



July 25, 2025

Dear CalPERS Contracts Officer,

This message confirms receipt of your request for clarification under Section VIII.F. Enclosed please find LN Westgate, LLC's updated Master Proposal and Reproduction Copy in compliance with your instruction to remove all subcontractor fees.

Both PDF documents are now free of any pricing details and include only narrative, signed, and required attachments for technical review.

Please don't hesitate to reach out with any further clarification requests.

Respectfully,

Lisa Westgate
Founder & CEO,

LN Westgate, LLC
lisa@lnwestgate.com | (774) 284-2397



www.LNWestgate.com



168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.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: LN Westgate, LLC

Contact Name and Title: Lisa Westgate, Founder/CEO

Address: 168 Arlington Street Marshfield, MA 02050

Phone Number: (774) 284 - 2397

Fax Number: None

E-Mail Address: lisa@LNWestgate.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): 92-2295958

4. California Corporation Number: 80101706

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: Lisa Westgate, Founder/CEO

Address: 168 Arlington Street Marshfield, MA 02050

Phone Number: (774) 284 - 2397

Fax Number: None

E-Mail Address: lisa@LNWestgate.com

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

Name and Title: LN Westgate, LLC

Address: 168 Arlington Street Marshfield, MA 02050

Phone Number: (774) 284 - 2397

Fax Number: None

E-Mail Address: lisa@LNWestgate.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.

Lisa Westgate
Authorized Signature

June 24, 2025
Date

Lisa Westgate, Founder/CEO
Name and Title (Please Print)

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.

Lisa Westgate
Authorized Signature

resubmit 7/10/25
Date

LN Westgate, LLC
Name of Firm

Lisa Westgate, 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
LN Westgate, LLC	2 years and 5 months

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

Firm	Years of Experience	Type	Contact Person	Contact Information
Blue Diamond Growers	2 years and 5 months	Assessing, Advising, Strategic Planning, Training, and Development of DEI programs	Dale Harmon	916-291-6910
MA SDO	2 years and 5 months	Assessing, Advising, Strategic Planning, Training, and Development of DEI programs	Maryellen Osborne	857-286-8004
Manitoba Liquor & Lotteries	1 year	Assessing, Advising, Strategic Planning, Training, and Development of DEI programs	Jeff Wiebe	204-957-2500 ext. 4637

- 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
Commonwealth Purchasing Group	1+ years	Assessing, Advising, Strategic, Planning, Training, and Development of DEI programs & providing consultation to a GPO for almost 1,000 Community Health Centers	Rich Napalitano	617-834-7121
MA SDO	2 years and 5 months	Consultation on Data and business practices for the Commonwealth of MA's Supplier Diversity Office	Maryellen Osborne	857-286-8004
Manitoba Liquor & Lotteries	1+ years	Assessing, Advising, Strategic, Planning, Training, and Development of DEI programs & providing consultation to a provincial Crown corporation, governed by an appointed board of directors	Jeff Wiebe	204-957-2500 ext. 4637

- 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
Manitoba Liquor & Lotteries	1+ years	Assessing, Advising, Strategic, Planning, Training, and Development of DEI programs & providing consultation to a provincial Crown corporation, governed by an appointed board of directors	Jeff Wiebe	204-957-2500 ext. 4637
Commonwealth Purchasing Group	1+ years	Assessing, Advising, Strategic, Planning, Training, and Development of DEI programs & providing consultation to a GPO for almost 1,000 Community Health Centers	Rich Napalitano	617-834-7121
MA SDO	2 years and 5 months	Consultation on Data and business practices for the Commonwealth of MA's Supplier Diversity Office	Maryellen Osborne	857-286-8004

- 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
Manitoba Liquor & Lotteries	a provincial Crown corporation, governed by an appointed board of directors	Jeff Wiebe	204-957-2500 ext. 4637
Commonwealth Purchasing Group	GPO for almost 1,000 Community Health Centers	Rich Napalitano	617-834-7121
MA SDO	Commonwealth of MA's Supplier Diversity Office	Maryellen Osborne	857-286-8004



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name LN Westgate, 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.

Lisa Westgate
Authorized Signature

May 25, 2025
Date

Lisa Westgate, Founder/CEO
Name and Title (Please Print)



California Secretary of State

Business Programs Division

1500 11th Street, Sacramento, CA 95814

Thank You for Doing Business in California

Congratulations on your new business registration with the California Secretary of State (SOS).

What's next?

- Resources for Businesses Just Starting** – The Secretary of State provides additional business resources at bizfile.sos.ca.gov to help guide you through the process of starting your business, including:
 - Starting A Business Guide & Checklist – www.sos.ca.gov/business-programs/business-entities/starting-business-checklist/ for key steps you may need to take when launching a business in California.
 - SOS Business Resources – www.sos.ca.gov/business/be/resources for a list of agencies you may need to contact to ensure proper compliance with California state law.
- Corporations and Limited Liability Companies Can File SOS Statement of Information Online** – For faster service, file your initial Statement of Information and any future Statements of Information anytime online by logging into your **bizfile** Online account at bizfileOnline.sos.ca.gov. To file, select the Statement of Information document, complete and submit online. Statements by Common Interest Development Association also can be filed online with your Statement of Information.

You are required to file a Statement of Information **within the first 90 days** of registering your business with the SOS and you are statutorily required to maintain your business by filing a Statement of Information, either every year for stock corporations or every other year for nonprofit corporations and LLCs, before the end of the calendar month of the original registration date. Please see the table below for your specific entity type. NOTE: You may be assessed a \$250 penalty for not filing your Statement of Information.

Entity Type (Jurisdiction)	Initial Due Date	Frequency of Filing
All Stock Corporations (California)	Within 90 Days	Annually
Out-Of-State Corporations	Within 90 Days	Annually
Credit Unions	Within 90 Days	Annually
Agricultural Cooperatives (California)	Within 90 Days	Annually
Canabis Cooperative Associations	Within 90 Days	Annually
General Cooperatives	Within 90 Days	Every Other Year
Nonprofit Corporations (California)	Within 90 Days	Every Other Year
Nonprofit Corporations - Common Interest Development*	Within 90 Days	Every Other Year
Limited Liability Companies	Within 90 Days	Every Other Year
All Other Business Entity Types	Statement Of Information Not Required	

* Corporations formed as a Common Interest Development must file a Statement by Common Interest

Development with their Statement of Information.

3. **Franchise Tax Board (FTB) Tax Filing** – Once your entity is registered with the SOS, you are required to file a tax return with FTB for each taxable year, even if you are not conducting business or have no income. Contact FTB at www.ftb.ca.gov or (800) 852-5711 for forms and requirements concerning franchise taxes or income taxes.

Be aware, if you fail to file a return by the original or extended due date, or fail to pay taxes when due, a penalty may be imposed by FTB. Please visit www.ftb.ca.gov/businesses/Penalty-Information.shtml for tax penalty related information.

4. **Business Names and Trademarks**

Registration of a business with the Secretary of State does not in itself establish a trademark for the business name. There is a separate legal process to establish a trademark or service mark. Additionally, registration of a business with the Secretary of State does not authorize the use of a business name in violation of another person's or entity's rights to the name, such as infringement of a trademarked word or phrase.

