy
Vaughn, PhD – Senior Managing Partner

Firm's Name: DTUI.com LLC

Attachment C - California Taxpayer and Shareholder Protection Act Declaration

Firm's Name DTUI.com 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.



Authorized Signature, Name, and Title:
Billy Vaughn, PhD – Senior Managing Partner

Date: June 23, 2025

Attachment D - 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

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.

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 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
Billy Vaughn, PhD – Senior Managing Partner
Name and Title (Please Print)

Date: June 28, 2025

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.

- a. Please refer to Title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.
- b. Solicitation or Contract Number: RF No. 2024-9420 – Diversity, Equity, and Inclusion Consulting Services
- c. Proposer or Contractor Name: DTUI.com LLC
- d. Name of Individual Authorized to bind the Proposer or Contractor: Billy Vaughn, PhD
- e. Contact Person (if different than above): As above
- f. E-mail Address: admin@dtui.com
- g. Phone No: +1 415 692 0121
- h. 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.

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420 – DTUI.com

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

Billy Vaughn, PhD – Senior Managing Partner

Name and Title (Please Print)

Date: June 28, 2025

Appendix F - 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. DTUI.com LLC
2. Location of headquarters. 505 Montgomery Street, Suite 1100, San Francisco, CA. 94111
3. Location and address of the branch that would provide services under this contract. The same.
4. Number of years your organization has been in business. Twenty-seven 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 the incorporation documents or other public documents that describe the primary focus of your firm. **To develop competent and credible diversity professionals through education, certification, and consulting services that promote workplace inclusion, equity, and cultural competence.** (See Articles of Organization on the last page of Attachment F)

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 sectors for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices.(See summary table at the end of Attachment F)
 - a. Conducted research for clients in various sectors to determine the organization's current stage of equity and inclusion competency culture. This included qualitative data collection (e.g., focus group, key informant interviews, and document/policy analyses), quantitative data collection (surveys), project management, report preparation, and presentation to key leadership team members.
 - b. Designed and collaborated in developing strategic and continuous improvement plans, action planning, and supported the implementation of those plans. This required working with the organization's designated collaborators to devise an implementation plan, and develop an initiative based on the research report's findings.
 - c. A current client with a workforce of 6,500+ recently sought our guidance on reducing risk in light of recent federal and legal changes affecting DEI. Drawing on our six-year partnership, we assured them, supported by our proven track record and legal compliance, that the DEI services and solutions we've provided under our contracts align with current guidelines and effectively protect their organization. Given that we have provided racial equity training to more than 4000 of their employees to date with minimal pushback, and 86% indicating that they would recommend the course, we feel confident that the solutions we offer are effective, practical, and inclusive.
2. Providing education and training on DEI matters to the Board of Trustees. We have met with the Commissioners of a public transit agency and a medical technology company, as examples, to summarize our proposed plan based on our research results. We conducted quantitative and qualitative analyses, and document analyses, analyzed the data, and organized it into summary reports before presenting the results in a report. We have provided DEI recruitment expertise as a board member for a start-up company in the development of an artificial intelligence-driven recruitment and onboarding platform.
3. Conducting assessments of established DEI programs and producing reports of findings and recommendations. We have conducted a combination of quantitative and qualitative assessments for organizations across various segments, including the University of Buffalo, Christiana Care Health System, San Francisco Municipal Transit Agency, and Cook Medical Technology. We combined the data for the report by conducting focus groups, key informant interviews,

document analysis, and surveys. We reported the results to the executive committee and several times to the company or agency board.

4. Meeting with the Board of Trustees as part of the assessment and information-gathering process.
We conducted systematic key informant interviews with board members to get their perspectives on the current DEI initiative and ideas about gaps and needs.
5. Meeting with executive leadership as part of the assessment and information-gathering process.
We conducted a project kick-off meeting with the executive team and conducted systematic key informant interviews with them to get their perspectives.
6. Preparing an action plan aligned to organizational core values and assessment findings.
We have prepared strategic plans for companies, action plans for government organizations, and strategic continuous improvement plans. Some strategic planning changed the organization's mission entirely. More often, DEI needed to be integrated into the existing plan. Some organizations resisted any changes to the core mission plan and requested a separate mission for the DEI initiative.
7. Conducting DEI best practices and providing analysis and reports.
We have conducted research on best practices for client organizations across various segments. We have also learned conducted extensive research to identify the practices and needs of different sectors as instructors in our Diversity Executive Leadership Academy (DELA). We interact with and learn about the needs of thousands of participants who have completed our extensive certification training, which occurs as we provide personalized information in the homework assignments submitted while completing the required courses. Each course takes about three months to complete, which gives us ample opportunity to use what we learn about their work to foster competency development. The homework assignments are designed to address real-world challenges faced by DEI practitioners. We have learned a great deal about the needs of practitioners at every level, the needs of organizations across sectors, and the current practices implemented.
8. Advising on best practices in procurement.
One of the certification courses we have developed and teach is called Diversity Best Practices (DELA 900B). It is a required course for those seeking diversity recruitment certification. The development of the course and ongoing updates require extensive research, drawing on insights from our work supporting clients in developing their supplier diversity programs, as well as staying abreast of innovations in the field.
9. Advising on best practices in hiring.
One of the certification courses we offer is called Diversity Recruitment (DELA 800B). The development of the course required extensive research,

insights into our work supporting clients in developing their diversity recruitment programs, and staying up-to-date with innovations in the area. We developed a workbook that clients use to assess and augment their recruitment practices and programs. One DEI practitioner sent the entire company's fifty recruitment staff through our training as a result of what they got out of it.

10. Advising on best practices in healthcare delivery, equity, and accessibility. A large healthcare hospital and research medical center contracted DTUI to conduct an assessment to provide insights into how to improve their initiative. Given the workforce and patient demographics, one of the most important outcomes was the need to recruit more African Americans and Latino/Hispanics at the management levels. We collaborated with the project team to develop the plan design to create a more transparent and straightforward path to promotion.
11. Advising on the inclusion of diversity best practices in the investment industry. Our work with the Federal Home Loan Bank is an example. We worked with the executives and some staff after they completed one of our certification programs to identify best practices in reaching a larger demographic of potential clients.
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").

Our firm has successfully supported public sector organizations in designing, assessing, and implementing DEI programs that are compliant with federal law and Section 31 of Article I of the California Constitution (commonly known as Proposition 209), which prohibits public institutions from using race, sex, color, ethnicity, or national origin as criteria in public employment, education, or contracting. As a California-based company that has been in business since just after Proposition 209 passed, we have developed risk management competency and train our learners and clients to foster it.

- a. DEI Risk Mitigation Strategy Aligned with Legal Frameworks. We guide organizations like CalPERS in conducting environmental scans to identify reputational and legal risks associated with DEI implementation, especially amid evolving political and legal scrutiny. This includes (i) reviewing policies and language to ensure that goals focus on barrier removal, equity of access, and fairness rather than demographic targets or quotas, (ii) ensuring compliance with state-level mandates such as Proposition 209 by designing race- and gender-neutral strategies (e.g., universal design, inclusive process improvements), and (iii) developing legally defensible equity plans that emphasize transparency, merit-based criteria, and evidence-based performance metrics.

- b. Best Practices Tailored for Public Sector Pension Systems. We have advised clients on: (i) establishing competency-based DEI frameworks rather than identity-based metrics, (ii) creating strategic communications that frame DEI as part of operational excellence, fiduciary responsibility, and good governance, key messages that resonate with stakeholders of institutions like CalPERS, and (iii) benchmarking internal practices against legally vetted best-in-class models from other public agencies and pension systems.
 - c. Integration into CalPERS' DEI Framework. We are equipped to support CalPERS' stated DEI pillars—Culture, Talent Management, Health Equity, Supplier Diversity, and Investments—by: (i) conducting a gap analysis and legal risk review (as requested in Phase II of the RFP) using a structured, comparative framework across peer institutions, (ii) delivering actionable recommendations in Phase III that align with the CalPERS five-year strategic plan and fiduciary obligations, while explicitly incorporating legal constraints (e.g., ensuring that investment and supplier diversity programs do not violate Proposition 209), and (iii) partnering in Phase IV to co-develop metrics, dashboards, and internal tools that track progress without triggering compliance concerns.
 - d. Training, Communication, and Change Management. We provide: (i) board-level and executive coaching on how to navigate the intersection of DEI strategy and legal compliance, (ii) training modules that address inclusive leadership, barrier-removal methods, and micro-inequity mitigation, framed in the context of CalPERS' obligations under Proposition 209 and federal law, and (iv) communication strategies that focus on universal design, fairness, and performance equity, avoiding identity-preferential language.
13. Developing communication strategies highlighting the importance of DEI.
- 1. Conduct a DEI Communications Audit
 - a. Internal Audit: Review newsletters, leadership statements, employee resource group communications, training materials, intranet posts.
 - 2. External Audit: Assess website DEI pages, social media, press releases, vendor and stakeholder communications.
 - 3. Define Communications Goals, Target Audiences, and Key Messages
 - 4. Plan Leadership Visibility and Internal Transparency
 - 5. Design Inclusion Competency Content Framework and Multichannel Strategy
 - 6. Create Inclusive Language and Visual Guidance Documentation
 - 7. Draft DEI Communications Calendar and Rollout Strategy
 - 8. Develop Sample Materials
 - 9. Internal Review and Revision of Strategy
 - 10. Finalize DEI Communications Strategy and Board Presentation Materials

Attachment F (cont.) - Proposal Questionnaire - Summary Table of DTUI.com LLC
DEI Consulting Capabilities

Task Category	DTUI.com LLC Capabilities	Relevant Personnel Experience
Advisory Services on DEI Best Practices	Provides strategic advisory grounded in the ECDI (Equity, Cultural Diversity, and Inclusion) Competency Framework; risk-mitigation and Proposition 209 compliance expertise.	• Dr. Billy Vaughn (30+ years), DEI strategist and legal risk advisor. • Kenneth Thomas (Advisor for public agencies and pension boards). • Kathy Simonis CDP – Current board member; retired HR/DEI Lead for Macquarie Group.
Education & Training for CalPERS Board of Trustees	Customizes executive briefings and training aligned with fiduciary duties similar to the CalPERS 5-pillar DEI framework.	• Billy Vaughn & Kathy Simonis (e.g., University of Buffalo, Macquarie Group). • Billy Vaughn – CalPERS • Kenneth Thomas – Supports and promotes DEI in the construction industry • The DTUI continuing education curricula's IACET accreditation required demonstrating competencies in aligning training with objectives.
Assessment of DEI Programs & Reporting	Conducts gap analysis, DEI maturity modeling, and alignment audits using DTUI's validated survey instruments and benchmarking tools.	• Billy Vaughn & Kathy Simonis – Conducted full strategic planning assessment (e.g., SFMTA & Cook Medical Tech). We also teach strategic planning. Dr. Vaughn has covered the topic in publications. • Kenneth Thomas – Led DEI assessment at Greenbacker Capital.
Meetings with Board of Trustees	Facilitates structured input sessions and scenario-based DEI	• Billy Vaughn, Kathy Simonis, and Kenneth Thomas have conducted numerous board

	learning discussions with trustees.	presentations for updates and providing guidance.
Meetings with Executive Leadership	Leads strategic planning and executive interviews tied to DEI operational integration and cultural audits.	• Billy Vaughn and Kathy Simonis have considerable experience (e.g., Qualcomm, University of Buffalo, SFMTA, and CCHS). • Kenneth Thomas – (ACI)
Action Plan Development Aligned with Values & Assessment Findings	Crafts SMART-goal-based DEI action plans integrated with organizational core values and strategic planning cycles.	• Billy Vaughn has conducted strategic action planning for SFMTA. • Kathy Simonis and Billy Vaughn teach strategic planning in our certification programs.
DEI Best Practices Analysis & Reporting	Synthesizes research from public, private, and non-profit sectors to guide future-state design.	• Billy Vaughn has provided benchmarking research for clients (e.g., NASA,) • Kathy Simonis and Billy Vaughn synthesized research (e.g., University of Buffalo and Cook Medical Tech)
Procurement Best Practices	Advises on supplier diversity models, equity scoring in RFPs, and inclusive contracting aligned with public sector law.	• Kathy Simonis & Billy Vaughn provided DEI procurement guidance (e.g., University of Buffalo and cover supplier diversity in one of our courses). • Kenneth Thomas is the DEI procurement resource person for ACI.
Hiring Best Practices	Supports inclusive hiring audits, bias interruption strategies, and diversity recruitment pipelines.	• Kathy Simonis & Billy Vaughn provided DEI procurement guidance (e.g., University of Buffalo and teach our popular diversity recruitment course).
Healthcare Delivery, Equity & Accessibility	Provides health equity audits and recommendations using a social determinants of	• Billy Vaughn provided these services (e.g., the large CCHS healthcare system)

	health (SDOH) framework.	• A number of certification training participants were healthcare system employees.
Investment Industry DEI Advising	Consults on DEI risks, fiduciary obligations, and ESG strategy alignment within investment portfolios.	• Billy Vaughn, Kathy Simonis, and Kenneth Thomas have experience in these areas. • Billy Vaughn's latest book, Reimagining Fairness covers this aspect of DEI from a risk mitigation perspective in considerable detail.
Public Sector Legal Compliance (e.g., Prop 209)	Aligns DEI recommendations with state and federal legal constraints, including Prop 209, Title VII, and EEOC guidance.	• Billy Vaughn and Kathy Simonis recently advised SFMTA in this area and continue to do so in our capacity. • Given that we are in California, our training and consulting model we use and teach has a risk mitigation component primarily resulting from understanding the implications of the Proposition 209's passage. Of the thousands of graduates, we have not been able to successfully protect their organizations against litigation.
DEI Communications Strategy Development	Develops inclusive communication audits, internal/external messaging frameworks, language guides, and DEI campaign plans.	• Kathy Simonis and Billy Vaughn have led full-scope DEI comms strategy rollouts for transportation and utilities agencies (e.g., SF Public Library, U. of Buffalo, and SFMTA).

ATTACHMENT G -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 the 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:

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.

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:**

The business concern is:

Responsible for the execution of a distinct element of the work of the contract;

Carries out its obligation by actually performing, managing, or supervising the work involved;

Performs work that is normal for its business, services and function; and

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:

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.

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.

Attachment G (cont.) - 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:

DVBE Certification Number:

Contact Name:

E-mail (if available):

Telephone Number: (XXX) XXX-XXXX

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

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

Contractor Signature



Authorized Signature

Name and Title (Please Print): Billy Vaughn, PhD –
Senior Managing Partner

Date: June 28, 2025

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 photocopy 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: Quantum Path LLC

Contact Name: Kenneth Thomas

Telephone Number: (917) 613-9139

Street Address, City, State and Zip Code:

PO Box 4029, New York New Yor 10163-4029

Description of Work to be Performed by Subcontractor:

Action planning, implementation, and benchmarking tasks

Percentage of Total Agreement Amount ¹:

Up to 25%

Company Name:

Contact Name:

Telephone Number:

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420

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.

Attachment I - Required Attachments Certification Checklist

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

Firm's Name: DTUI.com 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.

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420

<u>Attachment Name/Description</u>	<u>Proposer Certification</u> n	<u>CalPERS Verification</u>
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 " <u>Master Copy</u> " containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked " <u>Reproduction Copy.</u> " 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. <u>Note: Entire proposal may not be marked confidential and proprietary.</u>	☒ 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)
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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

California Public Employees’ Retirement System (CalPERS)
Request for Proposal No. 2024-9420

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 DTUI.com LLC.”	☒ Yes ☐ No	☐ Yes ☐ No
--	--	---

<u>Verifications Performed by CalPERS Staff</u>	<u>CalPERS Verification</u>
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



Duane Morris®

June 30, 2025

Reproduction Copy
45 Pages

Response to Request for
Proposal No. 2024-9420

Prepared for



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COVER LETTER

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AUSTIN

DuaneMorris®

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ALLIANCES IN MEXICO

June 30, 2025

Contracts Officer
California Public Employees' Retirement System
400 Q Street
Sacramento, CA 95811

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

Dear Sir or Madame:

Thank you for the opportunity to present our credentials for the scope of services identified in the aforementioned Request for Proposal. We understand that CalPERS is seeking an external contractor to advise the CalPERS Board of Administration and designated CalPERS leadership in connection with the organization's internal and external efforts to improve and implement a fully integrated, best-in-class DEI program, while being mindful of the limitations imposed on California state agencies with respect to DEI.

I confirm that as a partner of the firm, I am authorized to sign on behalf of Duane Morris.

- a. We confirm that our proposal is a firm and irrevocable offer good for 180 days.
- b. We confirm our willingness to perform the services as described in this RFP.
- c. We confirm the availability of staff and other required resources for performing all services and providing all deliverables as described in this RFP.

Sincerely,



Terrance J. Evans
Partner

TJE

DUANE MORRIS LLP

SPEAR TOWER
ONE MARKET PLAZA, SUITE 2200
SAN FRANCISCO, CA 94105-1127

PHONE: +1 415 957 3000 FAX: +1 415 957 3001

ATTACHMENT A- MINIMUM QUALIFICATIONS

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment A
Page 1 of 2

**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)
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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.



June 30, 2025
Date

Authorized Signature

Duane Morris LLP
Name of Firm

Terrance Evans, 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
Duane Morris LLP	121 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
Discover Financial Services	5+	Diversity & Inclusion Consulting, Training	Kareem Dale, Director and Senior Counsel	Kareem.Dale@discover.com
Chick-fil-A	5+	Diversity & Inclusion Consulting, Training	Turea Flowers, SPHR Talent Selection Leader	tura.flowers@cfacorp.com
Altus Group	3+	Diversity & Inclusion	Terrie-Lynne Devonish, Executive Vice	terrie.devonish@altusgroup.com

		Consulting, Training	President, Chief Legal Officer, Corporate Secretary	
California Lawyers Association		Diversity & Inclusion Consulting, Training	Chris Nguyen, CEO	chris.nguyen@calawyers.org
Great American Insurance Group		Diversity & Inclusion Consulting, Training	Brian Desoto, Divisional Group President	bdesoto@gaig.com
American Academy of Matrimonial Lawyers		Diversity & Inclusion Consulting, Training	Lexi Mussallem Nancy Mass Gretchen Wallacker	lexi@amafamilylaw.com nmass@lakinspears.com gretchen@wallackerfamilylaw.com
Sutter Health		Diversity & Inclusion Consulting, Training	Caren Weakley, General Counsel	caren.weakley@sutterhealth.org
Folger Levin LLP		Diversity & Inclusion	Rosha Jones, Partner and Co-	rjones@folgerlevin.com

California Public Employees' Retirement System
Request for Proposal No. 2024-9420
Attachment A, Exhibit 1
Page 3 of 6

		Consulting, Training	Chair of the Labor and Employment and Litigation Practice Groups	
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- 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
Discover Financial Services	5+	Diversity & Inclusion Consulting, Training	Kareem Dale, Director and Senior counsel	Kareem.Dale@discover.com
Chick-fil-A	5+	Diversity & Inclusion Consulting, Training	Turea Flowers, SPHR Talent Selection Leader	tura.flowers@cfacorp.com
Altus Group	3+	Diversity & Inclusion Consulting, Training	Terrie-Lynne Devonish, Executive Vice President, Chief Legal Officer,	terrie.devonish@altusgroup.com

California Public Employees' Retirement System
Request for Proposal No. 2024-9420
Attachment A, Exhibit 1
Page 4 of 6

			Corporate Secretary	
Great American Insurance Group		Diversity & Inclusion Consulting, Training	Brian Desoto, Divisional Group President	bdesoto@gaig.com
Sutter Health		Diversity & Inclusion Consulting, Training	Caren Weakley, General Counsel	caren.weakley@sutterhealth.org
California Lawyers Association		Diversity & Inclusion Consulting, Training	Chris Nguyen, CEO	chris.nguyen@calawyers.org
Folger Levin LLP		Diversity & Inclusion Consulting, Training	Rosha Jones, Partner and Co-Chair of the Labor and Employment and Litigation Practice Groups	rjones@folgerlevin.com
CLA Racial Justice Committee		Diversity & Inclusion	Adrieannette Ciccone – Co-	adrieannette.ciccone@gmail.com

California Public Employees' Retirement System
Request for Proposal No. 2024-9420
Attachment A, Exhibit 1
Page 5 of 6

		Consulting, Training	Founder and Co-Chair	
--	--	----------------------	----------------------	--

- 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
Altus Group	3+	Diversity & Inclusion Consulting, Training	Terrie-Lynne Devonish, Executive Vice President, Chief Legal Officer, Corporate Secretary	terrie.devonish@altusgroup.com
Sutter Health	1+	Diversity & Inclusion Consulting, Training	Caren Weakley, General Counsel	caren.weakley@sutterhealth.org

California Public Employees' Retirement System
Request for Proposal No. 2024-9420
Attachment A, Exhibit 1
Page 6 of 6

- 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
Discover Financial Services	5+	Kareem Dale, Director and Senior counsel	Kareem.Dale@discover.com
Altus Group	3+	Terrie-Lynne Devonish, Executive Vice President, Chief Legal Officer, Corporate Secretary	terrie.devonish@altusgroup.com
Sutter Health	1+	Caren Weakley, General Counsel	caren.weakley@sutterhealth.org
Great American Insurance Group	5+	Brian Desoto, Divisional Group President	bdesoto@gaig.com 5+

ATTACHMENT B – BID 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: Duane Morris LLP

Contact Name and Title: Terrance Evans, Partner

Address: Spear Tower, One Market Plaza, Suite 2200, San Francisco, CA 94105

Phone Number: 415-957-313-

Fax Number: 415-358-4154

E-Mail Address: tjevans@duanemorris.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): 23-1392502

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.)

California Public Employees' Retirement System (CalPERS)
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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: Terrance Evans

Address: Spear Tower, One Market Plaza, Suite 2200, San Francisco, CA 94105

Phone Number: 415-957-3130

Fax Number: 415-358-4154

E-Mail Address: tjevans@duanemorris.com

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

Name and Title: Same as above

Address:

Phone Number:

Fax Number:

E-Mail Address:

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 30, 2025

Date

Terrance Evans, Partner

Name and Title (Please Print)

ATTACHMENT C – C-CA TAXPAYER

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California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Duane Morris LLP

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 "Terrance Evans".

Authorized Signature

June 30, 2025
Date

Terrance Evans, Partner
Name and Title (Please Print)

ATTACHMENT D – CONTRACTING ACT DECLARATIONS

California Public Employees' Retirement System (CalPERS)
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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.

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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).

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- ☐ 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

Terrance Evans, Partner
Name and Title (Please Print)

June 30, 2025
Date

Duane Morris LLP
Firm Name (Please Print)

PERS01A0196 (03/2017)

ATTACHMENT E – CONTRACT RELATED DISCLOSURE FORM

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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:
Duane Morris LLP
- c. Name of Individual Authorized to bind the Proposer or Contractor:
Terrance Evans, Partner
- d. Contact Person (if different than above):

- e. E-mail Address:
tjevans@duanemorris.com
- f. Phone No:
415-957-3130
- g. Name of CalPERS Contact (if applicable):

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(5/2012)

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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:

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(5/2012)

California Public Employees' Retirement System (CalPERS)

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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

June 30, 2025

Date

Terrance Evans, Partner

Name and Title

PERS01A0068

(5/2012)

ATTACHMENT F- PROPOSAL QUESTIONNAIRE

1. Name of your organization.

Duane Morris LLP

2. Location of headquarters.

30 South 17th Street
Philadelphia, PA 19103

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

Terrance J. Evans, Partner
Duane Morris LLP
Spear Tower
One Market Plaza, Suite 2200
San Francisco, CA 94105-1127

Joseph West, Chief Diversity & Inclusion Officer and Partner
Duane Morris LLP
901 New York Avenue N.W., Suite 700 East
Washington, DC 20001-4795

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

121 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 significant changes.

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.

Duane Morris LLP, a law firm with more than 900 attorneys in offices across the United States and internationally, is asked by a broad array of clients to provide innovative solutions to today's legal and business challenges.

The law firm known today as Duane Morris was founded in Philadelphia in 1904. In the early 20th century, the partnership helped clients with any of the legal needs of the day, such as negotiating contracts between local business owners or handling the property issues regarding the sale of farmland. Our clients' needs have changed dramatically since then. Our 21st century lawyers are more likely to negotiate multimillion-dollar transactions between global corporations or handle intellectual property issues regarding the licensing of biotechnology discoveries.

From a partnership of four Philadelphia attorneys in 1904, the firm has grown to be among the 100 largest in the world. Duane Morris' more than 900 lawyers now work out of offices in North America, Europe and Asia to address clients' issues around the globe.

Throughout all the growth, Duane Morris always has been guided by the same principle. At the heart of our firm is a partnership, an agreement to work together in the pursuit of our clients' goals. Under the leadership of the firm's founders, and the influence of past and present chairmen, Duane Morris has embraced a culture of inclusiveness, congeniality and consensus building that is rare among law firms. Decades ago, Morris Duane, former chairman and

descendant of two of the firm's founders, detailed the ideals and philosophies of service that our lawyers inherit from previous generations of Duane Morris partners, including:

"Integrity, reliability, lack of greed, good humor, hard work of high quality, a desire to be the best, willingness to sacrifice personal pursuits for the benefit of clients, involvement in civic affairs for the benefit of the community, tolerance of divergent views, concern for those less fortunate, devotion to our families, and among the partners and all others in the office a subordination of self for the welfare of the group and its clients which in the world of sports is known as teamwork."

While the partnership at Duane Morris may have grown beyond the founders' imaginations, their spirit of unity and dedication to client service continues to guide our firm and shape our future.

Diversity, Equity and Inclusion Consulting Services Capabilities

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.

Duane Morris' Diversity Consulting Practice offers a wide range of services related to diversity and inclusion, including:

- ▶ Developing diversity and inclusion mission statements.
- ▶ Reviewing corporate strategic plans to ensure that diversity and inclusion are considered with respect to recruiting, hiring, retention and promotion.
- ▶ Creating diversity and inclusion policies and practices that comply with applicable law.
- ▶ Developing best practices for leadership to advance the diversity and inclusion initiative in the organization.
- ▶ Designing and implementing diversity and inclusion training programs and other educational opportunities on equal employment opportunity, generational issues and cultural competencies.
- ▶ Offering training on the existence of implicit bias and its long-term impact on organizations.
- ▶ Establishing outreach programs to minority, women and other diverse organizations and educational institutions.
- ▶ Ensuring that internal policies and practices are consistent with voluntary Dodd-Frank compliance and other compliance obligations.
- ▶ Ongoing monitoring and training on the ever-expanding regulatory landscape for both optional and mandatory diversity and inclusion- related requirements.
- ▶ Creating employee mentoring programs.
- ▶ Reviewing risks associated with implementing affinity programs for employees.
- ▶ Creating a supplier diversity policy that provides a fair opportunity for minority-owned and women-owned businesses to compete for business and services contracts.
- ▶ Developing best practices for increasing, managing and monitoring utilization of diverse vendors, including outside counsel.
- ▶ Developing a model for self-assessment and weighing the legal risks of collecting diversity-related data.
- ▶ Designing a custom recruiting/retention/promotion template designed to mitigate and interrupt biases and to ensure greater success in recruiting and retaining diverse candidates.
- ▶ Developing affirmative action programs for government contractors and subcontractors, advising contractors regarding affirmative action compliance and representing contractors in Office of Federal Contract Compliance Programs (OFCCP) audits.

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

Terrance J. Evans is a Partner in the San Francisco and Los Angeles offices of Duane Morris LLP, where he serves as the Co-Leader of the firm's Banking and Financial Services Practice and as Co-Chair of the Duane Morris San Francisco Diversity and Inclusion Committee. His practice is focused on representing clients in federal and state trial and appellate courts across the United States including the United States Supreme Court. Mr. Evans also regularly counsels clients regarding racial justice and diversity and inclusion issues. He has led dozens of diversity trainings for judges, lawyers, law students, and members of the community around the United States.

Mr. Evans is the President-Elect and Chair of the California Lawyers Association ("CLA"), the largest voluntary state bar association in the United States representing the interests of more than 260,000 California lawyers. Mr. Evans is the first person of color and the first Black person in California history elected to these high-profile positions. Mr. Evans is also the Director of Region IX of the National Bar Association, the largest Black Bar Association in the world. Mr. Evans is also Vice President North of the California Association of Black Lawyers ("CABL"), the umbrella organization for all Black bar associations and judicial organizations in California.

Mr. Evans is the Past President of the Charles Houston Bar Association, the oldest Black Bar Association in California. Mr. Evans is the Co-Founder and Past Chair of the Charles Houston Bar Institute; a foundation that provides scholarships to underprivileged students. Mr. Evans is also the Co-Founder and Co-Chair of the CLA Racial Justice Committee; Past Chair of the Litigation Section of the California Lawyers Association; Co-Chair of the American Bar Association Insurance Coverage Litigation Committee Diversity & Inclusion Committee, Past Board Member of the Bar Association of San Francisco ("BASF"); Past Member of the BASF Judicial Evaluation Committee; Current Member of the BASF Finance Committee. Mr. Evans is a Member of the CABL Legislative Committee and Membership Committee.

In 2022, 2023, and 2024 Mr. Evans was honored by the Los Angeles Times as being one of the foremost leaders on diversity, equity, and inclusion issues in the State of California. In 2022, Mr. Evans was also honored by the Minority Bar Coalition for a second time for his efforts to promote diversity, equity, and inclusion throughout the United States. In 2023, Mr. Evans was honored by the National Bar Association as the Regional Director of the Year for his work to promote DEI around the United States and around the world. In 2024, Mr. Evans received the Cunningham Award from the California Association of Black Lawyers for his efforts to promote diversity, equity, and inclusion and civil rights for all people. In 2025, Mr. Evans was named the Loren Miller Lawyer of the Year by the California Association of Black Lawyers. Also, in 2025, Mr. Evans was recognized by the San Francisco Recorded and Law.com as one of the most distinguished lawyers in California. Mr. Evans has raised more than \$650,000 for scholarships for underprivileged students. Mr. Evans has also created five annual scholarship that have provided tens of thousands of dollars to under privileged students from all backgrounds.

Joseph West, Chief Diversity & Inclusion Officer and Partner, previously served as CEO of the Minority Corporate Counsel Association (MCCA), a leading organization focused on Diversity and Inclusion in the corporate legal sector. He has spent a good part of his career developing state of the art tools for recruiting, retaining and advancing diverse populations and to create and maintain inclusive work forces. These include such works as the Nextions Written in Black and White study, the "Bias Interrupters" study and toolkit, the MCCA "Workplace 2020" report, MCCA "Myth of Meritocracy" report and the resources created by the ABA Diversity 360 Commission. He helped develop these tools, many of which have become the gold standard for companies seeking to make progress in this arena. He established Duane Morris' diversity consulting practice when he joined the firm as partner in 2016.

He is an award-winning, nationally recognized subject matter authority in the field of diversity and inclusion having worked, lectured and written extensively on diversity and inclusion issues impacting businesses and the legal profession. He has lectured at the George Mason Antonin Scalia School of Law on corporate leadership and diversity and was retained by the school to develop the first of its kind curriculum on corporate diversity and inclusion. Mr. West developed his extensive knowledge in diversity and inclusion matters working with companies and law firms to improve their diversity and inclusion metrics, training and programs.

At Walmart, Mr. West successfully leveraged his role as Head of Global Outside Counsel Management to establish and meet the company's diversity and inclusion goals through its outside counsel spend, for which he is recognized as being at the forefront of the business case for diversity, and to facilitate the company's role as an initial signatory to the Inclusion Initiative with the National Association of Minority and Women Owned Law Firms. As President and CEO of MCCA, he tripled membership in the national advocacy group for corporate diversity and inclusion issues and created programs focused on expanding opportunities for minority lawyers and women in corporate law departments and within member firms, enhancing legal skills for corporate lawyers and facilitating business development opportunities for corporate lawyers.

Mr. Evans and **Mr. West** have experience advising domestic and global companies on a wide array of legal issues, and represent, train and advise numerous associations and companies, including publicly traded companies and their boards and CEOs, on issues related to diversity and inclusion and the compliance, risk management and corporate strategies associated with these issues.