The Secretary of State's office maintains registration and all updates of California state trademarks and service marks. Information is accessible via our California Trademark Search at tmbizfile.sos.ca.gov/search, which also provides free PDF copies of imaged Trademark documents.

For more information on the registration of business names and registering a trademark, visit:

- General provisions governing trademarks and service marks are found in the Model State Trademark Law – [California Business and Professions Code sections 14200 et seq](#)
- Federal Trademark Act – [United States Code, Title 15, Chapter 22, section 1051 et seq.](#)
- California Fictitious Business Name Law – [Business and Professions Code section 17900 et seq.](#)
- Common law rights, including rights to a trade name.

If you have any questions regarding such rights, please consult a private attorney.

5. **Nonprofit Corporations**

Nonprofit corporations in California are **not automatically exempt** from paying California franchise taxes or income taxes each year. For information about tax requirements and/or applying for tax exempt status, please contact the appropriate taxing agency listed below. If you are a domestic nonprofit public benefit corporation, you likely have filing requirements with the California Office of the Attorney General.

https://oag.ca.gov/sites/all/files/agweb/pdfs/charities/publications/guide_for_charities.pdf.

Other Business Information and Resources

All business entities are subject to state and federal tax laws. You may wish to contact the following agencies to assist you with tax or other business-related issues:

- Internal Revenue Service – www.irs.gov or call (800) 829-4933 for forms and issues concerning Federal tax, employer identification numbers, subchapter S elections.
- California Department of Tax and Fee Administration – www.cdtfa.ca.gov or call (800) 400-7115 for forms and issues concerning sales taxes, use taxes or other special taxes and fees administered by the California Department of Tax and Fee Administration.
- Employment Development Department – www.edd.ca.gov or call (888) 745-3886 for forms and issues concerning employment and payroll taxes.
- California State Board of Equalization – www.boe.ca.gov or call (916) 274-3350 for forms and issues concerning property taxes, alcoholic beverage taxes, and taxes on insurers.

- State Compensation Insurance Fund – www.statefundca.com or call (888) 782-8333 for information or to get a quote for workers' compensation insurance.
- Department of Industrial Relations, Division of Occupational Safety and Health (DOSH), better known as Cal/OSHA - www.dir.ca.gov or call (800) 963-9424 for guidance on workplace safety and health regulations in California.
- CalGold – www.calgold.ca.gov for appropriate permit, licensing, and contact information for the various agencies that administer and issue these permits.
- CA Governor's Office of Business and Economic Development (Go-Biz) – www.business.ca.gov for a range of business services including, site selection and permit assistance.
- The California Business Incentives Gateway (CBIG) – cbig.ca.gov is a web portal that connects business owners and entrepreneurs with financial incentives.



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.

Lisa Westgate
Authorized Signature

May 25, 2025
Date

Lisa Westgate, Founder/CEO
Name and Title (Please Print)

LN Westgate, 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: No. 2024-9420
- b. Proposer or Contractor Name: LN Westgate, LLC
- c. Name of Individual Authorized to bind the Proposer or Contractor: Lisa Westgate, Founder/CEO
- d. Contact Person (if different than above):
- e. E-mail Address: lisa@LNWestgate.com
- f. Phone No: (774) 284 - 2397
- g. Name of CalPERS Contact (if applicable):

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment E

Page 2 of 3

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

☐ Yes. ☒ No.

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

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

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

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

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

N/A

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

N/A

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.

N/A

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

N/A

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

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

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

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

Lisa Westgate
Authorized Signature

May 25, 2025
Date

Lisa Westgate, Founder/CEO
Name and Title



Proposal Questionnaire

California Public Employees' Retirement System

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

ORGANIZATION AND BACKGROUND (Pass/Fail)

1. Name of your organization: LN Westgate, LLC
2. Headquarters address: 168 Arlington Street, Marshfield, MA 02050
3. Location(s) of personnel supporting this contract: Primarily Marshfield, Massachusetts. LN Westgate also draws on a national bench of remote subcontractors available to travel or provide virtual support as needed.
4. Number of years your organization has been in business: Since February 2023 (2+ years)
5. Significant changes in ownership or officers within the last 5 years: No
6. Organizational structure and model: LN Westgate is a certified WBE, WBOS, LGBTBE, WeConnect International, SBE, and SBPP consulting firm. Led by Founder & CEO Lisa Westgate, the firm operates a lean core consultancy with a subcontractor bench of approximately 20+ specialists, scalable by need, region, and expertise.
7. Mission or principal business statement: LN Westgate, LLC helps organizations embed equity into procurement and business strategies. Through consulting, training, and implementation support, we align inclusive procurement, ESG frameworks, and DEI practices to ensure measurable and sustainable impacts across internal operations and external value chains.

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

1. LN Westgate advises clients on integrating DEI across procurement, strategy, governance, and ESG frameworks. Services include policy reviews, fractional CPO work, supplier diversity integration, and compliance-aligned consulting.



www.LNWestgate.com



168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



2. Lisa Westgate has facilitated DEI education for board-level stakeholders, including a national community health center GPO. As a former executive with a large data organization, she developed and delivered DEI-aligned training, workshops, and strategic learning sessions, which included train-the-trainer modules.
3. LN Westgate delivers multi-phased DEI assessments aligned with client strategy, followed by actionable reports tied to operations, compliance, and communications. Assessments often include policy benchmarking, stakeholder interviews, and customized implementation plans.
4. Yes. Lisa Westgate regularly engages board members as part of the DEI strategy in the development, particularly where governance, procurement, and fiduciary duties intersect.
5. Yes, executive-level interviews and collaboration are integrated into all major engagements. Lisa's experience in executive procurement roles enhances credible, high-level partnerships and alignment.
6. LN Westgate's action plans are value-driven, compliant, and customized to individual needs. They include strategic goals, measurable benchmarks, and communication frameworks that align with each client's mission and constraints, taking into account California-specific policy frameworks.
7. We conduct DEI best practices research across various sectors and synthesize findings into client-specific recommendations. Analysis incorporates market and legal trends, peer benchmarks, and evolving frameworks.
8. Procurement and business strategy is a core strength of LN Westgate. Lisa teaches supply chain at Northeastern University and advises clients on inclusive sourcing, risk analysis, supplier discovery, and ESG-aligned vendor engagement.
9. LN Westgate offers strategic guidance on inclusive hiring processes and job pipeline design. For in-depth HR advice, we deploy certified HR professionals from our subcontractor bench.
10. Lisa Westgate has worked in healthcare, pharmaceutical, insurance, and technology sectors, supporting DEI-aligned strategies and procurement practices tailored to each industry's regulatory and cultural context.





11. While LN Westgate does not directly advise investment firms, we understand the relevance of governance, risk, and DEI frameworks to fiduciary responsibilities. We have advised organizations whose procurement and reporting tie into broader ESG efforts.

12. All public sector DEI advising is intended to be race-neutral, legally compliant, and structurally inclusive. Our frameworks emphasize transparency, access to processes, and measurable outcomes that align with applicable law.