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

In his capacity as CEO of MCCA, Mr. West managed staff in two offices and the reported to a board of directors consisting of 24 general counsels of some of the largest companies in the world. In 2011, he created the Academy for Leadership & Inclusion, the first of its kind corporate implicit bias training program. He established Duane Morris' diversity consulting practice when he joined the firm as partner in 2016.

Mr. Evans has advised numerous for-profit and nonprofit boards across California and the United States on issues related to diversity, equity, and inclusion. Mr. Evans has also advised municipalities regarding DEI issues. The Los Angeles Times, San Francisco Recorder, and numerous organizations have recognized Mr. Evans as being one of the most influential and innovative leaders in California on DEI issues.

Mr. Evans and Mr. West have experience advising domestic and global companies on a wide array of legal issues, and also represent, train and advise numerous associations and companies, including publicly traded companies and their boards and CEOs, on issues related to diversity and inclusion and the compliance, risk management and corporate strategies associated with these issues. Mr. Evans has and continues to provide implicit bias and DEI training for hundreds of judges across California, as well as for his own clients. Mr. Evans has provided DEI training for the justice of the California Supreme Court, California Courts of Appeal, California Superior Court, and numerous federal courts.

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

Both Mr. Evans and Mr. West have conducted assessments of DEI programs for for-profit and non-profit boards and municipalities and produced reports of their findings with recommendations. As part of their assessments, they met with employees and volunteers at all levels of these organizations and conducted anonymous surveys. They also reviewed programs, written materials, and social media posts as part of the assessment process.

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

Both Mr. Evans and Mr. West have met with numerous boards of trustees for nonprofit and for-profit organizations across the United States as part of their assessment and information gathering processes related to DEI issues. They have also both served on and chaired numerous boards of trustees, and they understand board protocol for both nonprofit and for-profit organizations. They have both extensively advised and provided training to a wide range of nonprofit and for-profit boards regarding DEI issues.

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

Both Mr. Evans and Mr. West have met with and provided counsel to executive leadership for nonprofit and for-profit organizations, and municipalities across the United States as part of the assessment and information gathering process. They understand and have extensive experience with the sensitive nature of these communications, and routinely provide critical guidance to these leaders. They gather information from these leaders through virtual and in-person meetings and questionnaires. They have also served as a resource for these leaders in real time when these leaders have needed guidance navigating time sensitive high-profile issues related to DEI.

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

Both Mr. Evans and Mr. West have prepared action plans for nonprofit and for-profit organizations, and municipalities across the United States based on their assessment findings and tailored to the core values of these organizations. This process has involved reviewing organizational documents. Interviewing and taking surveys from the leadership, employees, and volunteers of these organizations, and preparing customized action plans that comport with the organization's core values.

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

Both Mr. Evans, Mr. West, and the Duane Morris D&I Consulting Practice conduct DEI practices research to make sure that their clients have the most current and timely information about these issues. These efforts have been especially helpful considering recent challenges to DEI by elected officials and in the courts across the United States. Both Mr. Evans and Mr. West are actively helping clients navigate an evolving and dynamic DEI landscape in the United States. For the past three consecutive years, the Los Angeles Times has recognized Mr. Evans as a thought leader in this area.

8. Advising on best practices in procurement.

Both Mr. Evans, Mr. West, and the Duane Morris D&I Consulting Practice have advised clients regarding best practices for navigating procurement in a way that does not violate federal antidiscrimination law. This includes advising clients on the language, structure, and implementation of procurement programs designed to improve the representation of underrepresented groups without violating federal anti-discrimination laws and navigating Presidential Executive Orders targeting DEI programs.

9. Advising on best practices in hiring.

Both Mr. Evans, Mr. West, and the Duane Morris D&I Consulting Practice have advised clients regarding best practices for recruiting, hiring, and retention in a way that does not violate federal antidiscrimination law. This includes advising clients on the language, structure, and implementation of recruiting, hiring, and retention programs designed to improve the representation of underrepresented groups without violating federal anti-discrimination laws and navigating Presidential Executive Orders targeting DEI programs.

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

Both Mr. Evans, Mr. West, and the Duane Morris D&I Consulting Practice have advised clients regarding healthcare delivery equity, inclusion, and accessibility. These clients have included healthcare organizations navigating federal anti-discrimination laws and reducing False Claims Act exposure related to Presidential Executive Orders and diversity, equity, inclusion, and accessibility.

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

Mr. Evans, in his role as co-leader of the Duane Morris banking and financial services practice, has advised numerous clients in the banking, financial services, and investment industry regarding best practices related to DEI issues. Mr. Evans has also spoken at numerous conferences for the banking, financial services, and investment industry regarding best practices related to DEI issues.

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”).

Mr. Evans has advised numerous public sector organizations, academic institutions, and municipalities in California regarding DEI best practices that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (commonly known as “Proposition 209”). Mr. Evans has also developed training programs for federal and state trial and appellate courts across California. Mr. Evans is well versed and well regarded throughout California and across the United States on these issues.

13. Developing communication strategies highlighting the importance of DEI.

Both Mr. Evans, Mr. West, and the members of the Duane Morris D&I Consulting Practice, have given hundreds of presentations throughout the United States and across the world regarding communication strategies highlighting the importance of DEI. Mr. Evans has given well over 200 of these presentations in partnership with more than 65 organizations across the world regarding communication strategies highlighting the importance of DEI. Both Mr. Evans and Mr. West are considered two of the most influential thought leaders in the United States in this area.

Attorney Profiles

Terrance J. Evans, Partner

Duane Morris LLP
Spear Tower, One Market Plaza, Suite 2200
San Francisco, CA 94105-1127 - USA

Phone: +1 415 957 3130
Fax: +1 415 358 4154
Email: TJEvans@duanemorris.com



Terrance J. Evans is a Partner in the San Francisco and Los Angeles offices of Duane Morris LLP, where he serves as the Co-Leader of the firm’s Banking and Financial Services Practice and as Co-Chair of the Duane Morris San Francisco Diversity and Inclusion Committee. He is a nationally recognized trial lawyer with substantial appellate experience who has secured victories for clients in numerous multimillion-dollar cases in federal and state trial and appellate courts across the United States. During his more than 20 years of practice, Mr. Evans has made history multiple times and distinguished himself as a leader in several of the largest bar associations in the United States. Mr. Evans is also a dynamic speaker who gives presentations on legal issues across the United States and around the world. Mr. Evans also regularly counsels clients regarding racial justice and diversity and inclusion issues. He has led dozens of diversity trainings for judges, lawyers, law students, and members of the community around the United States.

Mr. Evans is the President-Elect and Chair of the California Lawyers Association (“CLA”), the largest voluntary state bar association in the United States representing the interests of more than 260,000 California lawyers. Mr. Evans is the first person of color and the first Black person in California history elected to this high-profile position. Mr. Evans is also the Director of Region IX of the National Bar Association, the largest Black Bar Association in the world. Mr. Evans is also Vice President North of the California Association of Black Lawyers (“CABL”), the umbrella organization for all Black bar associations and judicial organizations in California.

Mr. Evans is the Past President of the Charles Houston Bar Association, the oldest Black Bar Association in California. Mr. Evans is the Co-Founder and Past Chair of the Charles Houston Bar Institute; a foundation that provides scholarships to underprivileged students. Mr. Evans is also the Co-Founder and Co-Chair of the CLA Racial Justice Committee; Past Chair of the Litigation Section of the California Lawyers Association; Co-Chair of the American Bar Association Insurance Coverage Litigation Committee Diversity & Inclusion Committee, Past Board Member of the Bar Association of San Francisco ("BASF"); Past Member of the BASF Judicial Evaluation Committee; Current Member of the BASF Finance Committee. Mr. Evans is a Member of the CABL Legislative Committee and Membership Committee.

Mr. Evans is a Member of California Lawyers Foundation; a Member of CLA Government Affairs Committee; Past Co-Chair of CLA Litigation Appellate Summit; Past Co-Chair of Pathways to the Bench Conference; Chair of CLA Litigation Section Scholarship Program; and Past Chair of the CLA Fundraising Committee. Mr. Evans is the Past Co-Chair of the ABA ICLC Annual Conference (the largest insurance coverage conference in North America). Mr. Evans also serves at the Co-Leader of the Duane Morris African American Employee Resource Group; Past Co-Leader of the Black Law Firm Partners of SF; and Member of the San Francisco Superior Court Elimination of Bias Committee.

Mr. Evans is the first Black man elected to serve as a statewide representative on the Board of the California Lawyers Association. Mr. Evans was the first Black person elected to serve as an officer of the California Lawyers Association, when he was elected Vice Chair in 2023. Mr. Evans was the first person of color in history elected to Chair the Association of Business Trial Lawyers Leadership Development Committee; the largest trial lawyer bar association in California.

Mr. Evans has spoken at more than 200 diversity and inclusion programs and civil rights programs in partnership with more than 65 law schools, bar associations, colleges, universities, high schools, law firms, churches, and other organizations. Mr. Evans also frequently appears on national and local television and radio discussing issues ranging from the United States Supreme Court and California courts to important legislation and civil rights issues.

In 2016, Mr. Evans was honored by the National Bar Association as one of the top African American attorneys in the USA under age 40. In 2017, he was honored by the Charles Houston Bar Association for his work promoting diversity and inclusion in the legal profession. In 2018, Mr. Evans was honored by the Minority Bar Coalition for his contributions to promoting diversity and inclusion throughout California. In 2019, Mr. Evans was honored by New Dawn Vallejo for his work promoting diversity and inclusion and pro bono legal services. In 2020, Mr. Evans was recognized by Chambers for his efforts to promote diversity and inclusion throughout the United States. In 2021, Mr. Evans was honored by the Bar Association of San Francisco and Justice and Diversity Center for his diversity and inclusion work in Northern California and throughout the United States. In 2021, Mr. Evans was also honored by American Lawyer Magazine as a Trail Blazer.

In 2022 and 2023, Mr. Evans was honored by the Los Angeles Times as being one of the foremost leaders on diversity and inclusion issues in the State of California. In 2022, Mr. Evans was also honored by the Minority Bar Coalition for a second time for his efforts to promote diversity and inclusion throughout the United States. In 2023, Mr. Evans was honored by the National Bar Association as the Regional Director of the Year for his work to promote D&I around the United States and around the world. In 2024, Mr. Evans received the Cunningham Award from the California Association of Black Lawyers for his efforts to promote diversity and inclusion and civil rights for all people.

During his legal career, Mr. Evans has raised more than \$650,000 for scholarships for underprivileged students. Mr. Evans has also created five annual scholarships that have provided tens of thousands of dollars to underprivileged students across the United States.

Mr. Evans has spoken at numerous legal continuing education seminars, business development workshops, and diversity conferences around the country. Additionally, he has been very involved in the firm's *pro bono* efforts.

Mr. Evans has been recognized both locally and nationally for his professional accomplishments. In 2016, he was appointed to the Minority Corporate Counsel Association's (MCCA) Next Generation (N-Gen) Advisory Board, formed of in-house and law firm attorneys to assist with MCCA's efforts to promote

diversity and inclusion in the legal profession nationwide. In 2012, Mr. Evans was appointed as co-chair of the American Bar Association's Section of Litigation, Insurance Coverage Litigation Committee. In 2010 and 2008, he was honored by the American Business Trial Lawyers of Northern California for his dedication and professionalism. In addition, he was named one of the top 100 minority associates in the United States for 2007 by the Stakeholder Organization. Mr. Evans has also received special honors from the NAACP, the Congressional Black Caucus, the 100 Black Men of Los Angeles, the Young Black Scholars Program, the Black Women Lawyers Association of Los Angeles, the American Legion and many other organizations.

Mr. Evans graduated from Cornell University, where he made multiple appearances on the Dean's List, and was a Cornell Tradition Fellow. He also graduated from Loyola Law School in Los Angeles with recognition, and he was ranked as the Third Best Oral Advocate in the United States at the Frederick Douglass Moot Court Competition.

Professional Activities

- ▶ Minority Corporate Counsel Association (MCCA)
 - Next Generation (N-Gen) Advisory Board, 2016-2022
- ▶ California State Bar Litigation Executive Committee
- ▶ California Lawyers Association
 - President-Elect 2025-2027
 - Chair of the Board of Representatives 2024-2025
 - Vice Chair of the Board of Representatives 2023-2024
 - Litigation Section Board Rep 2021-2023
 - Chair of the CLA Litigation Section – 2020-2021
 - Vice Chair of the CLA Litigation Section – 2019-2020
 - Treasurer of the CLA Litigation Section – 2018-2019
 - Secretary of the CLA Litigation Section – 2017-2018
 - Member of the CLA Litigation Section Executive Committee – 2012-2017
 - Advisor to the CLA Litigation Section Executive Committee – 2021 to the Present.
 - Co-Founder and Co-Chair of the CLA Racial Justice Committee – 2021 to Present
 - Co-Leader of the CLA DEI Committee and Diversity Outreach Committee – 2012 to Present
 - Chair of the CLA Programs Committee;
 - Chair of the CLA Gala Committee;
 - Member of the CLA Strategic Planning Committee;
 - Member of the CLA Budget and Finance Committee;
 - Member of California Lawyers Foundation;
 - Member of CLA Government Affairs Committee;
 - Co-Chair of CLA Litigation Appellate Summit;
 - Co-Chair of Pathways to the Bench Conference;
 - Chair of CLA Litigation Section Scholarship Program;
 - Chair of the CLA Fundraising Committee;
 - Editor of various CLA Litigation Section publications.
- ▶ American Bar Association
 - Section of Litigation
 - Articles Editor, Insurance Coverage Litigation Committee
 - Co-Chair, Employment Subcommittee
 - 2016 Co-Chair of Insurance Coverage Seminar
 - 2015 Vice-Chair of Insurance Coverage Seminar
 - Co-Chair of Insurance Coverage Diversity, Equity and Inclusion Subcommittee 2016 to Present
- ▶ Association of Defense Counsel of Northern California and Nevada
- ▶ California Lawyers Foundation
 - Board Member 2023 - Present
- ▶ National Bar Association
 - Director of Region IX of the National Bar Association – 2022 – Present
 - Deputy Director of Region IX of the National Bar Association – 2020 – 2022

- ▶ California Black Lawyers Association
 - Vice President North – 2024-2026
 - Member at Large – 2022-2024
 - CHBA Affiliate Representative – 2021-2022
 - Member of Legislative Committee
 - Member of Membership Committee
- ▶ Charles Houston Bar Association
 - Advisor – 2022 to Present
 - President - 2021-2022
 - Vice President – 2019-2021
 - General Counsel – 2012 -2019
- ▶ Charles Houston Bar Institute
 - Co-Founder - 2021-2022
 - Chair – 2022-2023
- ▶ California Bar Association
- ▶ The Bar Association of San Francisco
 - Board Member
 - Member of Judicial Evaluation
 - Member of Finance Committee
 - Member of numerous other BASF committees.
- ▶ American Business Trial Lawyers of Northern California
 - Chair, Leadership Development Committee, 2012-2013
- ▶ Black Partners of San Francisco
 - Co-Leader 2011 to Present
- ▶ Attorney Representative of the SF Superior Court Elimination of Bias Committee

Education

- ▶ Loyola University School of Law, J.D., with recognition
- ▶ Cornell University, B.A.

Experience

- ▶ Duane Morris LLP
 - Partner, 2011-present
 - Associate, 2006-2010
- ▶ Hancock Rothert & Bunshoft LLP
 - Associate

Honors and Awards

- ▶ Named 2025 Loren D. Miller Attorney of the Year by the California Association of Black Lawyers, 2025
- ▶ Distinguished Leader Award Winner, The Recorder's California Legal Awards, 2024 and 2025
- ▶ Selected as a finalist for Innovation in Diversity and Inclusion by the California Legal Awards, 2023
- ▶ Named to LA Times' Diversity, Equity, Inclusion & Accessibility – Trends, Updates & DEIA Leadership Forum Magazine as a "DEIA Visionary"
- ▶ Listed in Lawyers of Color's "Law Firm Leaders," 2022
- ▶ Named to The American Lawyer's list of West Trailblazers, July 1, 2021
- ▶ Named one of the top 40 attorneys under the age of 40 in the United States for 2016 by the National Bar Association
- ▶ 2016 Leadership Award from the American Bar Association Insurance Coverage Litigation Committee
- ▶ Named by Super Lawyers Magazine as a Northern California Rising Star, 2012-2017 in the areas of Banking and Insurance
- ▶ Named one of the Top 100 Minority Associates in the United States for 2007 by the Stakeholder Organization
- ▶ 3rd Best Oral Advocate Frederick Douglass National Moot Court Competition

- ▶ Who's Who American Law Students
- ▶ Semifinalist Frederick Douglass Western Regional Moot Court Competition
- ▶ Winner of the Black Women Lawyers of Los Angeles Annual Essay Competition
- ▶ Cornell University Tradition Fellowship
- ▶ Congressional Black Caucus Scholarship

Selected Speaking Engagements

- ▶ Speaker, "Students for Fair Admissions, Inc. v. President & Fellows of Harvard College; and SFFA v. University of North Carolina," California Lawyers Association Webinar, May 21, 2024
- ▶ Moderator, "2024 Banking and Finance General Counsel Roundtable: Artificial Intelligence and Diversity, Equity & Inclusion," Duane Morris Webinar, February 28, 2024
- ▶ Panelist, "Insurance, Race, & Justice," ABA Insurance Coverage Litigation Committee CLE Seminar, March 9, 2024
- ▶ Facilitator, "The Past, Present and Future of Diversity, Equity and Inclusion in the U.S. Banking and Finance Industry," Duane Morris Banking and Finance General Counsel Roundtable, November 17, 2022
- ▶ Speaker, "How Lawyers Can Eliminate Bias Related to Racism, Sexism, Homophobia, and Transphobia in the Legal Profession," ABA 2022 Insurance Coverage Litigation Committee CLE Seminar, Tucson, Arizona, March 4, 2022
- ▶ Moderator, "How to Protect Our Civil Rights and Advance Diversity, Equity and Inclusion Before It's Too Late," 9th Annual Citywide Diversity and Inclusion Networking Event and Panel Discussion, Webinar, October 14, 2021
- ▶ Moderator, "Building a Coalition for Racial Justice and Civil Rights During a Time of Crisis," California Lawyers Association, September 17, 2020
- ▶ Speaker, "Juneteenth Celebration," Charles Houston Bar Association, June 19, 2020
- ▶ Moderator, "Standing Up for Justice: Challenging the Erosion of Civil Rights, Diversity and Inclusion," Duane Morris LLP, San Francisco, October 10, 2019
- ▶ Moderator, "Diversity and Inclusion v. Intolerance and Hatred: Where Do We Go From Here?" Bar Association of San Francisco 5th Annual Citywide Diversity and Inclusion Networking Event and Panel Discussion, San Francisco, October 19, 2017
- ▶ Speaker, "Overcoming Blind Spots & Unconscious Bias to Create a Culture of Inclusion," Legalweek West's LegalDiversityForum, San Francisco, June 13, 2017
- ▶ Panelist, "A Critical Discussion of Diversity and Inclusion in the Insurance Industry," Insurance Coverage Litigation Committee CLE Seminar, Tucson, AZ, March 3, 2017
- ▶ Moderator, Citywide Diversity and Inclusion Program, San Francisco, October 13, 2016
- ▶ Moderator, "The Pros and Cons of Trading Your Personal Identity for A Successful Career, BASF & Duane Morris Citywide Diversity Program, October 14, 2015
- ▶ Moderator, "Why Diversity and Inclusion Issues Still Matter: Eliminating Bias in the Legal Profession and Our Community," BASF & Duane Morris Citywide Diversity Program, October 29, 2014
- ▶ Moderator, "The Elimination of Bias In The Legal Profession; Navigating Issues of Race, Gender, and Sexual Orientation In Law Firms," ABTL, BASF & Duane Morris Citywide Diversity Program, July 11, 2013
- ▶ Mr. Evans is a frequent guest speaker for the Young Black Scholars Program, the 100 Black Men of Los Angeles, and the NAACP.
- ▶ Keynote Speaker, "Celebrate the Excellence Within," 26th Annual Young Black Scholars Celebration of Achievement, Los Angeles, June 3, 2012
- ▶ Speaker, "Diversity Issues in the Workplace," Philadelphia, May 2009
- ▶ Moderator, "Businesses in the Courtroom: Getting Your Message Across!" panel discussion, Association of Business Trial Lawyers' 2008 Annual Seminar, Kauai, Hawaii, September 24-26, 2008
- ▶ Speaker, "Business Development for Minority Lawyers in Corporate Law Firms," Philadelphia, May 2008
- ▶ Spoke at Duane Morris' First Annual Diversity Retreat in May 2007

Joseph K. West, Partner and Chief Diversity and Inclusion Officer

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Joseph K. West is a partner in the firm's Trial Practice Group and practices in the area of complex litigation, handling a variety of matters in areas including, but not limited to, class actions, insurance litigation, commercial litigation, zoning and land use, catastrophic injury, products liability that includes automotive, and labor and employment. Mr. West is also a member of the firm's Partners Board and serves as the firm's Chief Diversity and Inclusion Officer, in which capacity he manages Duane Morris' comprehensive firm-wide Diversity and Inclusion program and he chairs the firm's Diversity and Inclusion Consulting Practice. Mr. West advises domestic and global companies on a wide array of legal issues, and also represents, trains and advises numerous associations and companies, including

publicly traded companies and their boards and CEOs, on issues related to diversity and inclusion and the compliance, risk management and corporate strategies associated with these issues. He helped establish the first of its kind law firm diversity and inclusion consulting practice at the firm, which has been cited for its innovative approach to crafting sustainable diversity and inclusion programs and solutions for corporate entities. His clients range from startups to Fortune 500 companies and currently include Walmart Stores, Inc., Exxon Mobil, The Carolina Panthers, the Dubai-based Al Ahli Holding Group, Mercedes Benz-USA, Altria, Discover Financial Services, Inc. and Jabil Circuit, Inc.

Mr. West is an award-winning, nationally recognized subject matter authority in the field of diversity and inclusion having worked, lectured and written extensively on diversity and inclusion issues impacting businesses and the legal profession. He has lectured at the George Mason Antonin Scalia School of Law on corporate leadership and diversity and was retained by the school to develop the first of its kind curriculum on corporate diversity and inclusion.

Prior to joining Duane Morris, Mr. West spent almost five years focused on diversity and inclusion within the legal profession as President and CEO of the Minority Corporate Counsel Association (MCCA). Prior to MCCA, Mr. West was Associate General Counsel – Head of Global Outside Counsel Management at Walmart Stores Inc., where he was responsible for managing the company's relationships with all of its outside counsel worldwide, including oversight of over 600 law firms and a budget of over \$300 million. Mr. West developed his extensive knowledge in diversity and inclusion matters working with companies and law firms to improve their diversity and inclusion metrics, training and programs. At Walmart, Mr. West successfully leveraged his role as Head of Global Outside Counsel Management to establish and meet the company's diversity and inclusion goals through its outside counsel spend, for which he is recognized as being at the forefront of the business case for diversity, and to facilitate the company's role as an initial signatory to the Inclusion Initiative with the National Association of Minority and Women Owned Law Firms. As President and CEO of MCCA, he tripled membership in the national advocacy group for corporate diversity and inclusion issues and created programs focused on expanding opportunities for minority lawyers and women in corporate law departments and within member firms, enhancing legal skills for corporate lawyers and facilitating business development opportunities for corporate lawyers.

Mr. West was elected and currently serves on the board of directors of the Lawyers' Committee for Civil Rights Under Law. He currently serves as a member of the ABA Section of Legal Education and Admissions to the Bar, which oversees the accreditation of the nation's law schools, and is serving a one-year term as chair-elect of the council. Mr. West is also serving a three-year term as a member of the Xavier University of Louisiana Board of Trustees. He previously served on the ABA Commission on Diversity and Inclusion 360 via appointment by then-ABA President Paulette Brown. He was a member of the ABA Task Force on the Financing of Legal Education, and has served on the ABA Commission on Racial and Ethnic Diversity in the Profession. Mr. West was also a member of the Association of Corporate Counsel's ACC Value

Challenge Steering Committee and has served on the Arts Council of New Orleans and the Walton Arts Center Corporate Leadership Council.

In 2019, Mr. West was the recipient of the inaugural Lifetime Achievement Award: Diversity & Equality from Chambers and Partners. Mr. West has been named to Savoy Magazine's 2018 list of Most Influential Black Lawyers. He was awarded the Diversity Collaboration Award in 2016 by the JTB Pipeline Organization, the Beacon Diversity Award in 2014 by the Black Entertainment and Sports Lawyers Association, the Louis L. Redding Lifetime Achievement Award in 2014 by the Delaware Barristers Association, and the 2014 Minority Business Leader Award by the Washington Business Journal. Each year since 2013, he has been named to the Power 100 list of the nation's most influential minority attorneys by Lawyers of Color, Inc. Mr. West was named a CUP Catalyst by the Council of Urban Professionals in its 2012 inaugural list and in 2010 he was named In-House Counsel of the Year by the National Bar Association. His contributions beyond the legal community were recognized by ABC and NBC for the personal care he extended to patients stranded at Methodist Hospital in New Orleans, Louisiana, during and after Hurricane Katrina, which devastated the city of New Orleans in 2005.

Mr. West is a graduate of Tulane Law School, where he formerly served as Adjunct Professor of Trial Advocacy and, in 2024, was inducted into the Tulane Law School Hall of Fame. He earned his Bachelor of Arts in Journalism from Southern University.

Professional Activities

- ▶ American Bar Association (ABA)
 - Commission on Women in the Profession, 2018
 - Council of the Section of Legal Education and Admission to the Bar, 2016-present; Vice-Chair, 2020-2021; Chair-Elect, 2021-2022; Chair, 2022-present
 - Commission on Diversity and Inclusion 360 (appointed by ABA President), 2015-2016
 - Task Force on the Financing of Legal Education, 2014-2015
 - Commission on Racial and Ethnic Diversity in the Profession (appointed by ABA President), 2010-2012
 - Spirit of Excellence Selection Committee, 2010-2012
- ▶ Association of Corporate Counsel (ACC)
 - Member of ACC Value Challenge Steering Committee, 2009-2011
- ▶ National Association of Minority and Women Owned Law Firms
 - Advisory Council Member, 2009-present

Education

- ▶ Tulane Law School, J.D., 1986
- ▶ Southern University, B.A., 1983

Experience

- ▶ Duane Morris LLP
 - Partner and Chief Diversity & Inclusion Officer, 2016-present
- ▶ George Mason Antonin Scalia School of Law
 - Lecturer, Corporate Leadership and Diversity, 2016-present
- ▶ Minority Corporate Counsel Association
 - President & CEO, 2011-2015
- ▶ Wal-Mart Stores, Inc.
 - Associate General Counsel, 2007-2011
- ▶ Entergy Corporation
 - Assistant General Counsel – Litigation, 2004-2007
 - Senior Counsel – Litigation, 1999-2004
- ▶ Tulane Law School
 - Adjunct Professor of Trial Advocacy, 2002-2006
- ▶ Matchett, Verbois, Futrell & Henchy
 - Managing Partner of New Orleans, LA Office; Head Litigation Partner, 1996-1999
- ▶ Wilkerson & Henry
 - Partner, 1995-1996

- ▶ Bryan, Jupiter, Lewis & Blanson
 - Partner, 1991-1995
- ▶ Carter & Cates
 - Associate, 1986-1991

Board Memberships

- ▶ Xavier University of Louisiana
 - Chair of Student Affairs Committee
 - Board of Trustees
- ▶ Lawyers' Committee for Civil Rights Under Law
 - Co-chair of Board of Directors, 2021-present
 - Member of Board of Directors, 2017-2021
- ▶ Louisiana State Museum Board
 - Chair (appointed by Louisiana Governor Kathleen Babineaux Blanco and confirmed by Louisiana Senate), 2002-2006
- ▶ Orleans Parish Alcoholic Beverage Control Board
 - Member; Chairperson (appointed by New Orleans City Council), 1988-1996

Civic and Charitable Activities

- ▶ Walton Arts Center Corporate Leadership Council, 2009-2011
- ▶ Arts Council of New Orleans, 2003-2005

Honors and Awards

- ▶ Named to Savoy Magazine's 2024 Most Influential Lawyers List
- ▶ Received the National Bar Association's Champion of Diversity Award, which honors individuals who have made great strides in the area of Diversity and Inclusion. It is the highest D&I-specific award issued by the National Bar Association
- ▶ Upcoming inductee in the Tulane Law School Hall of Fame, May 2024
- ▶ Awarded a certificate of completion for the Promoting Racial Equity in the Workplace Program, John F. Kennedy School of Government at Harvard University, Executive Education, March 3, 2023
- ▶ Listed in Lawyers of Color's "Law Firm Leaders," 2022
- ▶ Selected as one of The DC Area's Top Rated Lawyers, The National Law Journal, 2021
- ▶ Recipient of the Inaugural Lifetime Achievement Award: Diversity & Equality from Chambers and Partners, 2019
- ▶ Named to Lawyers of Color's Inaugural Nation's Best List, 2019
- ▶ Named one of the Most Influential Black Lawyers, Savoy Magazine, 2018
- ▶ Diversity Collaboration Award, JTB Pipeline Organization, 2016
- ▶ Beacon Diversity Award, Black Entertainment and Sports Lawyers Association, 2014
- ▶ Louis L. Redding Lifetime Achievement Award, Delaware Barristers Association, 2014
- ▶ Minority Business Leader Award, Washington Business Journal, 2014
- ▶ Power 100 list of the nation's most influential minority attorneys, Lawyers of Color, Inc., 2013-present
- ▶ CUP Catalyst, Council of Urban Professionals, 2012
- ▶ In-House Counsel of the Year, National Bar Association, 2010
- ▶ AV Preeminent® Peer Review Rated by Martindale-Hubbell®

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Selected Publications

- ▶ Quoted in "Navigating DEIA Pushback," Legal Management, January 2025
- ▶ Quoted in "Reframing Law Firm DEI Efforts In the Post-Affirmative Action Era," Washington Lawyer, March 2024
- ▶ Featured in "Tulane Hall of Fame Honors Giants in the Profession," Tulane University News, November 27, 2023

- ▶ Featured in "Tulane Law Alum Joe West (L'86) is National Thought Leader on DEI," Tulane University News, August 28, 2023
- ▶ Quoted in "What Does The Lawsuit Against Fearless Fund Mean For Efforts To Support Black Beauty Founders?" BeautyIndependent, August 21, 2023
- ▶ Author, "Woke or Broke? Five Business Reasons Why ESG Will Survive the Culture Wars," The Legal Intelligencer, July 21, 2023
- ▶ Quoted in "Legal Chiefs See Beyond Gender in New Diversity Hiring Goals," Bloomberg Law, October 21, 2021
- ▶ Quoted in "How George Floyd's Death Became the 'Spark' for Renewed Push to Diversify Law Firms," The Daily Docket, May 25, 2021
- ▶ Quoted in "Ex-ABA Officials Defend Anti-Bias Rule As Filling 'Real Gap,'" Law360, May 24, 2021
- ▶ Quoted in "General Counsel Need to Get Comfortable Asking About Origination Credit," Corporate Counsel, November 23, 2020
- ▶ Featured in "Black Lawyers Push Back on 'Myth' of Recruiting Challenges," Law360, July 21, 2020
- ▶ Featured in "Black Attys Tell Peers To Back Diversity Talk With Action," Law360, July 14, 2020
- ▶ Quoted in "Black Leaders Call Out Diversity 'Excuses' Law Firms Make," Law360, July 7, 2020
- ▶ Quoted in "Why This D&I Leader Got Personal About Racism," Human Resource Executive, July 6, 2020
- ▶ Quoted in "Big Law Marks Juneteenth with 'Blackish' Star, Office Closures," Bloomberg Law, June 19, 2020
- ▶ Quoted in "As Corporate America Faces Racial Reckoning, Here's How Experts Say Change Can Be Made," ABC News, June 17, 2020
- ▶ Quoted in "«The talk»: comment les Afro-Américains parlent à leurs enfants du danger d'être noir," Le Monde, June 16, 2020
- ▶ Quoted in "Apple, Google Join Roster of Companies Pledging to Donate, Change Practices on Race," The Wall Street Journal, June 11, 2020
- ▶ Author, "'The Talk': Teaching Black Children About The World They Face," AFP, June 7, 2020 (Republished in The Straits Times, the Daily Mail, the Bangkok Post, Yahoo! News and the International Business Times)
- ▶ Author, "Talking 'The Talk': Words Seem Futile When Videos Speak for Themselves," The Legal Intelligencer, June 2, 2020
- ▶ Quoted in "How to Get Middle Managers to Commit to D&I — Even When They Don't Want to," HRDive, November 11, 2019
- ▶ Featured in "Case Study: How Duane Morris Uses Inclusion to Drive Revenue & Expand Business with Clients," Thomson Reuters, August 7, 2019
- ▶ Quoted in "In-House Counsel Tout Diversity Initiatives at Legalweek," Corporate Counsel, January 30, 2019
- ▶ Featured in "Diversity Report," The Legal Intelligencer, June 2017
- ▶ Author, "Perspective: What We Can Learn From NCAA Diversity," Bloomberg BNA Big Law Business, April 6, 2016