13. LN Westgate develops communication strategies that connect DEI values to internal and external audiences. This encompasses executive talking points, storytelling campaigns, and messaging toolkits that align with legal frameworks, internal culture, and impact goals.





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

Lisa Westgate

June 24, 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.

Complete list below

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.



Subcontractors

California Public Employees' Retirement System

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

Prime Contractor:

Firm Name: LN Westgate, LLC

Address: 168 Arlington Street, Marshfield, MA 02050

Contact Person: Lisa Westgate

Email: lisa@lnwestgate.com

Phone: (774) 284-2397

Certifications: WOSB, WBE, LGBT

Proposed Subcontractors:

Firm Name: Rex Wilde Consulting

Address: 317 ½ S Avenue 55 Los Angeles, CA 90042

Contact Person: Rex Wilde

Email: rex@rexwilde.com

Phone: (714) 393-3915

Certifications: CA DGS SBE, 2017823, Los Angeles County Local SBE, City of Los Angeles SBE, EBE, SBE (LA), SBE (Proprietary), VSBE (Harbor), LAUSD SBE, Port of Long Beach SBE, LGBTBE, 18350, CPUC, 22000014

Description of Work to be performed by Subcontractor:

Phase II: Program Review & Assessment	Culture & Communication Review
Phase II: Program Review & Assessment	Draft Report Development
Phase II: Program Review & Assessment	Policy and Program Inventory
Phase III: Action Plan Recommendations	Incorporate ERGs into Communication Rollout
Phase III: Action Plan Recommendations	Synthesize Findings into Themes
Phase IV: Action Plan Implementation	Community Engagement Communications
Phase IV: Action Plan Implementation	Create Implementation Roadmap



www.LNWestgate.com



168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Phase IV: Action Plan Implementation	Develop Metrics and Tracking Tools
Phase IV: Action Plan Implementation	Estimated Travel time
Phase IV: Action Plan Implementation	Develop Strategic DEI Goals
Phase IV: Action Plan Implementation	Document Insights and Identify Patterns
Phase IV: Action Plan Implementation	Facilitate Staff Workshops
Phase IV: Action Plan Implementation	Leadership Development Programming
Phase IV: Action Plan Implementation	Supplier Diversity Rollout Guidance

Percentage of Total Agreement Amount: 12.5%

Firm Name: Best Life, LLC DBA Crystal Lily Creative

Address: 224 W Olive Street, #15 Inglewood, CA 90301

Contact Person: Crystal Whiteaker

Email: crystal@crystallily.co

Phone: (323) 354-7709

Certifications: CA Dept General Services: SBE 2032877, City of Los Angeles: SBE, EBE 2032877

Los Angeles County: Local SBE 09667, CBE 096676 NGLCC: 31103

Description of Work to be performed by Subcontractor:

Phase II: Program Review & Assessment	Draft Report Development
Phase II: Program Review & Assessment	Policy and Program Inventory
Phase III: Action Plan Recommendations	Incorporate ERGs into Communication Rollout
Phase III: Action Plan Recommendations	Synthesize Findings into Themes
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Phase IV: Action Plan Implementation	Supplier Diversity Rollout Guidance
Phase IV: Action Plan Implementation	Estimated Travel time
Phase IV: Action Plan Implementation	Facilitate Staff Workshops



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Phase IV: Action Plan Implementation	Leadership Development Programming
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Percentage of Total Agreement Amount:

Firm Name: Promoting Good

Address: 56 William St, Worcester, MA 01609

Contact Person: Valerie Zolezzi-Wyndham

Email: valerie@promotinggoodllc.com

Phone: (617) 529-2119

Certifications: MBE, WBE

Description of Work to be performed by Subcontractor:

Phase I: Leadership Interviews	Document Insights and Identify Patterns
Phase II: Program Review & Assessment	Draft Report Development
Phase II: Program Review & Assessment	Policy and Program Inventory
Phase III: Action Plan Recommendations	Develop Strategic DEI Goals
Phase III: Action Plan Recommendations	Synthesize Findings into Themes
Phase IV: Action Plan Implementation	Community Engagement Communications
Phase IV: Action Plan Implementation	Create Implementation Roadmap
Phase IV: Action Plan Implementation	Develop Metrics and Tracking Tools
Phase IV: Action Plan Implementation	Leadership Development Programming

Percentage of Total Agreement Amount: 24%



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Firm Name: Sherrie Johnson Communications LLC
Address: 4051 Presidential Hill Loop, Dumfries, VA 22025
Contact Person: Sherrie Johnson, Ed.D.
Email: sherrie@sherriespeaks.com
Phone: (703) 216-0902
Certifications: pending WBE & MBE certification
Description of Work to be performed by Subcontractor:

Phase I: Leadership Interviews	Document Insights and Identify Patterns
Phase II: Program Review & Assessment	Culture & Communication Review
Phase II: Program Review & Assessment	Draft Report Development
Phase III: Action Plan Recommendations	Incorporate ERGs into Communication Rollout
Phase IV: Action Plan Implementation	Community Engagement Communications
Phase IV: Action Plan Implementation	Develop Metrics and Tracking Tools
Phase IV: Action Plan Implementation	Leadership Development Programming

Percentage of Total Agreement Amount: 17%





Firm Name: M&A Supplier Diversity Consultants

Address: 197 Winthrop St. Taunton, MA 02780

Contact Person: Maria Gonzalez

Email: Maria@supplierdiversityconsultants.com

Phone: (508) 298-2251

Certifications: HUBZone, EDWOSB, WOSB, SDB, HABE, MBE, WBE, SBE, WBENC

Description of Work to be performed by Subcontractor:

Phase II: Program Review & Assessment	Draft Report Development
Phase II: Program Review & Assessment	Policy and Program Inventory
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Phase IV: Action Plan Implementation	Develop Metrics and Tracking Tools
Phase IV: Action Plan Implementation	Document Insights and Identify Patterns
Phase IV: Action Plan Implementation	Facilitate Staff Workshops
Phase IV: Action Plan Implementation	Leadership Development Programming

Percentage of Total Agreement Amount: 8%



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Firm Name: Mending the Chasm, Inc.

Address: 1427 Niels Ave., Burlington, Ontario L7P2E8 Canada

Contact Person: Leena Sharma Seth

Email: leena@mendingthechasm.ca

Certifications: WBE/WeConnect

Description of Work to be performed by Subcontractor:

Phase II: Program Review & Assessment	Policy and Program Inventory
Phase II: Program Review & Assessment	Culture & Communication Review
Phase II: Program Review & Assessment	Draft Report Development
Phase III: Action Plan Recommendations	Incorporate ERGs into Communication Rollout
Phase III: Action Plan Recommendations	Synthesize Findings into Themes
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Phase IV: Action Plan Implementation	Develop Strategic DEI Goals
Phase IV: Action Plan Implementation	Document Insights and Identify Patterns
Phase IV: Action Plan Implementation	Facilitate Staff Workshops
Phase IV: Action Plan Implementation	Leadership Development Programming
Phase IV: Action Plan Implementation	Supplier Diversity Rollout Guidance

Percentage of Total Agreement Amount: 6%



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Lisa@LNWestgate.com



Minimum Qualifications Certification

CalPERS RFP No. 2024-9420 – Diversity, Equity, and Inclusion Consulting Services

I hereby certify that LN Westgate, LLC meets all the minimum qualifications required for this proposal. Details and explanations are included below to demonstrate full compliance:

A. Operation Duration

Requirement: Organization must have been in operation for at least one (1) year as of the RFP release date (May 16, 2025).

Response: LN Westgate, LLC was founded in February 2023 and has been in continuous operation since that date, meeting the requirement.

B. DEI Consulting Experience

Requirement: At least three (3) years of experience with increasing responsibility in DEI consulting, including assessment, advising, strategic planning, training, and program development.

Response: While LN Westgate, LLC was officially established in 2023, the firm is led by Lisa Westgate, who brings nearly 30 years of procurement and supplier diversity leadership, including frontline experience in developing and implementing DEI programs across corporate and public sector organizations. Lisa's direct consulting work encompasses strategic DEI planning, training facilitation, best practice development, and implementation support. Her work has consistently intersected Diversity, Equity, and inclusion (DEI) with economic development, community impact, and social inclusion.

C. DEI Consulting to Organizations

Requirement: Three (3) years of DEI consulting to public, private, or nonprofit organizations regarding culture, talent management, and internal/external business practices.

Response: Lisa Westgate has consistently delivered DEI-aligned consulting services to organizations in healthcare, financial services, and public institutions. She assists clients in integrating Diversity, Equity, and Inclusion (DEI) into procurement, workforce strategy, and external supplier engagements. She also teaches supply chain management, new venture creation, and business strategy as an adjunct professor, and co-hosts The Diversity Duo podcast—where weekly dialogue focuses on supplier diversity, culture, ESG, and leadership development.

D. Board-Level Experience

Requirement: At least one Key Personnel must have one (1) year of experience advising a pension or corporate board within the last five (5) years.

Response: Lisa Westgate has advised corporate boards and executive leadership teams throughout her consulting career. Most recently, she has been involved in a national project that impacts nearly 1,000 community health centers and informs board-level decision-making around inclusive procurement and DEI strategy.

E. Current Public Pension Fund or Corporate Client

Requirement: At least one current public pension fund or corporate client.

Response: LN Westgate currently serves multiple corporate clients through engagements tailored to procurement transformation, DEI strategy, and ESG alignment.



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



While individual client needs may vary, the foundational strategy, tools, and delivery model are anchored in Diversity, Equity, and Inclusion (DEI) and inclusive economic impact.

In alignment with LN Westgate, LLC's qualifications, our selected subcontractors have been strategically chosen based on their subject-matter expertise, cultural competence, and ability to authentically represent underrepresented communities within the DEI landscape. Each subcontractor meets or exceeds the expectations set forth by CalPERS for experience, quality, and capability. These firms bring extensive experience advising public and private institutions on DEI frameworks, facilitating inclusive leadership development, and advancing equity strategies that intersect with talent management, branding, and organizational culture. Their inclusion enhances our ability to meet CalPERS' requirements with both breadth and depth—ensuring intersectional representation, alignment with Proposition 209 constraints, and sensitivity to both policy and human impact. All subcontractors will work under the direct oversight of LN Westgate, LLC, comply fully with the obligations and reporting structures defined in the proposed contract, and adhere to all accessibility, confidentiality, and deliverable standards required. Their complementary strengths allow LN Westgate to present a cohesive, high-capacity team equipped to deliver impactful and compliant outcomes across every phase of this engagement.

Authorized Signature:

Lisa Westgate

Lisa Westgate, CEO

Date: May 23, 2025



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Proposal/Proposer Certification Sheet

CalPERS RFP No. 2024-9420 – DEI Consulting Services

LN Westgate, LLC

168 Arlington Street, Marshfield, MA 02050

(774) 284 - 2397

lisa@lnwestgate.com

TIN: 92- 2295958

California Secretary of State Entity Number: 80101706

I, Lisa Westgate, certify that all information provided in this proposal is true and complete to the best of my knowledge.

I certify that I am authorized to sign this proposal and bind the proposing firm contractually.

I acknowledge that all documents submitted in response to this RFP become the property of CalPERS and may be subject to public disclosure in accordance with the California Public Records Act.

I certify that LN Westgate, LLC complies with all applicable laws, including nondiscrimination and equal opportunity laws.

I acknowledge and agree to the terms of the RFP, including the CalPERS Restricted Contact Code and conflict of interest provisions.

Lisa Westgate

Lisa Westgate

Title: Founder | CEO

Date: May 25, 2025



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Subcontractors

California Public Employees' Retirement System

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

Prime Contractor:

Firm Name: LN Westgate, LLC

Address: 168 Arlington Street, Marshfield, MA 02050

Contact Person: Lisa Westgate

Email: lisa@lnwestgate.com

Phone: (774) 284-2397

Certifications: WOSB, WBE, LGBT

Proposed Subcontractors:

Firm Name: Rex Wilde Consulting

Address: 317 ½ S Avenue 55 Los Angeles, CA 90042

Contact Person: Rex Wilde

Email: rex@rexwilde.com

Phone: (714) 393-3915

Certifications: CA DGS SBE, 2017823, Los Angeles County Local SBE, City of Los Angeles SBE, EBE, SBE (LA), SBE (Proprietary), VSBE (Harbor), LAUSD SBE, Port of Long Beach SBE, LGBTBE, 18350, CPUC, 22000014

Description of Work to be performed by Subcontractor:

Phase II: Program Review & Assessment	Culture & Communication Review
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Phase III: Action Plan Recommendations	Synthesize Findings into Themes
Phase IV: Action Plan Implementation	Community Engagement Communications
Phase IV: Action Plan Implementation	Create Implementation Roadmap



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Phase IV: Action Plan Implementation	Develop Metrics and Tracking Tools
Phase IV: Action Plan Implementation	Estimated Travel time
Phase IV: Action Plan Implementation	Develop Strategic DEI Goals
Phase IV: Action Plan Implementation	Document Insights and Identify Patterns
Phase IV: Action Plan Implementation	Facilitate Staff Workshops
Phase IV: Action Plan Implementation	Leadership Development Programming
Phase IV: Action Plan Implementation	Supplier Diversity Rollout Guidance

Percentage of Total Agreement Amount: 12.5%

Firm Name: Best Life, LLC DBA Crystal Lily Creative

Address: 224 W Olive Street, #15 Inglewood, CA 90301

Contact Person: Crystal Whiteaker

Email: crystal@crystallily.co

Phone: (323) 354-7709

Certifications: CA Dept General Services: SBE 2032877, City of Los Angeles: SBE, EBE 2032877

Los Angeles County: Local SBE 09667, CBE 096676 NGLCC: 31103

Description of Work to be performed by Subcontractor:

Phase II: Program Review & Assessment	Draft Report Development
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Phase IV: Action Plan Implementation	Estimated Travel time
Phase IV: Action Plan Implementation	Facilitate Staff Workshops



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Phase IV: Action Plan Implementation	Leadership Development Programming
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Percentage of Total Agreement Amount:

Firm Name: Promoting Good

Address: 56 William St, Worcester, MA 01609

Contact Person: Valerie Zolezzi-Wyndham

Email: valerie@promotinggoodllc.com

Phone: (617) 529-2119

Certifications: MBE, WBE

Description of Work to be performed by Subcontractor:

Phase I: Leadership Interviews	Document Insights and Identify Patterns
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Phase IV: Action Plan Implementation	Create Implementation Roadmap
Phase IV: Action Plan Implementation	Develop Metrics and Tracking Tools
Phase IV: Action Plan Implementation	Leadership Development Programming

Percentage of Total Agreement Amount: 24%





Firm Name: Sherrie Johnson Communications LLC
Address: 4051 Presidential Hill Loop, Dumfries, VA 22025
Contact Person: Sherrie Johnson, Ed.D.
Email: sherrie@sherriespeaks.com
Phone: (703) 216-0902
Certifications: pending WBE & MBE certification
Description of Work to be performed by Subcontractor:

Phase I: Leadership Interviews	Document Insights and Identify Patterns
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Phase IV: Action Plan Implementation	Develop Metrics and Tracking Tools
Phase IV: Action Plan Implementation	Leadership Development Programming

Percentage of Total Agreement Amount: 17%





Firm Name: M&A Supplier Diversity Consultants

Address: 197 Winthrop St. Taunton, MA 02780

Contact Person: Maria Gonzalez

Email: Maria@supplierdiversityconsultants.com

Phone: (508) 298-2251

Certifications: HUBZone, EDWOSB, WOSB, SDB, HABE, MBE, WBE, SBE, WBENC

Description of Work to be performed by Subcontractor:

Phase II: Program Review & Assessment	Draft Report Development
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Phase IV: Action Plan Implementation	Facilitate Staff Workshops
Phase IV: Action Plan Implementation	Leadership Development Programming

Percentage of Total Agreement Amount: 8%



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



Firm Name: Mending the Chasm, Inc.

Address: 1427 Niels Ave., Burlington, Ontario L7P2E8 Canada

Contact Person: Leena Sharma Seth

Email: leena@mendingthechasm.ca

Certifications: WBE/WeConnect

Description of Work to be performed by Subcontractor:

Phase II: Program Review & Assessment	Policy and Program Inventory
Phase II: Program Review & Assessment	Culture & Communication Review
Phase II: Program Review & Assessment	Draft Report Development
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Phase IV: Action Plan Implementation	Leadership Development Programming
Phase IV: Action Plan Implementation	Supplier Diversity Rollout Guidance

Percentage of Total Agreement Amount: 6%



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168 Arlington St Marshfield, MA 02050



Lisa@LNWestgate.com



July 10, 2025

Per: Pursuant to RFP Section VIII.H.6, Corporate Qualifications to do Business in California: The Proposer(s) awarded the contract must be in good standing and must be qualified to do business in California at the time the contract is executed and during the entire term of the contract. In order to meet the above requirement, a corporation that is not a Sole Proprietorship must be registered with the California Secretary of State. CalPERS could not locate a California Secretary of State Certification in your submitted proposal and could not locate LN Westgate, LLC within the California Secretary of State business search. Please provide a copy of your current Secretary of State Certification.

From MA Corporations search:

<https://corp.sec.state.ma.us/CorpWeb/CorpSearch/CorpSearchResults.aspx>

7/10/25, 2:33 PM

MA Corporations Search Results

Secretary of the Commonwealth of Massachusetts

William Francis Galvin

Business Entity Results

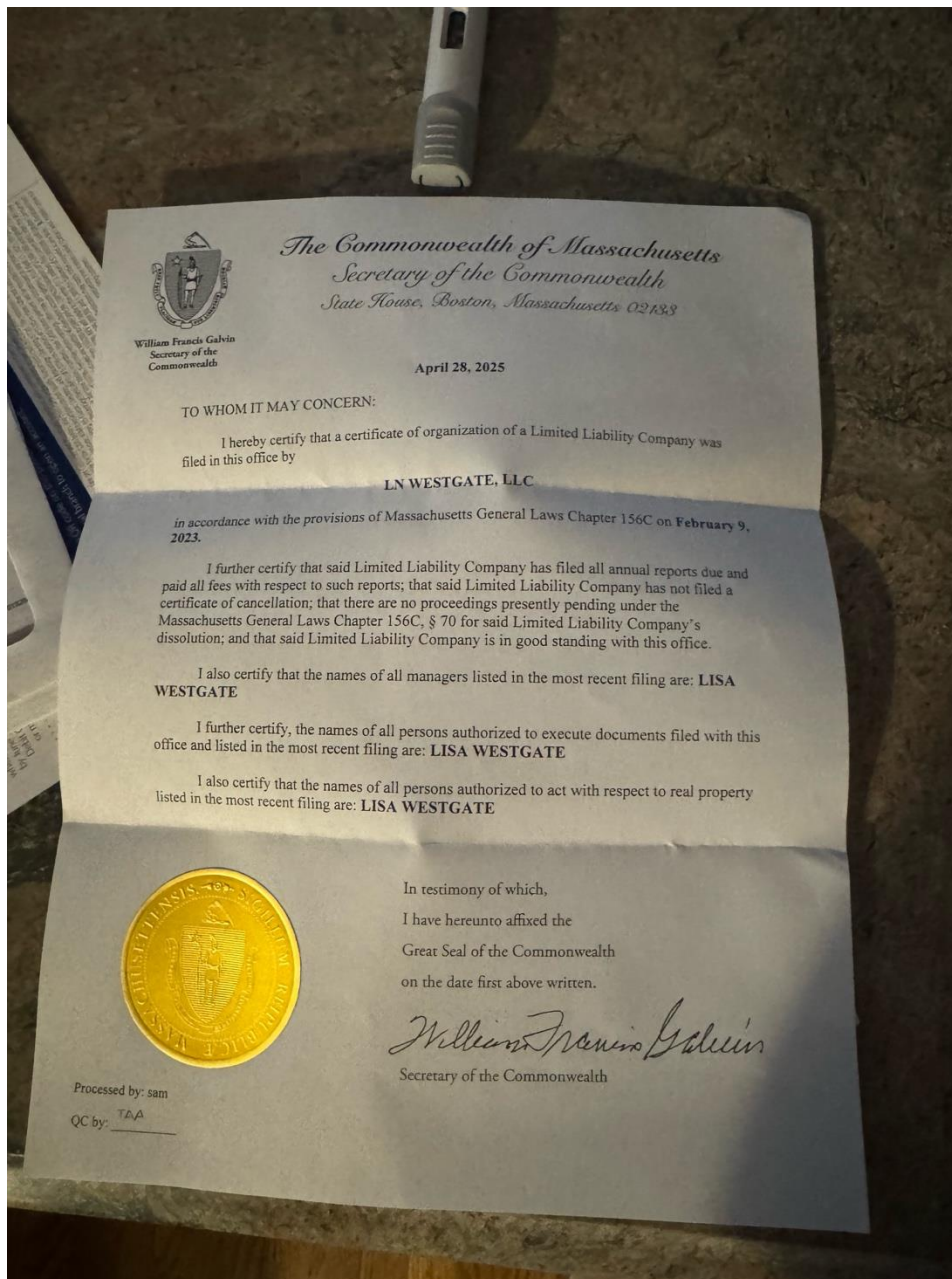
Number of records: 1

Print results

Entity Name	ID Number	Old ID Number	Address
LN WESTGATE, LLC	001636338		168 ARLINGTON ST MARSHFIELD, MA 02050 USA

New Search

Below is copy of the 2025 Massachusetts Corporation in Good Standing.