Selected Speaking Engagements

- ▶ Host, Duane Morris D&I 360 Podcast
- ▶ Panelist, "The First 100 Days: Cross-Practice Legal Insights on the New Administration's Executive Orders and Enforcement Agenda," Duane Morris LLP, Webinar, February 6, 2025
- ▶ Table Lead, "Finding Your Why: Articulating the Value Proposition for DEIB," LCLD 15th Annual Membership Meeting, September 20, 2024
- ▶ Panelist, "Navigating the Anti-DEI Backlash and Minimizing Legal Risks with System Focus Solutions," MCCA Creating Pathways to Diversity Conference, September 23, 2024
- ▶ Speaker, "Leadership Class at Tulane University," Tulane University School of Liberal Arts, February 21, 2024
- ▶ Speaker, "ESG in the Legal Spotlight: Challenges and Strategies for Modern Businesses," National Bar Association Commercial Law Section 37th Annual Corporate Counsel Conference, San Antonio, TX, February 16, 2024

- ▶ Speaker, "Inspiration and Aspiration--Ideas for Eliminating Implicit Bias from Your Law Firm and What to Expect from Courts," The Rutter Group Webinar, November 16, 2023
- ▶ Panelist, Civil Rights Week 2023, City of Baltimore's Office of Equity, October 30, 2023
- ▶ Speaker, "The Importance of DEI to Law Firms and Corporate America," National Bar Association Wiley Branton Symposium and Labor and Employment Section Annual Conference, October 28, 2023
- ▶ Panelist, "Implicit Bias," The Rutter Group and Thomson Reuters, Webinar, October 24, 2023
- ▶ Speaker, Lawyers' Committee for Civil Rights Higginbotham Leadership Awards Gala, October 4, 2023
- ▶ Speaker, "Diversity, Equity & Inclusion," NYL Investors Annual Real Estate Conference, May 9, 2023
- ▶ Featured Guest, Discussing The LSAT with Eboni K. Williams of The Grio TV/The Grio News, May 4, 2023
- ▶ Panelist, "Elevating Black Excellence: A Virtual Showcase for Black Partners," Black-In House Counsel Network, April 27, 2023
- ▶ Speaker, "Diversity, Equity and Inclusion," April Corporate Practice Group Meeting, April 25, 2023
- ▶ Panelist, "The State of Diversity, Equity, and Inclusion," Southern University Law Center, March 31, 2023
- ▶ Featured Guest, "All Inclusive Podcast," March 6, 2023
- ▶ Speaker, "Stay Above Board: What Should Corporate Boards (and Those Who Advise Them) Be Most Concerned About in the Coming Year" 36th Annual Corporate Counsel Conference, National Bar Association Commercial Law Section, February 24, 2023
- ▶ Moderator, "Tulane Black Law Alumni Reunion DEI Panel," February 4, 2023
- ▶ Speaker, "Navigating DEIB in a Brave New World: From Ideas to Implementation," Association of Corporate Counsel Greater Philadelphia Diversity Summit, December 8, 2022
- ▶ Panelist, "Ensuring Accessibility in Diversity, Equity and Inclusion," American Bar Association 16th Annual Section of Labor and Employment Law Conference, November 11, 2022
- ▶ Panelist, "Race Learnings," The Law Society of England and Wales and The Institutue for Inclusion in the Legal Profession UK/US Comparative D&I Roundtable Series, September 14, 2022
- ▶ Diversity, Equity and Inclusion Speaker, American Immigration Council Board Meeting, July 26, 2022
- ▶ Keynote Speaker, Global Corporate Governance Institute Eighth International Conference, Baton Rouge, Louisiana, June 8, 2022
- ▶ Moderator, "Establishing an Effective Neurodiversity Employment Program: Legal Issues in 2022 and Best Practices," Duane Morris LLP Webinar, June 1, 2022
- ▶ Panelist, "We Have A Problem: Addressing the Widening Gaps in Compensation, Development and Promotion of Black Lawyers," 35th Annual Corporate Counsel Conference, National Bar Association Commercial Law Section, Miami, Florida, February 25, 2022
- ▶ Panelist, "Model Rule 8.4 and The Ethics of Diversity, Equity & Inclusion," Association of Corporate Counsel Ethics and Compliance CLE Institute, December 1, 2021
- ▶ Panelist, "Diversity of Thought: Getting Past "White Privilege" While Addressing Systemic Inequity in the Legal Landscape," American Bar Association Labor Employment Law Section 15th Annual Labor and Employment Law Conference, Beverly Hills, California, November 10, 2021
- ▶ Keynote Speaker, "Best Practices in Lawyer Retention and Career Development," Black Lives Matter 2021, Law School Admission Council Conference, October 15, 2021
- ▶ Introductory Remarks, 9th Annual Citywide Diversity and Inclusion Networking Event and Panel Discussion, Webinar, California, October 14, 2021
- ▶ Speaker, "Women of Color Lawyers: From Being Perceived as Meek, Mad or Moody to Becoming Mighty Leaders," Duane Morris LLP and Asian Pacific American Bar Association of Silicon Valley, Webinar, September 30, 2021
- ▶ Speaker, "Conversations in the Boardroom: Male Champions for Women," The Forum of Executive Women, Webinar, September 23, 2021
- ▶ 9th Annual GC Forum, Legal Marketing Association New York, September 23, 2021
- ▶ Panelist, "African American and Black Employee Resource Group Town Hall," Experian, Webinar, July 29, 2021

- ▶ Speaking on diversity and inclusion issues in law firms to class of Dionne Lomax, Lecturer, Questrom School of Business, April 8, 2021
- ▶ Speaker, "Race, Gender and Privilege: A Robust Discussion on Majority Privilege and its Impact on Our Profession," ABA Employment Rights & Responsibilities Committee Midwinter Meeting, March 17, 2021
- ▶ Speaker, "Model Rule 8.4: The State of Diversity and Ethics in the Corporate Legal Landscape," Sony Internal Presentation, March 3, 2021
- ▶ Featured on "The Benefit of Diversity and Inclusion for Corporate & Compliance Experts," AMI's Integrity Through Compliance Podcast Series, February 24, 2021
- ▶ Speaker, "Building a Diverse, Inclusive Profession," Stanford Law School, Webinar, February 2, 2021
- ▶ Speaker, "Advancing Racial Equity in the Legal Profession," Live with Kellye & Ken, Webinar, November 16, 2020
- ▶ Moderator, A Conversation with Peabody-Nominated Journalist John Biewen: "The Man Who Saw Himself," ABA Labor and Employment Law Section 14th Annual Labor and Employment Law Conference, Webinar, November 13, 2020
- ▶ Speaker, "BESLA 40th Annual Conference," Black Entertainment & Sports Lawyers Association, Webinar, November 11, 2020
- ▶ Speaker, "Championing Diversity During Times of Crisis," Diversity Leads Series, American Bar Association Section of Litigation Webinar, October 27, 2020
- ▶ Moderator, "Harnessing the Power of Us: The Unique Perspective of CEOs," National Bar Association Annual Convention, July 23, 2019
- ▶ Speaker, "Incorporating Diversity and Inclusion Programs into Your Corporation," ACC Roundtable, San Diego, May 7, 2019
- ▶ Speaker, "Why Corporate Purpose Matters Now More Than Ever Before," Professional Business Women of California Senior Leadership Summit, San Francisco, California, April 22, 2019
- ▶ Moderator, General Counsel's Panel, 2019 Mid-Year Conference, Black Entertainment & Sports Lawyers Association, Fordham University School of Law, April 15, 2019
- ▶ Speaker, "Taking Unconscious Bias out of the Equation," Georgetown Advanced Commercial Leasing Institute, April 12, 2019
- ▶ Moderator, "Diversity and Inclusion in the Legal Profession," Corporate Counsel Institute: An Insider's Guide to Washington, Washington, D.C., March 13, 2019
- ▶ Keynote Speaker, "ALA Attorney Luncheon," Association of Legal Administrators, New York City, March 12, 2019
- ▶ Speaker, "Law in the Corporate World," Tulane Law School Black Alumni Weekend, New Orleans, LA, February 9, 2019
- ▶ Moderator, "View from the GCs: Driving Diversity in Law Firms," Legalweek, January 29, 2019
- ▶ Co-Moderator, "General Counsel Roundtable: Inclusive Leadership in a Global Business Community," Leadership Council on Legal Diversity's Fellows Alumni Speaker Series, Miami, December 12, 2018
- ▶ Moderator, "Addressing Implicit Bias in the Workplace," Duane Morris/Deloitte Event, Washington, D.C., December 11, 2018
- ▶ Speaker, The Corley Institute for Diversity & Inclusion Education Inaugural Conference, Arlington, VA, November 4-6, 2018
- ▶ Co-presenter, "Diversity and Inclusion - Both the 'Right' Thing to Do and a Competitive Imperative in the Workplace," Duane Morris Institute (DMi) Webinar, November 1, 2018
- ▶ Moderator, "Diversity in the Legal Profession: The Impact on Unconscious Bias on Progress, and Lessons Learned to Improve Success," The 22nd Annual Corporate Counsel Institute, Georgetown University, Washington, D.C., March 15, 2018
- ▶ Speaker, "Embracing Diversity and Inclusion & Improving the Practice of Health Law," CBA Health Law Committee Meeting Presentation, Chicago, November 30, 2017
- ▶ Keynote Speaker, "Implicit Bias," Florida Bar Symposium Plenary Session, November 10, 2017
- ▶ Keynote Speaker, "Diversity & Inclusion-2022; Five Future trends for the Next 5 Years," ALA Philadelphia Managing Partners Luncheon, November 9, 2017

- ▶ Presenter, "Embracing Diversity & Inclusion & Improving the Practice of Health Law," Illinois Association of Health Care Attorneys Annual Meeting, November 2, 2017
- ▶ Speaker, "Legends Breakfast with Bill Duke (Film Legend)," 37th Annual Conference of the Black Entertainment and Sports Lawyers Association, Montego Bay, Jamaica, October 26, 2017
- ▶ Speaker, "Implicit Bias," The Florida Bar Standing Committee on Diversity and Inclusion "Path to Inclusion" Symposium, Lake Buena Vista, Florida, November 10, 2017
- ▶ Panelist, "Career Tools: Integrating Mentoring, Sponsorship, Coaching, and Networking for Maximum Effect," National Conference of Women's Bar Associations Leadership Summit, New York City, August 11, 2017
- ▶ Moderator, National Bar Association 92nd Annual Convention & Exhibits, Toronto, Canada, August 2, 2017
- ▶ Keynote speaker, "Diversity & Inclusion in the Workplace," Michigan Community Action Conference, Thompson, MI, July 11, 2017
- ▶ Panelist, "Implicit Bias in the Courtroom and ABA Resolution on Diversity in Law Firms and Corporations," University of Baltimore School of Law, March 29, 2017
- ▶ Presenter, "Implicit Bias," Duane Morris LLP, Los Angeles, January 27, 2017
- ▶ Panelist, "Diversity & Inclusion: Your Clients Care and This Is Why You Should Too!," 2016 ABA Business Law Section Spring Meeting, Montreal, April 9, 2016
- ▶ Panelist, "A Bridge to 21st Century Leadership and Beyond! The Making of a Diverse and Inclusive Leader," Association of Legal Administrators Webinar, New York City (Streamed Online), March 22, 2016
- ▶ Panelist, "Law School Rankings and Ensuring a Diverse Attorney Workforce: Is It Just Lip Service?," ABA Midwinter Meeting of the Employment Rights and Responsibilities Committee, New Orleans, Louisiana, March 16, 2016

ATTACHMENT G- DVBE

California Public Employees' Retirement System (CalPERS)
 Request for Proposal No. 2024-9420
 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:

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
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



June 30, 2025

ATTACHMENT H – SUBCONTRACTORS

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment H
Page 1 of 2

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 Amount¹:

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 Amount¹:

Request for Proposal No.
Attachment G
Page 2 of 2

- 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.

ATTACHMENT I – REQUIRED ATTACHMENTS CERTIFICATION

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment I
Page 1 of 4



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

Firm's Name: Duane Morris LLP

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.

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment I
Page 2 of 4

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)
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Attachment I
Page 3 of 4

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 <i>Delaware Certificate and proof of Terrance Evan's CA bar admission attached</i> 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

California Public Employees' Retirement System (CalPERS)
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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

 Date

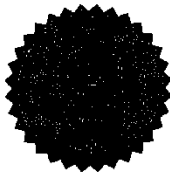
Delaware

PAGE 1

The First State

I, HARRIET SMITH WINDSOR, SECRETARY OF STATE OF THE STATE OF DELAWARE DO HEREBY CERTIFY THAT THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF CONVERSION OF A PENNSYLVANIA LIMITED LIABILITY PARTNERSHIP UNDER THE NAME OF "DUANE MORRIS & HECKSCHER LLP" TO A DELAWARE GENERAL PARTNERSHIP, CHANGING ITS NAME FROM "DUANE MORRIS & HECKSCHER LLP" TO "DUANE MORRIS LLP", FILED IN THIS OFFICE ON THE TWENTY-SIXTH DAY OF DECEMBER, A.D. 2001, AT 9 O'CLOCK A.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE EFFECTIVE DATE OF THE AFORESAID CERTIFICATE OF CONVERSION IS THE FIRST DAY OF JANUARY, A.D. 2002.



3474121 8100V

010666112

Harriet Smith Windsor

Harriet Smith Windsor, Secretary of State
AUTHENTICATION: 1529348

DATE: 12-27-01

STATE OF DELAWARE
SECRETARY OF STATE
DIVISION OF CORPORATIONS
FILED 09:00 AM 12/26/2001
010666112 - 3474121

CERTIFICATE OF CONVERSION

OF

DUANE MORRIS LLP

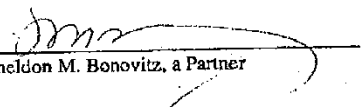
FIRST. Duane Morris LLP was formed under the laws of the Commonwealth of Pennsylvania on October 1, 1904 under the name Duane, Morris & Heckscher.

SECOND. The name of the partnership immediately prior to the filing of this Certificate of Conversion was Duane, Morris & Heckscher LLP.

THIRD. The name of the partnership as set forth in its statement of partnership existence filed in accordance with subsection (b) of Section 15-901 of the Delaware Revised Uniform Partnership Act is Duane Morris LLP.

FOURTH. This Certificate of Conversion shall be effective as of January 1, 2002.

IN WITNESS WHEREOF, I have signed this Certificate of Conversion this 21st day of December, 2001.


Sheldon M. Bonovitz, a Partner

NY26494.1



Terrance James Evans #227671

License Status: Active

Address: Duane Morris LLP, 1 Market Plz, Ste 2200, San Francisco, CA 94105-1127

Phone: 415-957-3130 | Fax: 415-957-3001

Email: tjevans@duanemorris.com | Website: <https://www.duanemorris.com/attorneys/terrancejevans.html>

More about This Attorney ▼

The table below shows an attorney's license status changes, disciplinary actions, and administrative actions. Some administrative suspensions are subject to automatic removal from the attorney profile page pursuant to the State Bar's **policy on removal of administrative actions**. Administrative suspensions are non-disciplinary actions resulting from noncompliance with administrative requirements, such as the requirement to pay licensing fees or comply with Minimum Continuing Legal Education. Administrative suspensions that meet the criteria in the State Bar's policy on removal of administrative actions would not be displayed below.

Date	License Status	Discipline	Administrative Action
Present	Active		
12/3/2003	Admitted to the State Bar of California		

Additional Information:

- **About the disciplinary system**

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DuaneMorris®

DUANE MORRIS LLP
SPEAR TOWER
ONE MARKET PLAZA, SUITE 2200
SAN FRANCISCO, CA 94105-1127
PHONE: +1 415 957 3000
FAX: +1 415 957 3001

MEMORANDUM

DATE: July 22, 2025

TO: Krina Martin
Contracts Officer
Contracts Management Section
California Public Employees' Retirement System

FROM: Terrance J. Evans

SUBJECT: Request For Clarification Of Proposal – RFP No. 2024-9420,
Diversity, Equity, and Inclusion Consulting Services

Duane Morris LLP is a Delaware Limited Liability Partnership. We have four California locations:

San Francisco
Spear Tower
One Market Plaza, Suite 2200
San Francisco, CA 94105-1127

San Diego
750 B Street, Suite 2900
San Diego, CA 92101-4681

Los Angeles
865 South Figueroa Street, Ste 3100
Los Angeles, CA 90017-5450

Silicon Valley
260 Homer Avenue, Suite 202
Palo Alto, CA 94301-2777

We are registered in the state of California as a foreign limited liability partnership:
Secretary of State Entity/File Number : 2019 98278001

Attached is a Certificate issued by the Secretary of State in 2021. We will have an updated certificate on hand no later than next week.

As a law firm, our attorneys who practice in the state of California are admitted to the California State Bar and in good standing.

Terrance J. Evans- California State Bar #227671

TJE

State of California
Secretary of State

**CERTIFICATE OF GOOD STANDING
FOREIGN LIMITED LIABILITY PARTNERSHIP**

I, SHIRLEY N. WEBER, PH.D., Secretary of State of the State of California, hereby certify:

That on the **5th day of October, 1998**, **DUANE MORRIS LLP**, a limited liability partnership organized and existing under the laws of **Pennsylvania**, complied with the requirements of California law in effect on that date for the purpose of registering to transact intrastate business in the State of California;

That the above limited liability partnership is entitled to transact intrastate business in the State of California as of the date of this certificate subject, however, to any licensing requirements otherwise imposed by the laws of this state; and

That no information is available in this office on the financial condition, business activity or practices of this limited liability partnership.

IN WITNESS WHEREOF, I execute
this certificate and affix the Great Seal
of the State of California this day of
June 14, 2021.



Shirley N. Weber, Ph.D.
Secretary of State

REPRODUCTION COPY COVER SHEET

Empress Rules Equity Consulting

123 E Powell Blvd, Ste 305

Gresham, OR 97030

(503) 893-8471

6/27/2025

California Public Employees' Retirement System (CalPERS)

RE: Reproduction Copy – RFP 2024-9420, Diversity, Equity, and Inclusion Consulting Services

To Whom It May Concern,

This letter accompanies the **Reproduction Copy** of Empress Rules Equity Consulting's proposal in response to **RFP 2024-9420** for Diversity, Equity, and Inclusion Consulting Services.

We confirm the following:

- **Firm Name:** Empress Rules Equity Consulting
- **Total Number of Pages:** 46 pages
- **Proprietary Information: None.** This document contains no proprietary, confidential, or sensitive business information. All pages are appropriate for public review.

This Reproduction Copy includes the complete technical proposal, cover letter, and all required attachments, in accordance with the requirements outlined in Section VI of the RFP.

Please feel free to contact us at (503) 893-8471 or kheoshi@empressrules.net if you need any further documentation.

Sincerely,

A handwritten signature in blue ink, appearing to read 'K.O.', with a stylized flourish.

Kheoshi Owens

Founder & Principal Consultant

Empress Rules Equity Consulting

Authorized Representative



Empress Rules Equity Consulting
123 E Powell Blvd, Ste 305
Gresham, OR 97030
(503) 893-8471

6/27/2025
California Public Employees' Retirement System (CalPERS)
Contracts Officer
California Public Employees' Retirement System
Request for Proposal No. 2024-9420

RE: Proposal Submission for Diversity, Equity, and Inclusion Consulting Services (RFP 2024-9420)

Dear CalPERS Evaluation Committee,

On behalf of Empress Rules Equity Consulting, I am pleased to submit this proposal in response to RFP 2024-9420 for Diversity, Equity, and Inclusion (DEI) Consulting Services. As the founder and authorized representative of Empress Rules Equity Consulting, I confirm the following:

- This proposal is a firm and irrevocable offer that shall remain valid for a period of 180 calendar days from the date of submission.
- Empress Rules Equity Consulting is fully willing and prepared to perform the services as described in the RFP, including all consulting tasks, deliverables, and support outlined in the scope of work.
- Our firm has the availability of qualified staff and resources to execute this project in full, ensuring timely, high-quality, and culturally responsive services to CalPERS.
- We are honored to be considered for this important effort and welcome the opportunity to advance equity and inclusion alongside CalPERS. Should you have any questions, please do not hesitate to contact me directly at (503) 893-8471 or kheoshi@empressrules.net.

Sincerely,

A handwritten signature in blue ink, appearing to read 'K.O.', is positioned above the printed name of the sender.

Kheoshi Owens
Founder & Principal Consultant
Empress Rules Equity Consulting
Authorized Representative

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.



Authorized Signature

6/27/2025

Date

Empress Rules Equity Consulting

Name of Firm

Kheoshi Owens, 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
Empress Rules Equity Consulting	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
Empress Rules Equity Consulting	20	assessing, advising, strategic planning, training, and developing best- practice DEI programs	Kheoshi Owens	503-893-8471 kheoshi@empressrules.net www.EmpressRules.net
Rose City Alliance	20	assessing, advising, strategic planning, training, and developing	Mustafah Finney	503-919-6232 Email: rosecityalliance@gmail.com

		best- practice DEI programs		
Breaking Through Facilitation	20	assessing, advising, strategic planning, training, and developing best- practice DEI programs	Danise Elijah	971-409-2220 danise.elijah@gmail.com https://www.linkedin.com/in/danise-elijah-demo98

- 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
Empress Rules Equity Consulting	20	Public, Private Sector, Non-profit, Venture Capital, Healthcare	Kheoshi Owens	503-893-8471 kheoshi@empressrules.net www.EmpressRules.net
Rose City Alliance	20	Public, Private Sector, Non-profit, Venture Capital, Healthcare	Mustafah Finney	503-919-6232 Email: rosecityalliance@gmail.com
Breaking Through Facilitation	20	Public, Private Sector, Non-profit, Healthcare	Danise Elijah	971-409-2220 danise.elijah@gmail.com https://www.linkedin.com/in/danise-elijah-demo98

- 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
Elite Renewable Energy Consult	10	For-Profit/Union	Nichet Newsome	971-351-9871 eliterenewableenergyconsultant@gmail.com
Empress Rules Equity Consulting	20	Corporate Board	Kheoshi Owens	503-893-8471 kheoshi@empressrules.net www.EmpressRules.net

- 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
Empress Rules Equity Consulting	Corporate	Kheoshi Owens	503-893-8471 kheoshi@empressrules.net www.EmpressRules.net
Elite Renewable Energy Consult	Corporate	Nlchet Newsome	971-351-9871 eliterenewableenergyconsultant@gmail.com

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: Empress Rules Equity Consulting

Contact Name and Title: Kheoshi Owens, CEO

Address: 123 E Powell Blvd Ste #305, Gresham, Or 97030

Phone Number: 503-893-8471

Fax Number: N/A

E-Mail Address: kheoshi@empressrules.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 _____)
- ☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 82-362-4979

4. California Corporation Number: 202464215082

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": _____ (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: Kheoshi Owens, CEO

Address: 123 E Powell Blvd Ste #305, Gresham, Or 97030

Phone Number: 503-893-8471

Fax Number: N/A

E-Mail Address: kheoshi@empressrules.net

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

Name and Title: Kheoshi Owens, CEO

Address: 123 E Powell Blvd Ste #305, Gresham, Or 97030

Phone Number: 503-893-8471

Fax Number: N/A

E-Mail Address: kheoshi@empressrules.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

6/27/2025

Date

Kheoshi Owens, CEO

Name and Title (Please Print)



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Empress Rules Equity Consulting

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

6/27/2025

Date

Kheoshi Owens

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.

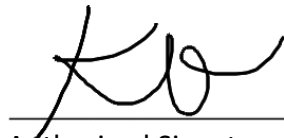
Unruh Contracting Declaration:

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

Kheoshi Owens, CEO

Name and Title (Please Print)

6/27/2025

Date

Empress Rules Equity Consulting

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:

No. 2024-9420

b. Proposer or Contractor Name:

Empress Rules Equity Consulting

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

Kheoshi Owens

d. Contact Person (if different than above):

e. E-mail Address:

Kheoshi@EmpressRules.net

f. Phone No:

503-893-8471

g. Name of CalPERS Contact (if applicable):

n/a

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
☐		
☐		
☐		
☐		
☐		

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:

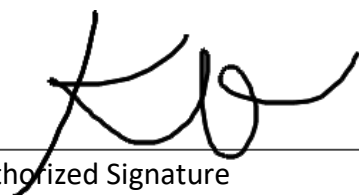
4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.
5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member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

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

6/27/2025

Date

Kheoshi Owens, 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.
 - a. Empress Rules Equity Consulting
2. Location of headquarters.
 - a. 123 E Powell Blvd, Ste 305, Gresham, OR 97030
3. Location and address of branch which would provide services under this contract.
 - a. Same as headquarters address above.
4. Number of years your organization has been in business.
 - a. 8 years (Founded in 2017)

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.
 - a. No. Empress Rules Equity Consulting has maintained consistent leadership and business focus since its inception. Our founder and principal consultant, Kheoshi Owens, has continued to lead all strategic and programmatic functions.
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.
 - a. Empress Rules Equity Consulting is a Black woman-owned S-Corporation founded on the principle of transforming institutions through equitable strategy, culturally responsive leadership development, and community-driven engagement. We partner with public agencies, nonprofit institutions, and private firms to identify structural barriers, co-design equity-centered systems, and implement sustainable change. Our services include DEI assessments, facilitation, strategic planning, policy alignment, training, and equity coaching.

We are certified to do business in California and have provided documentation including our Certificate of Qualification and incorporation paperwork.

**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.
 - a. *Public Sector*: For Metro's Parks and Nature Department, we are currently leading a five-year Deconstructing Dominant Culture transformation initiative. This included designing and implementing systems of accountability, and a racial equity framework. Our work led to an increase in BIPOC staff retention, and department-wide policy shifts.
 - b. *Nonprofit*: With the Multnomah County Ryan White Program, our recommendations improved access to culturally specific housing navigation, peer services, and care coordination for BIPOC individuals living with HIV.

- c. *For-Profit*: At Village Family Capital, we facilitated executive strategy sessions focused on reimagining extractive wealth-building practices. As a result, they shifted their investment criteria to prioritize community-centered, BIPOC-led ventures.
2. Providing education and training on DEI matters to Boards of Trustees.
 - a. *Nonprofit*: For Emanuel Hospital's Randall Children's CARES Northwest board, we facilitated anti-racism and equity trainings tailored to trauma-informed pediatric care. These trainings helped shape a comprehensive 3-year DEIB Strategic Plan and launched a new equity oversight workgroup within the board.
 - b. *For-Profit*: Village Family Capital's board engaged in sessions on racial equity in venture capital. Post-training, the board revised its internal governance principles to include equity review checkpoints and diversify their Board members.
3. Conducting assessments of established DEI programs and produce reports of findings and recommendations.
 - a. *Public*: Our equity assessment of Energy Trust of Oregon's Existing Buildings Program included 20 stakeholder interviews, 10 multilingual focus groups, and a policy review. Findings led to a redesigned incentive application process, new equity accountability metrics, and improved outreach to BIPOC and rural contractors. The Implementation Plan is now guiding the program's strategy through 2027.
 - b. *Public*: With Portland Bureau of Transportation, we developed a workforce equity roadmap addressing recruitment, retention, supervision, and evaluation. More than 30 recommendations were recommended to transform internal systems.
4. Meeting with Boards of Trustees as part of the assessment and information-gathering process.
 - a. *Nonprofit*: At CARES NW and Our Just Future, we held a series of strategic learning sessions with trustees to assess institutional equity readiness. This resulted in the board's adoption of a racial equity lens in clinical partnership decisions and funding allocations.

- b. *Public*: With Travel Oregon, we met with strategic partners and advisory board members to guide the development of the agency's equity-informed 10-Year Strategic Vision.
5. Meeting with executive leadership as part of the assessment and information-gathering process.
 - a. *Public*: During our engagements with Metro and Energy Trust, we conducted confidential executive interviews to identify alignment gaps between DEI goals and leadership practices. This led to new leadership scorecards and executive performance metrics tied to equity.
6. Preparing an action plan aligned to organizational core values and assessment findings.

Empress Rules Equity Consulting has extensive experience developing actionable equity plans that are deeply aligned with each client's stated values, operational goals, and assessment data. Our approach centers the lived experiences of impacted communities, ensuring that recommendations are culturally responsive, feasible, and measurable. Below are examples from recent projects:

CARES Northwest (Nonprofit – Healthcare)

We developed a **3-Year DEIB Strategic Plan** rooted in CARES NW's core values of trauma-informed care, family-centered healing, and racial equity. Through direct engagement with frontline staff, board members, and families, we identified equity gaps across clinical care, cross-agency collaboration, and organizational culture. The action plan included phased implementation strategies such as:

- Embedding equity reflection questions into multidisciplinary team meetings
- Creating a dedicated Equity Advisory Committee
- Integrating racial equity into staff onboarding and supervision
- Outcomes include increased staff retention, improved cross-agency communication, and the adoption of culturally specific referral partnerships.

Portland Bureau of Transportation (PBOT – Public Sector)

- Our team created a **Workforce Equity Implementation Plan** aligned with PBOT's core values of accountability, respect, and equity. The assessment

surfaced issues in hiring pipelines, supervisory practices, and professional development access. We provided over **30 targeted recommendations** across nine equity focus areas. The plan included:

- Reforming job descriptions and evaluation rubrics
- Building an internal equity facilitation cohort
- Piloting mentorship for BIPOC employees

As a result, PBOT has expanded pathways for internal promotion and improved retention strategies for frontline and entry-level staff.

Portland Children's Levy (PCL – Public Sector Funding Agency)

Following a community-informed equity analysis, we co-authored a strategic memo outlining action steps aligned with PCL's commitment to racial justice, transparency, and community partnership. The proposed plan included:

- Revising the grantmaking process to address historical underfunding of Black-led organizations
- Embedding culturally specific metrics into evaluation criteria
- Creating a feedback loop between funded partners and decision-makers
- While the memo was not fully adopted by PCL, our plan was supported by over 50 community organizations and ignited broader conversations on systemic accountability and equitable investment.

Energy Trust of Oregon – Existing Buildings Program (Public-Private Nonprofit Utility)

We produced a comprehensive **Equity Assessment Implementation Plan** that built on the organization's stated values of diversity, integrity, and innovation. Based on findings from multilingual community focus groups, program staff interviews, and a policy review, the plan included:

- A supplier diversity tracking system
- Multilingual forms redesigned for accessibility
- A cross-departmental equity accountability model

These changes have led to measurable increases in COBID-certified contractor participation, deeper engagement with BIPOC-serving community-based organizations, and more equitable incentive access.

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

Empress Rules Equity Consulting is highly skilled in conducting applied DEI research and delivering actionable reports that synthesize national best practices, local context, and organizational readiness. Our research approach integrates community voice, legal frameworks, and sector-specific standards. The following case studies highlight our capabilities:

Ryan White HIV/AIDS Program – Multnomah County (Public Health – Public Sector)

We conducted an **equity-focused service analysis** for the Ryan White Part A program, centering BIPOC communities impacted by HIV. Our mixed-methods research included focus groups with clients, interviews with providers, and a review of program utilization data. The final report included:

- A gap analysis on culturally specific services
- Best practices in peer navigation and trauma-informed care
- Recommendations to reallocate funding toward housing, psychosocial support, and care coordination for underserved groups
- The findings directly informed the County's funding strategy and helped align contracted services with CDC and HRSA equity guidelines.