Respectfully,

Lisa Westgate

CEO

LN Westgate, LLC





**NIKA WHITE
CONSULTING**

REPRODUCTION COPY COVER LETTER

Firm's Name: Nika White Consulting, LLC

Total Number of Pages: 45

Identification of Pages Removed: No pages were removed due to proprietary information.



June 29, 2025

Contracts Officer
California Public Employees' Retirement System (CalPERS)
Re: RFP No. 2024-9420 – Diversity, Equity, and Inclusion Consulting Services

Dear Contracts Officer,

On behalf of Nika White Consulting, I am pleased to submit our proposal in response to **RFP No. 2024-9420** for Diversity, Equity, and Inclusion (DEI) Consulting Services. As the Founder and CEO of Nika White Consulting, I am fully authorized to bind our firm contractually and submit this proposal as a **firm and irrevocable offer valid for 180 calendar days** from the date of submission.

We are eager and fully prepared to perform the services outlined in the RFP. Our team brings deep expertise in strategic DEI advisory, assessments, board-level consultation, and implementation planning, particularly in complex public sectors and corporate environments. We are committed to supporting CalPERS in furthering its DEI framework in alignment with its fiduciary responsibilities and guiding values.

Nika White Consulting confirms the **availability of qualified staff and required resources** to carry out the full scope of services and deliverables as described in the RFP, including conducting assessments, facilitating leadership engagements, and supporting action plan development and implementation. Our firm has a proven track record of managing multi-phase DEI projects with high accountability and responsiveness, and we are ready to partner with CalPERS to deliver best-in-class outcomes.



NIKA WHITE CONSULTING

We are enthusiastic about the opportunity to support CalPERS as a global leader in public pension management and a champion of equitable and inclusive practices. Thank you for your consideration.

Sincerely,

Dr. Nika White

Founder & CEO

Nika White Consulting, LLC

Email: nika@nikawhite.com

Phone: 864-631-6596

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.

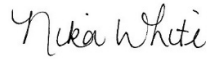
California Public Employees' Retirement System (CalPERS)

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.



June 29, 2025

Authorized Signature

Date

Nika White, LLC

Name of Firm

Dr. Nika White, President and 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
Nika White Consulting, LLC	8.5 years of operation <i>(75 total years of experience across assigned CalPERS staff)</i>

- 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
GCI (Telecommunications Corporation)	5	DEI assessment, strategic planning, learning strategy and development, ERG formation, DEI Council formation and oversight, DEI consulting and advising.	Maureen Moore, Senior Vice President & Chief Customer Experience Officer	mmoore@gci.com

Faherty Brand (Clothing Company)	4	DEI assessment, strategic planning, learning strategy development and facilitation, talent engagement, consulting, and advising on workplace culture to support reorg.	Takia Cushnie, Director, People and Culture	takia.cushnie@fahertybrand.com
SchoolsFirst Federal Credit Union (Financial Services Company)	2	Conducted executive assessments and coaching on intercultural competency, DEI strategic design, and delivery of a DEI Community of Practice for the leadership team; design and delivery of staff-wide DEI L&D training.	Jessica Jamison, SVP, Diversity, Equity, and Inclusion	jjamison@schoolsfirstfcu.org

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

Firm	Years of Experience	Type	Contact Person	Contact Information
Children's National Hospital (Healthcare)	1	Advisory and facilitation to support the restructuring of the DEI department including a comprehensive assessment of the current DEI structure, stakeholder engagement, benchmarking against peer institutions, and integration of health equity priorities. The engagement produced strategic recommendations	Dr. Denice Cora-Bramble	dcorabra@childrensnational.org

		for a new DEI framework, role definitions, and change management strategy. Provided execution planning support, including the development of DEI subcommittee charters, messaging strategies, and stakeholder engagement plans to ensure successful implementation and organizational alignment. Specific emphasis was on advising on the current political climate relative to DEI programming and initiatives.		
Worcester, Massachusetts Department of Health and Human	2	Racial equity audit; executive and senior level coaching; strategic planning,	Susan Letterman White, Esq.	susan@lettermanwhite.com

Services (City Government – public health)		learning, and development plan		
Management Solutions Consulting Group (MSCG) – (Healthcare - community health centers, state health departments, HRSA HIV/AIDS, and the Bureau of Primary Health Care)	14	DEI and health equity training and technical assistance (strategic decision-making, resource allocation, program implementation, and evaluation)	Kelly Burks, CEO	Kburks@mscginc.com

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

Firm	Years of Experience	Type	Contact Person	Contact Information
Manulife Financial Corporation	1	Led a comprehensive team assessment and strategic	Michelle Taylor Jones, Global Chief Diversity, Equity, and Inclusion Officer	mtaylor-jones@manulife.com

		planning engagement for the Diversity Executive Team, integrating leadership diagnostics with strategic facilitation. Delivered individualized leadership assessments and development plans. Designed and facilitated a virtual global team off-site to align on mission, vision, values, and operating principles, and to define annual success strategies. Services included executive coaching for the Chief		
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		Diversity Officer, strategic advisory for the organization's annual inclusion report, and guidance on team design, high-level workflows, and risk identification.		
Greenville Chamber of Commerce - (Non-profit, membership, and investment organization)	10	Led the Chamber's inaugural DEI strategy, embedding economic inclusion into its mission. Launched high-impact programs—Minority Business Accelerator, Diversity Leadership Pipeline, and Supplier Diversity Initiative—. Integrated DEI	Carlos Phillips, President and CEO	cphillips@greenvillechamber.org

		metrics – all activities that routinely engage board directors and executive-level stakeholders		
Reinvestment Fund (Non-profit, Investment Company, CDFI)	2	DEI instructional design, expert facilitation, tools and resources development, executive coaching, impact assessment, and strategic communications guidance, working with leadership and the board.	Cordon Daley, Chief Diversity Officer	cordon.daley@reinvestment.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
Owens Corning (Manufacturing Company – General Building Materials)	DEI and culture strategy advisory to Owens Corning, supporting the CEO, executive team, and Chief Diversity Officer on matters of discrimination, inclusive leadership, and organizational culture. Advised on executive recruitment for the culture leader role, supported the development of an enterprise-wide DEI strategy, and provided coaching to R&D leadership to advance gender equity goals. Designed leadership development programs—including a targeted women’s leadership initiative and internal promotion readiness	Jose Mendez-Adino, EVP, Chief Research and Development Officer	jose.mendez-andino@owenscorning.com

	workshops—to improve retention and advancement of historically excluded talent. Collaborated with Learning & Development to embed inclusive succession planning tools and cultural interventions aligned with business outcomes.		
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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: Nika White Consulting, LLC

Contact Name and Title: Dr. Nika White

Address: P.O. Box 8995, Greenville, SC 29604

Phone Number: 864-631-6596

Fax Number: NA

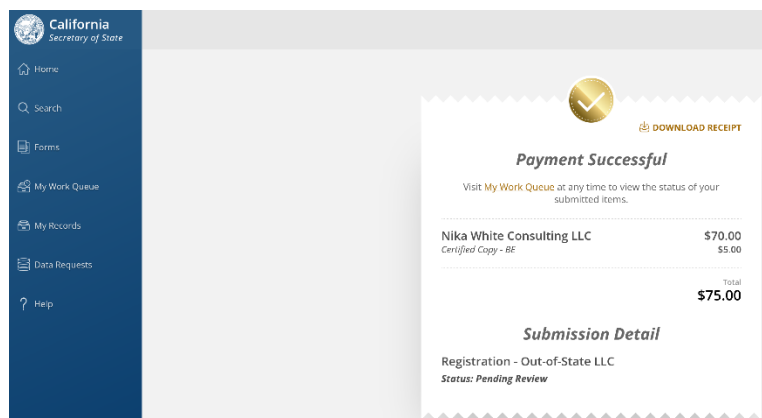
E-Mail Address: nika@nikawhite.com

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): 81-4832581

4. California Corporation Number: TBD – Submitted / Pending Review – See attached Payment Receipt and Below Submission Proof



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": 11 (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. Nika White, President and CEO

Address: P.O. Box 8995, Greenville, SC 29604

Phone Number: 864-631-6596

Fax Number: NA

E-Mail Address: nika@nikawhite.com

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

Name and Title: Dr. Nika White, President and CEO

Address: P.O. Box 8995, Greenville, SC 29604

Phone Number: 864-631-6596

Fax Number: NA

E-Mail Address: nika@nikawhite.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.

Nika White

June 29, 2025

Authorized Signature

Date

Nika White, President and CEO

Name and Title (Please Print)



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Nika White Consulting, LLC

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

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

Nika White

June 29, 2025

Authorized Signature

Date

Dr. Nika White, 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.

Nika White

June 29, 2025

Date

Authorized Signature

Nika White Consulting

Dr. Nika White, President and CEO

Firm Name (Please Print)

Name and Title (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:

Nika White Consulting, LLC

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

Dr. Nika White

d. Contact Person (if different than above):

Dr. Nika White

e. E-mail Address:

nika@nikawhite.com

f. Phone No:

864-631-6596

g. Name of CalPERS Contact (if applicable):

NA

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.

June 29, 2025

Nika White

Authorized Signature

Date

Dr. Nika White, President and 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.

Section 508 Compliance Statement

Nika White Consulting (NWC) is committed to delivering accessible digital content in full alignment with the Revised Section 508 Standards and WCAG 2.0 AA guidelines, as applicable to all deliverables developed for CalPERS.

a. Accessibility Policy and Procedures

We maintain internal content development standards that ensure accessibility compliance across all digital deliverables, including slide decks, PDFs, reports, learning materials, and multimedia. These standards are designed to support compliance with Section 508 and are periodically reviewed to align with WCAG 2.1 AA and evolving best practices.

b. Narrative Description of Accessibility Procedures

Our process for ensuring accessibility includes:

- Use of accessible templates and styles for Microsoft Office and PDF documents (including alt text, headings, and proper reading order).
- Captioning and transcripts for video and audio materials.
- Color contrast, keyboard navigation, and readability checks for all digital learning materials and presentations.
- Accessibility review using tools such as Adobe Acrobat Pro Accessibility Checker, Microsoft Accessibility Checker, and third-party screen reader testing, when applicable.
- Ongoing staff education on inclusive design and accessibility compliance.

Where needed, we engage accessibility specialists to support conformance with specific ICT accessibility requirements.

c. Voluntary Product Accessibility Template (VPAT) / ACR

NWC does not currently produce or deliver custom software or web applications. However, if the project scope requires Information and Communication Technology (ICT) deliverables that fall under VPAT requirements, we will provide an Accessibility Conformance Report (ACR) in accordance with the latest ITIC VPAT template, customized for each applicable product.

**A. ORGANIZATION and BACKGROUND
(Pass/Fail)**

1. Name of your organization. Nika White Consulting, LLC
2. Location of headquarters. Greenville, SC
3. Location and address of branch which would provide services under this contract. P.O. Box 8995, Greenville, SC 29604
4. Number of years your organization has been in business. 8.5 years
5. Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe. No
6. Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm. Mission: To develop Intentional Inclusionists® and make healthy workplace cultures actionable, enabling organizations to transform systems, foster belonging, and elevate the experience for all.

**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.

NWC provides strategic DEI advisory services across **public**, **private**, and **nonprofit** sectors. Our work spans organizational DEI maturity assessments, equity-centered leadership coaching, and integration of DEI into core business functions. Notable and relevant clients include:

- **Private:** Owens Corning, GCI, Faherty Brand, Manulife
- **Public:** City of Worcester Health and Human Services
- **Nonprofit:** Reinvestment Fund, Children's National Hospital

Organizations turn to NWC for systems thinking to create intentional, sustainable cultures of belonging that spark innovation and elevate performance by prioritizing key stakeholder experience. Executives trust us to guide their leaders through complex change with resilience, equity, and empathy, embedding inclusion as a daily, transformative practice.

Ways NWC Create Value:

COMMUNITIES OF PRACTICE: We specialize in curating high-impact learning experiences to empower leaders and transform cultures and systems.

DEI STRATEGY: We help organizations move from intention to impact, crafting tailored frameworks that disrupt bias and drive sustainable outcomes.

CULTURE BUILDING: We inspire organizations to embrace belonging as a competitive advantage, elevating team collaboration and innovation.

LEADERSHIP EMPOWERMENT: We empower leaders—especially women and underrepresented groups—to advocate for themselves, care radically, and lead boldly.

CHANGE MANAGEMENT: We guide organizations through transformative restructuring with clarity, compassion, and communication strategies that unify and energize.

COMMUNICATION: We design and deliver powerful narratives that inspire new perspectives and drive meaningful action.

EDUCATION & ENGAGEMENT: We create dynamic learning experiences, keynote speeches, and resources that connect, challenge, and inspire action.

SOCIAL IMPACT: We integrate purpose and service, amplifying opportunities for underrepresented communities.

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

NWC has delivered tailored DEI education to governing boards and investment-focused leadership teams. This includes workshops, strategic dialogue facilitation, and executive briefings.

- **Private:** Manulife Financial Corporation – facilitated DEI strategy planning and alignment with board input.
- **Nonprofit:** Greenville Chamber of Commerce – engaged board members regularly on metrics-driven DEI strategies tied to governance.
- **Public:** Worcester Department of Health – advised senior public leadership, including board representatives.