Energy Trust of Oregon – Existing Buildings Program (Energy Efficiency – Public-Private Nonprofit)

Our team produced a **Community Engagement Report**, and a comprehensive **Equity Assessment Report** grounded in best practices for inclusive program design. We conducted:

- 20+ multilingual focus groups
- 25 interviews with program leaders and subcontractors
- An extensive literature review on equity in energy efficiency and contractor diversity initiatives
- The reports offered targeted recommendations on incentive redesign, outreach strategies, and supplier diversity. Outcomes included new equity performance metrics and culturally specific engagement strategies for outreach contractors.

CARES Northwest (Healthcare – Nonprofit)

We developed an **Equity Strategic Plan** based on a thorough review of existing clinical practices, governance culture, and stakeholder engagement. Our research identified key challenges in cultural responsiveness and vicarious trauma. We supplemented this

with national benchmarks from organizations specializing in trauma-informed pediatric care. The resulting plan:

- Mapped best practices onto CARES' specific organizational structure
- Prioritized equity integration across onboarding, clinical decision-making, and board governance
- Led to the creation of an internal equity implementation team and new clinical protocols.

Portland Bureau of Transportation (PBOT – Public Sector)

- Our research for PBOT included an internal systems equity audit and comparative research on equitable workforce development. The final **Workforce Equity Implementation Plan** incorporated - Analysis of industry-specific best practices in supervision and hiring reform - Findings from internal listening sessions and staff demographic - Recommendations to support retention, mentorship, and equitable promotion pathways
- This report was adopted by PBOT leadership and is currently guiding department-wide change in equity infrastructure and performance review systems.

8. Advising on best practices in procurement.

- a. *Public:* For Energy Trust of Oregon, we conducted a supplier diversity review, identifying barriers in their RFP language and outreach processes. Our recommendations led to the adoption of multilingual procurement tools and increased ESB/COBID contractor participation.

9. Advising on best practices in hiring.

- a. *Public:* With PBOT, we assessed the department's entire hiring gaps. Our implementation strategies led to the development of equity-centered internal mentorship pilot, and the creation of leadership pipelines for BIPOC staff.

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

Empress Rules Equity Consulting brings deep, cross-sector experience advising on equitable healthcare delivery, particularly for communities disproportionately harmed by medical racism and institutional neglect. Our work spans nonprofit hospitals, public health systems, grassroots healing collectives, and national healthcare networks. We specialize in integrating

trauma-informed, culturally grounded, and justice-based strategies into clinical and organizational systems.

CARES Northwest (Healthcare – Nonprofit)

We advised CARES NW, a leading provider of trauma-informed pediatric services, on embedding racial equity across their governance, clinical services, and intake processes. Using stakeholder feedback and national models, we co-developed a 3-Year DEIB Strategic Plan that: - Created a framework for equity-informed supervision and onboarding - Redefined trauma response protocols to reflect cultural and racial dynamics - Enhanced family intake and referral systems to be more responsive to BIPOC families - Results included increased staff confidence in addressing racial trauma and the establishment of an internal Equity Advisory Team to guide implementation .

Decolonizing Medicine (Community Healthcare –Individual Clinics Grassroots)

In partnership with a collective of Black and Indigenous healers, we co-designed a **Decolonizing Medicine Framework**, grounded in ancestral wisdom, trauma-informed care, and public health data. Our process:

- Documented narratives of clinical harm from BIPOC patients
- Synthesized global and Indigenous healing practices
- Offered healthcare systems a culturally relevant, relational framework to rebuild trust and accountability

This framework is being piloted in local clinics and used for training medical staff in anti-racist and decolonial approaches to care delivery.

Emanuel Hospital – Medical Grand Rounds (Healthcare – Nonprofit Hospital)

Our founder, Kheoshi Owens, was invited to **facilitate Medical Grand Rounds** at Emanuel Hospital, focusing on the **crisis of Black maternal mortality**. She guided physicians and OB/GYNs through strategies to:

- Identify implicit bias and systemic barriers in maternal care.
- Place patient voice and cultural context at the center of diagnosis and treatment.
- Implement preventative measures to reduce avoidable deaths among Black mothers.

The session received significant engagement and initiated internal dialogue regarding patient safety protocols and equity metrics in maternal care.

National Children's Alliance (National Network – Nonprofit)

Kheoshi also served as a **keynote speaker and national facilitator** for the National Children's Alliance on **anti-Blackness in child abuse prevention and intervention**. The session offered a historical and systemic perspective on racial disproportionality in child welfare. It included practice tools for culturally responsive intervention and emphasized the need for agencies to address internal biases while strengthening protective factors in families. This work has shaped national dialogue and is informing training curricula across the Alliance's national network of child advocacy centers.

Together, these engagements reflect Empress Rules' unique capacity to operationalize equity in healthcare environments—from clinical settings to national networks—by elevating community voice, healing justice, and systemic accountability.

11. Advising on the inclusion of diversity best practices in the investment industry.
 - a. *For-Profit*: At Village Family Capital, our work helped shift the firm's due diligence process to better assess community wealth-building potential and eliminate cultural biases.
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").
 - a. *Public*: We consistently apply race-neutral, outcome-based strategies focused on removing barriers, tracking disparities, and increasing accessibility with our Public partners such as PBOT, Oregon Metro, Portland Housing Bureau, the Portland City Auditor's office, City of Milwaukie, the City of Gresham and more. Our assessments, communications, and implementation tools align with state and federal legal frameworks, and our work in jurisdictions like Oregon demonstrates a commitment to equity within legal constraints.
13. Developing communication strategies highlighting the importance of DEI.

Empress Rules Equity Consulting is experienced in crafting internal and external communication strategies that clearly convey the urgency and value of Diversity, Equity, and Inclusion (DEI). Our approach combines narrative framing, community-informed messaging, and strategic guidance to help organizations connect authentically with both internal stakeholders and the communities they serve. Below are relevant case examples:

Portland Children's Levy (Public Sector Funding Agency)

During our work with Portland Children's Levy (PCL), we supported the development of a strategic equity memo and communication plan that addressed disparities in grantmaking to Black-led and other culturally specific organizations. Recognizing that technical equity language could alienate community members or funders. Our team created talking points to highlight equity, accountability, and community stewardship. We co-developed visual slides and briefing language for City Council members. Additionally, we assisted PCL's community coalition in expressing their goal of ensuring historically excluded organizations have fair access without removing resources from others.

Energy Trust of Oregon – Existing Buildings Program (Public-Private Nonprofit)

In our equity assessment of the Existing Buildings Program, we produced a Community Engagement Report and Equity Assessment Report detailing disparities and emphasizing the importance of equity. We:

- Clarified how DEI aligns with Energy Trust's mission of innovation, cost-efficiency, and public benefit
- Developed simple summaries and visual data presentations for subcontractors, leadership, and community partners
- Created narratives on "shared learning" and "transformational access" to gain department-wide support

These strategies shifted internal culture and garnered backing for equity recommendations like incentive redesign, multilingual outreach, and new supplier diversity practices.

Travel Oregon (State Tourism Authority – Public Sector)

As part of shaping Travel Oregon's 10-Year Strategic Vision, equity interviews and strategic planning sessions were facilitated with internal staff and external partners. The communication strategy work focused on ensuring that equity was not merely a standalone value but integrated throughout the Vision framework. This included:

- Identifying equity-aligned messaging that connected DEI with tourism, stewardship, and economic resilience
- Co-creating visual tools to demonstrate how Travel Oregon's goals intersect with racial justice and rural access
- Equipping senior leaders with talking points that resonated with both culturally specific tourism operators and mainstream industry stakeholders

The resulting Vision document reflects a robust and accessible DEI commitment that is now being utilized to guide statewide investment in equitable destination development.

These examples demonstrate our capacity to move DEI beyond internal documents and into the language, visuals, and strategic narratives that shape public understanding and stakeholder alignment.

508 Compliance

Empress Rules Equity Consulting is committed to ensuring all deliverables meet Revised Section 508 accessibility standards. Our compliance approach includes:

- Utilizing Adobe Acrobat Pro and MS Word accessibility features to ensure all documents are properly tagged, formatted, and screen-reader compatible.
- Conducting reviews with WAVE and Axe tools to verify alignment with ICT accessibility standards.
- Providing Accessibility Conformance Reports (VPAT) upon request and developing alternative formats where needed.

We believe equitable communication includes equitable access. All reports, strategic plans, and client-facing deliverables will be accessible to people with disabilities and meet the digital equity needs of CalPERS stakeholders



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

6/27/2025

_____ 

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.
- ☐ 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: Elite Renewable Energy Consult

Contact Name: Nichet Newsome

Telephone Number: 971-352-9871

Street Address, City, State and Zip Code:

12434 SE Schiller St, Portland, Or 97236

Description of Work to be Performed by Subcontractor:

Nichet will serve as the **Implementation Lead**, focusing on operationalizing equity strategies within CalPERS structures. Her scope includes:

- **Assessment Coordination:** Collaborate on equity assessments, policy reviews, and documentation of current-state findings.
- **Equity Metrics Development:** Support the development of measurable indicators for tracking equity progress.
- **Tool Creation & Policy Integration:** Co-design tools, templates, and protocols that embed DEI into CalPERS' everyday practices.
- **Implementation Support:** Provide direct support to departments and staff teams in understanding and applying action plan recommendations.

Percentage of Total Agreement Amount ¹:

24%

Company Name: Rose City Alliance

Contact Name: Mustafah Finney

Telephone Number: 971-442-8899

Street Address, City, State and Zip Code:

123 E Powell Blvd Ste #305, Gresham, Or 97030

Description of Work to be Performed by Subcontractor:

Mustafah brings a relational, healing-centered facilitation style to support leadership and culture shift. His responsibilities include:

- **Executive-Level Facilitation:** Co-facilitate meetings with managers, department heads, and executive leadership to discuss findings and build alignment.
- **Strategic Dialogue Support:** Guide conversations on race, power, and belonging in public systems.
- **Implementation Facilitation:** Help create psychologically safe environments for learning, reflection, and change during implementation.

Percentage of Total Agreement Amount ¹:
11%

Company Name: Breaking Through Facilitation

Contact Name: Danise Elijah

Telephone Number: 971-409-2220

Street Address, City, State and Zip Code:
3604 NE 15th Ave, Portland Or 97212

Description of Work to be Performed by Subcontractor:

Danise will focus on **facilitation and capacity building**, with an emphasis on relational accountability and organizational culture. Her work includes:

- **Interview Support:** Assist with interviews and focus groups to ensure representative engagement.
- **DEI Workshop Facilitation:** Co-facilitate learning sessions and strategy meetings to explore findings, shift dominant culture behaviors, and build shared understanding.
- **Staff Engagement & Feedback Loops:** Support engagement with staff groups to gather insights and reflect back findings in affirming, actionable ways.

Percentage of Total Agreement Amount ¹:
11%

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: Empress Rules Equity Consulting

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		

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) 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 Empress Rules Equity Consulting.”	☒ 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: Empress Rules is a WBE/MBE/ESB certified business in the State of Oregon and so is our sub-contractor Elite Renewable Energy Consult

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: EMPRESS RULES LLC
Entity No.: 202464215082
Registration Date: 10/15/2024
Entity Type: Limited Liability Company - Out of State
Formed In: OREGON
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 27, 2025.

SHIRLEY N. WEBER, PH.D.
Secretary of State

Certificate No.: 342559230

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.



BA20251375949

B3812-8383 06/27/2025 9:44 PM Received by California Secretary of State



STATE OF CALIFORNIA
Office of the Secretary of State
STATEMENT OF INFORMATION
LIMITED LIABILITY COMPANY

California Secretary of State
1500 11th Street
Sacramento, California 95814
(916) 657-5448

For Office Use Only

-FILED-

File No.: BA20251375949

Date Filed: 6/27/2025

Entity Details	
Limited Liability Company Name	EMPRESS RULES LLC
Entity No.	202464215082
Formed In	OREGON
Street Address of Principal Office of LLC	
Principal Address	123 E POWELL BLVD STE 305 GRESHAM, OR 97030
Mailing Address of LLC	
Mailing Address	123 E POWELL BLVD STE 305 GRESHAM, OR 97030
Attention	
Street Address of California Office of LLC	
Street Address of California Office	1401 21ST ST STE R SACRAMENTO, CA 95811
Manager(s) or Member(s)	
Manager or Member Name	Manager or Member Address
+ Kheoshi Owens	123 E POWELL BLVD STE #305 GRESHAM, OR 97030
Agent for Service of Process	
California Registered Corporate Agent (1505)	REGISTERED AGENTS INC Registered Corporate 1505 Agent
Type of Business	
Type of Business	Organizational Development Firm
Email Notifications	
Opt-in Email Notifications	Yes, I opt-in to receive entity notifications via email.
Chief Executive Officer (CEO)	
CEO Name	CEO Address
+ Kheoshi Owens	123 E POWELL BLVD STE #305 GRESHAM, OR 97030
Labor Judgment	
No Manager or Member, as further defined by California Corporations Code section 17702.09(a)(8), has an outstanding final judgment issued by the Division of Labor Standards Enforcement or a court of law, for which no appeal is pending, for the violation of any wage order or provision of the Labor Code.	

Electronic Signature

☒ By signing, I affirm under penalty of perjury that the information herein is true and correct and that I am authorized by California law to sign.

Kheoshi Owens

Signature

06/27/2025

Date

California Public Employees' Retirement System

DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES: CURRENT AND FUTURE STATE

Fee Proposal

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. All information must be provided in the prescribed format. Responses that deviate materially from the prescribed format may lead to the rejection of the Proposal.

The fees outlined below should cover all anticipated costs and overhead associated with each phase, as outlined in the Services to be Provided.

Project Phase	Approximate Hours	Total Fee
Phase I: Leadership Interviews (A)	100	\$21,000.00
Phase II: Program Review & Assessment (B)	275	\$55,250.00
Phase III: Action Plan Recommendations (C)	175	\$40,250.00
Phase IV: Action Plan Implementation (D)	175	\$41,250.00

Hourly Rates

Additional services to be provided hourly are on an as-needed basis and shall be pre-approved by CalPERS. The vendor shall not invoice CalPERS for services not requested.

Please list the name and title of each individual who will be providing DEI consulting services to CalPERS and the associated hourly rate in the table below. The individuals listed on this Fee Proposal must include all proposed Key Personnel identified in the Minimum Qualifications Certification (Attachment A) but may include other individuals who may serve in more minor capacities.

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment J
Page 2 of 2

Name(s) and Title(s)	Hourly Rate	Approximated Hours	Total
Kheoshi Owens, Lead Consultant	\$350	245	\$85,750.00
Nichet Newsome, Assessment Support	\$150	250	\$37,500.00
Danise Elijah, Facilitation	\$150	115	\$17,250.00
Mustafah Finney, Facilitation/Logistics	\$150	115	\$17,250.00
	\$		\$
Combined Total (E)			\$157,750.00

(If needed, please add rows to the table above)

DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES

Technical Proposal *Reproduction Copy*

RFP: 2024-9420



PREPARED FOR

CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM
P.O. BOX 942702 | SACRAMENTO, CA 94229-2702
PHONE: (916) 795-3020 | TTY: (877) 249-7442
WWW.CALPERS.CA.GOV

PRESENTED BY

EQUITIFY, LLC
2300 CONTRA COSTA BLVD. STE 200
PLEASANT HILL, CA 94523
VICBAKER@EQUITIFY.US



JUNE 30, 2025

Proprietary Information Removed

This page certifies that certain content has been removed from this Reproduction Copy in accordance with the proposal instructions. The removed content includes proprietary information and is included in the Master Copy only.

Firm Name: EquitiFy LLC

Total Number of Pages Removed: 8

Pages Removed Due to Proprietary Information: Pages 18, 19, 23, 24, 25, 26, 27, 28

A. TECHNICAL PROPOSAL

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1. Cover Letter

June 30, 2025

California Public Employees' Retirement System

400 Q Street, Sacramento, CA 95811

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

Dear Krina Martin,

On behalf of EquitiFy LLC (EquitiFy), I am pleased to submit our proposal in response to RFP No. 2024-9420 for Diversity, Equity, and Inclusion Consulting Services. I, Dr. Vic Baker, am authorized to bind the company contractually and serve as the President and CEO of EquitiFy.

This proposal is a firm and irrevocable offer, valid for 180 days from the submission date. We are fully prepared and willing to perform the services outlined in the RFP, and we are confident in our ability to deliver high-quality, impactful work aligned with CalPERS' goals and expectations.

EquitiFy affirms the availability of qualified staff and all necessary resources to perform the requested services and deliverables. Our team is prepared to begin work immediately upon award and to collaborate closely with CalPERS throughout the engagement.

Thank you for the opportunity to submit this proposal. We look forward to partnering with CalPERS to advance diversity, equity, and inclusion throughout the organization.

A handwritten signature in black ink, appearing to read "Vic Baker", written over a horizontal line.

Dr. Vic Baker

Chief Executive Officer

EquitiFy LLC

vicbaker@equitify.us | 925-222-5086

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

6/30/2025

Date

EquitiFy LLC

Name of Firm

Dr. Vic Baker

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
EquitiFy LLC	5

- 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
Department of Developmental Services	2	Public	Shanola Harvey	Shanola.harvey@dds.ca.gov
Oakland Latino Chamber of Commerce	2	Non-profit	J.D. (Joe) Partida	joepartidabenefits@yahoo.com
Stokley Properties, Inc	4	Private	Joe Stokley	joestokley@stokleyproperties.net

- 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
Department of Developmental Services	2	Public	Shanola Harvey	Shanola.harvey@dds.ca.gov
Regional Center of the East Bay	1	Non-profit	Dr. Rebecca Nanyonjo	510.618.6100
Stokley Properties, Inc	4	Private	Joe Stokley	joestokley@stokleyproperties.net

- 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	Key Personnel	Years of Experience	Type	Contact Person	Contact Information
EquitiFy LLC	Dr. Vic Baker	25	Public, Private, Non-profit	Dr. Vic Baker	vicbaker@equitify.us

- 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
US Bank	Corporate	Will Jackson	Will.jackson@usbank.com

Minimum Qualification Explanation

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

EquitiFy has been in operation since 2020.

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.

EquitiFy meets this requirement. Since 2020, we have delivered DEI consulting services across public, private, and non-profit sectors. Our experience has steadily expanded in scope and complexity, from targeted coaching to statewide initiatives and systems-level strategy. Projects include:

Jingoli Power (2021–2022): Supplier Diversity Business Development, Executive Coaching and DEI-informed growth strategy; Executive leadership, organizational alignment and communication

Stokley Properties, Inc (2021–Present): Executive coaching for leadership, sales, and operations; group coaching focused on strategic alignment and communication.

Choice in Aging (2021–Present): Delivered implicit bias and DEI training through webinars, workshops, and individualized coaching for nonprofit leadership.

Central Valley Training Centers (2021–Present): Provided implicit bias training through digital modules, in-person sessions, and leadership development webinars.

US Bank (2022–Present): Ongoing executive and team coaching engagement focused on leadership alignment, strategic decision-making, and collaboration.

Oakland Latino Chamber of Commerce (2023–Present): Facilitated a strategic board retreat focusing on mission/vision alignment and setting DEI-informed growth goals.

Rise for Social Justice (2023–2024): Provided executive and group coaching to advance inclusive leadership and racial equity initiatives.

California Department of Developmental Services (2023–2025): Designed and delivered a statewide implicit bias training program, including needs assessments, curriculum development, LMS management, and training across 21 Regional Centers.

American Association of Blacks in Energy (2024–Present): Led strategic planning sessions, developed a governance framework, and created a board engagement strategy.

Regional Center of the East Bay (2025–Present): Conducted an equity audit, delivered executive and management training and provided policy and community engagement consultation.

San Diego Regional Airport Authority (2025–Present): Implementing a multi-year leadership training and coaching initiative supported by an online learning platform.

These engagements demonstrate our track record of assessing, advising, training, strategic planning, and designing DEI programs at increasing levels of organizational complexity.



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.*

EquitiFy has provided DEI consulting to public, non-profit, and private organizations for over three years. Clients include the California Department of Developmental Services (DDS), San Diego Regional Airport Authority, East Bay Regional Center, and Stokely Enterprises, with projects focused on organizational culture, leadership, and equitable business practices.

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 of the RFP release date, EquitiFy meets the requirement for Key Personnel experience with pension funds or corporate boards. Dr. Vic Baker, a dedicated member of our proposed team, has over 25 years of experience providing consultation services to corporate and nonprofit boards. Within the past five years, he has led governance strategy sessions, facilitated board retreats, and supported long-term leadership planning. His recent work includes structured consultation with the Oakland Latino Chamber of Commerce Board and the American Association of Blacks in Energy.

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.*

EquitiFy currently provides leadership development services to US Bank, a corporate client.

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: EquitiFy LLC

Contact Name and Title: Raymond Beasley IV, VP of Business Development & Client Engagement

Address: 2300 Contra Costa Boulevard, Ste 200, Pleasant Hill, CA 94523

Phone Number: 925-222-5878

Fax Number: N/A

E-Mail Address: rbeasley@equitify.us

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): 85-3872262

4. California Corporation Number: 145-3940-7

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": 39 (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: Ramond Beasley IV, VP of Business Development & Client Engagement

Address: 2300 Contra Costa Boulevard, Ste 200, Pleasant Hill, CA 94523

Phone Number: 925-222-5878

Fax Number: N/A

E-Mail Address: rbeasley@equitify.us

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

Name and Title: Dr. Vic Baker, President and CEO

Address: 2300 Contra Costa Boulevard, Ste 200, Pleasant Hill, CA 94523

Phone Number: 925-222-5878

Fax Number: N/A

E-Mail Address: vicbaker@equitify.us

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

6/30/2025

Date

Dr. Vic Baker

Name and Title (Please Print)



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name EquitiFy 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 "Vic Baker", written over a horizontal line.

Authorized Signature

6/30/2025

Date

Dr. Vic Baker, President and CEO

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.

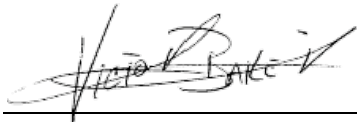
Unruh Contracting Declaration:

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

Dr. Vic Baker, President and CEO

Name and Title (Please Print)

6/30/2025

Date

EquitiFy 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:

EquitiFy LLC

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

Dr. Vic Baker

d. Contact Person (if different than above):

Raymond Beasley IV

e. E-mail Address:

rbeasley@equitify.us

f. Phone No:

925-222-5878

g. Name of CalPERS Contact (if applicable):

N/A

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
☐		
☐		
☐		
☐		
☐		

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:

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.
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.

The Proposer has not given or offered any gifts, payments, services, or other items of value to any Board Member or Staff Member in the past twelve (12) months.

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

6/30/2025

Date

Dr. Vic Baker

Name and Title



A. Organization and Background

1. Name of your organization.

EquitiFy LLC

2. Location of headquarters.

2300 Contra Costa Blvd. Ste 200

Pleasant Hill, CA 94523

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

2300 Contra Costa Blvd. Ste 200

Pleasant Hill, CA 94523

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

Five

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 maximize the leader and optimize the organizational structure to sustain an enriching diverse, equitable, and inclusive work ecosystem while maximizing performance. We provide a tailored strategy for every organization and execute it through culturally responsible and competent pedagogy, workshops, coaching, group facilitation, and keynote speakers. We are intent and unapologetic in identifying and countering systematic oppression to release the power of equity and inclusion. As a result, the diverse group of employees, managers, executives, and board members are equipped with the acumen, tools, goals, and systems to ensure the organization's mission is successful.

B. Diversity, Equity, and Inclusion Consulting Services Capabilities

Consulting Services Clients			
Client	Services Provided	Sector	Period of Performance
State of California Department of Developmental Services	Needs assessments, curriculum design, DEI and leadership training, LMS management, and reporting across 21 Regional Centers.	Public	2023-2025
San Diego Airport Authority	Executive and group coaching, multi-year leadership training program, and online learning platform support.	Public	1/2025-Present
Regional Center for East Bay	Equity audit, executive and management training, policy consultation, and community engagement strategies.	Non-profit	2025-Present
Choice in Aging	Implicit bias and DEI training through webinars, workshops, and coaching.	Non-profit	2021-Present
American Association of Blacks in Energy	Strategic planning, governance framework, and board engagement strategy development.	Non-profit	2024-Present
Stokley Properties, Inc	Executive coaching for leadership, sales, and operations; group coaching for strategic alignment and communication.	Private	2021-Present
Central Valley Training Centers	Implicit bias training via digital courses, in-person sessions, and leadership webinars.	Private	2024-Present
Rise for Social Justice	Executive and group coaching to foster inclusive leadership and support racial equity initiatives.	Non-profit	2023-2024
Oakland Latino Chamber of Commerce	Facilitated strategic board retreat, mission/vision alignment, and goal setting for organizational growth.	Public	2023-Present
US Bank	Executive and team coaching for leadership alignment, decision-making, and collaboration improvement.	Private	2022-Present
Jingoli Power	Supplier diversity planning, DEI strategy development, and business development consulting to expand inclusive procurement practices.	Private	2021-2022
MCE Clean Energy	Equity consulting on energy access for low-income communities, supplier diversity, renewable energy program impact, and subsidy design and distribution.	Non-profit	2022-Present

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

EquitiFy has provided advisory services on Diversity, Equity, and Inclusion (DEI) best practices.

EquitiFy has delivered services across all three sectors – public, private, and non-profit. Our advisory services include equity audits, systems change planning, leadership coaching, supplier diversity strategies, and workforce equity reviews. For the California DDS, EquitiFy created and implemented a statewide equity strategy across 21 Regional Centers. We advised aligning DEI goals with business operations and leadership development at Stokley Properties, Inc. For the American Association of Blacks in Energy (AABE), we facilitated strategic planning focused on governance design, equity engagement, and board growth.

We worked with the California DDS to provide training and programs that promoted inclusive cultures, strengthened community connections, and supported individual well-being. Our engagement addressed disability inclusion, cultural humility, bystander intervention, bias awareness, and inclusive communication. Through implicit bias training, EquitiFy equipped the California DDS staff with tools to recognize and respond to bias impacting individuals with visible and invisible disabilities, neurodiverse populations, and communities from diverse socio-economic and cultural backgrounds.

We developed and delivered tailored DEI training grounded in evidence-based practices. The sessions emphasized practical strategies for bias recognition, inclusive leadership, and equity-driven decision-making. We also delivered bystander intervention training focused on recognizing exclusion, responding effectively, and promoting respectful dialogue across teams.

In addition to training, we advised the California DDS on embedding inclusive policies into hiring practices, program models, and decision-making frameworks. We supported impact measurement through training assessments and guided ongoing program refinement.

At the San Diego Regional Airport Authority, EquitiFy leads a multi-year leadership development program focused on inclusive decision-making. We train executives and mid-level managers using real-world case studies and scenario-based exercises to apply equity analysis tools to workforce management, stakeholder engagement, and policy development.

With RISE for Social Justice, we provided executive coaching to strengthen leadership capacity to analyze and address equity challenges. Through one-on-one coaching and group sessions, we helped leaders apply culturally responsive strategies in organizational development and decision-making.

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

EquitiFy has provided education and training on DEI matters to Boards of Trustees.

EquitiFy has provided DEI education and training to Boards of Trustees across multiple settings, including delivering sessions to the California Board of Trustees and other appointed governing bodies in contracted and non-contracted capacities. These trainings focused on the role of governance in advancing equity and included workshops on implicit bias, inclusive leadership, and legal frameworks. Dr. Vic Baker has also led strategic advisories with Boards and trustees outside formal contracts, covering DEI fundamentals, oversight responsibilities, and equity-centered governance planning.

complaints, how data is tracked, and how equity is monitored throughout the employment lifecycle. Our deliverables include equity scorecards and bias mitigation strategies embedded into HR processes.

EquitiFy supports Public Works and Engineering Departments in ensuring infrastructure projects are equitably distributed across neighborhoods, prioritizing historically underserved communities. This includes analyzing response times for public works projects, assessing access to critical infrastructure, and expanding workforce diversity in STEM fields. We assist municipalities in implementing strategic hiring initiatives to recruit women and underrepresented groups into technical roles, fostering a workforce that reflects the community it serves.

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

EquitiFy has advised on best practices in healthcare delivery equity and accessibility.

EquitiFy advised California DDS and Choice in Aging on healthcare equity practices, accessibility strategies, and culturally responsive delivery models. Our work includes examining disparities in service access, language accommodations, care outcomes by demographic group, and workforce cultural competency. We provided tools to integrate equity into intake, referral, service planning, and patient education across organizations serving individuals with disabilities and older adults.

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

EquitiFy has not provided advising on the inclusion of diversity best practices in the investment industry.

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").

EquitiFy has advised 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").

EquitiFy has deep experience advising public sector organizations on implementing DEI strategies that comply with federal and state laws, including the specific restrictions outlined in Proposition 209. We specialize in designing race- and gender-neutral approaches that align with constitutional requirements while advancing equity through data-informed, legally sound practices.

Our advising focuses on embedding inclusive values into hiring, procurement, policy development, and workplace culture using tools like organizational climate assessments, equity impact metrics, and targeted outreach strategies. These methods expand opportunity and access without relying on preference-based models, allowing agencies to achieve measurable equity outcomes without exposing themselves to legal risk.

Through our work with state agencies, regional centers, and publicly-funded nonprofits, we have consistently demonstrated that meaningful progress toward equity is possible within existing legal frameworks. Our strategies are grounded in compliance, designed with integrity,

and tailored to meet the operational realities of public institutions navigating Proposition 209 and related legal standards.

13. Developing communication strategies highlighting the importance of DEI.

EquitiFy has developed communication strategies highlighting the importance of DEI.

These strategies are grounded in organizational psychology and change management principles, ensuring that DEI messaging is informative and transformative. For the California DDS and other public sector clients, we collaborated closely with executive leadership and communications teams to co-create messaging frameworks that clearly articulate the “why” behind DEI efforts. These frameworks clarify how equity-centered initiatives support the organization’s mission, reinforce its legal obligations, and align with its core values and day-to-day services.

Our approach includes a full suite of communication tools tailored to multiple stakeholder groups. This includes executive-level talking points, internal briefing documents for managers and team leads, agency-wide public statements, community-facing outreach materials, and DEI training content. Each product promotes transparency, cultivates psychological safety, and drives organizational buy-in. We prioritize using plain language and culturally responsive messaging to ensure accessibility and resonance across racial, linguistic, and ability-diverse audiences.

In practice, this means more than drafting effective messages. We also prepare leaders and staff to deliver them. We offer coaching to help executives and middle managers become visible and credible champions of equity work. This includes scripting, delivery preparation, and guidance on how to respond to questions or resistance. We also collect feedback from staff and stakeholders, which we use to refine messages and build trust through ongoing dialogue. By embedding DEI into the organization’s internal and external voice, we help clients position equity as a central pillar of their culture and service delivery.



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



6/30/2025

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.
- ☐ 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: EquitiFy 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		

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 [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

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment I
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Comments:

Signature of CalPERS Reviewer

Date

11. Joint Venture Submittals

EquitiFy is not a part of a joint venture, this section is non-applicable.

12. Preference Programs

a. Small Business Preference

EquitiFy is seeking the Small Business Preference as a certified Microbusiness and a certified Small Business for Public Works (SB-PW) under the State of California's Small Business Certification Program. We have included a copy of our certification on the following page to document our eligibility.

As a certified Microbusiness and SB-PW firm, EquitiFy requests that the five percent (5%) preference be applied following the requirements outlined in the RFP and Attachment B.



Copy of California Small Business Certification



Office of Small Business & DVBE Services

Certification ID: 2028427

Legal Business Name:

EQUITIFY LLC

Doing Business As (DBA) Name 1:

EQUITIFY LLC

Doing Business As (DBA) Name 2:

Address:

2300 Contra Costa Blvd

200

Pleasant Hill

CA 94523

Email Address:

vicbaker@equitify.us

Business Web Page:

www.equitify.us

Business Phone Number:

925.222.5598

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	02/07/2025	02/28/2027
SB-PW	Approved	02/07/2025	02/28/2027



b. Target Area Contract Preference Act

EquitiFy is not seeking to Target Area Contract Preference Act preference. Therefore, we have not included the form.