One notable data point is NWC's role as the selected vendor for the **OneSpartanburg Pipeline Project**, where we facilitated **12 customized DEI board training sessions** for nonprofit executive directors and boards of up to **30 area nonprofits**. The initiative aimed to diversify board leadership and cultivate more representative governance structures across Spartanburg County. Sessions included:

- In-person facilitation
- Curriculum development
- Evaluation tools to assess learning and behavioral change
- A recorded version of the training with a "test your knowledge" segment
- A facilitated focus group to gather qualitative impact data
- A licensing and train-the-trainer component to build internal capacity

Through this project, NWC directly impacted **approximately 200** executive leaders and numerous board members, helping to build more inclusive, culturally responsive, and strategically aligned nonprofit governance across the region.

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

Conducting an assessment produces intel that will inform the organization's cultural responsiveness, attitudes, and perceptions regarding diversity, equity, and inclusion within the Client culture. Using a mixed methodologies approach to include focus groups, one-on-one interviews, stakeholder questionnaires/surveys, data previously collected by the Client useful to this process (past surveys, employee handbooks, strategic plans, website, marketing collateral,

L&D strategy, etc.), and if deemed appropriate conversations with targeted external Client stakeholders, the NWC seeks to amass a comprehensive set of data points that will influence the complete DEI plan. The final deliverable is a comprehensive report summarizing data collected and the Consultant's recommendations.

A second key success component would be to also survey and convene with leadership stakeholders to determine whether the appropriate knowledge, resources, and conditions exist within an organization for leadership team members to facilitate system change that addresses inequities and disparities or catapults the organization to the best-in-class category of DEI leadership. The leadership survey, focus group, and one-to-one conversations (if necessary) will focus on gathering both quantitative and qualitative data designed to understand leadership's mindset/skillset toward cultural difference and commonality, perceived strengths and challenges around DEI, and dimensions of convergence across leadership's perception of DEI at the organizational level. Key deliverables include:

- Support creating and launching a strong communications strategy that prepares the organization for success and prepares participants for the work ahead.
- A robust and dynamic library of survey questions that can be incorporated into your organization's assessment.
- Expert facilitation of focus groups and one-to-one conversations that create safe spaces for open and honest feedback.
- The final deliverable is a summarized data report presented to the leadership team during a readout or leadership coaching session. It summarizes the data collected and makes high-level recommendations to support the strategic development plan.

Below are just a few of the most relevant examples.

- **Private:** Faherty Brand, Owens Corning
- **Public:** City of Worcester
- **Nonprofit:** Children's National Hospital – delivered a full current-state assessment of the DEI function and health equity alignment.

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

As part of our inclusive engagement methodology for approaching assessments, we meet with trustees and governing bodies to understand organizational priorities, culture, and historical context. These conversations often inform how the board supports DEI programming and initiatives in a way that best leads to sustainability and increased commitment.

- **Private:** Regular board engagement at Manulife and Owens Corning
- **Nonprofit:** Greenville Chamber Board of Directors
- **Public:** Government health officials in Worcester's public health infrastructure

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

At NWC, engaging executive leadership is a core component of our DEI assessment methodology. We recognize that leadership buy-in, readiness, and alignment are foundational to the long-term success of any DEI initiative. Our approach spans the public, private, and nonprofit sectors and includes strategic leadership coaching, pre-assessment surveys, and facilitated alignment sessions.

A signature element of our process is a 90–120-minute leadership readiness session designed to assess DEI awareness, acclimate executives to necessary cultural shifts, and evaluate alignment between DEI strategy and organizational priorities. These sessions include:

- Use of the DEI Spectrum Tool, which assesses an organization's current state across twelve dimensions (e.g., Leadership, Infrastructure, Community, Inclusion) and positions them on a continuum ranging from "Not Yet Started" to "Exemplary/Leading."
- Exploration of common barriers to inclusion specific to the organization and strategies to overcome them.
- A business case framing to connect DEI efforts to organizational outcomes.
- Dialogue around leadership's role in modeling inclusion and driving systems-level change.

We often begin with a **quantitative and qualitative pre-assessment survey** administered to the leadership team, which uncovers baseline knowledge, values alignment, and areas of divergence or concern. These insights are synthesized into a **leadership readiness report** and guide strategic recommendations.

This approach has been successfully implemented across sectors:

- **Nonprofit:** At Reinvestment Fund, we led a DEI executive coaching process and facilitated strategy alignment sessions with leadership to guide the design of inclusive employee programming.

- **Public:** With the City of Worcester's Health and Human Services department, we conducted leadership interviews and assessment sessions to develop a racial equity audit and DEI roadmap.
- **Private:** At Owens Corning and Faherty Brand, we engaged C-suite leaders in pre-assessment conversations and facilitated executive workshops to ensure accountability and integration of DEI into business planning.

Through this intentional and facilitated engagement process, NWC ensures that DEI assessments are informed by leadership insights and serve as a catalyst for strategic alignment and organizational transformation.

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

We specialize in translating data into strategy. Our action plans are co-created with stakeholders and customized to each organization's mission, values, and industry. Our clients bring institutional knowledge, including prioritization and knowledge of all resources available for implementation, and we provide DEI design and strategy expertise.

- **Example:** At Children's National, we delivered an actionable DEI restructuring plan integrated with the hospital's health equity mission.
- **Faherty Brand:** Our action plan aligned DEI with the company's community-driven culture during a major organizational transition.

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

Our methodology includes environmental scanning, benchmarking, and comparative research for tailored strategies. We examine local, national, and industry-specific trends.

The goal of the benchmarking study is to, in collaboration with the Client, determine the benchmarking objectives and scope of the data collection, identify target associations or organizations with similar infrastructure, client's current process performance gaps relevant to diversity, equity, and inclusion to help determine what needs benchmarking, and benchmarking metrics. The recommended approach for data collection for the benchmark study is to utilize telephone interviews, collection of organizational information (organizational charts, procedure manuals, program descriptions, flowcharts of internal processes, etc.), online research, etc. NWC recommends that the analysis include factors contributing to the successful association model that practices intentional inclusion and strategic diversity.

Key final deliverables will consist of:

- Strengths and weaknesses relative to benchmark organizations
- Leading practices

- Implementation recommendations
- Strategic and tactical recommendations

NWC conducts comprehensive DEI best practices research through stakeholder engagement, document review, benchmarking, and environmental scanning. For example, at Reinvestment Fund, we benchmarked DEI structures in peer institutions and used findings to develop contextualized recommendations.

Another example is Children's National, a major healthcare organization, we:

- Assessed the current DEI structure through interviews, policy reviews, and health equity analysis;
- Conducted benchmarking against peer institutions to identify leading DEI and health equity practices;
- Analyzed external political, legal, and social dynamics impacting DEI effectiveness.

Findings were compiled into a detailed report with strategic recommendations, including a redesigned DEI structure, a dual-focus framework (employee experience and health equity), and a change management strategy. Our deliverables also included implementation planning, subcommittee charters, and a communications and socialization plan to support lasting impact.

8. Advising on best practices in procurement.

Through NWC's supplier diversity consulting, we've advised clients on inclusive procurement strategies.

- **Nonprofit:** Greenville Chamber – led a supplier diversity initiative involving 75+ corporate leaders and conceptualized and established a Minority Business Accelerator Program, generating \$26M+ in contracts, 280+ full-time jobs, and over 100 program graduates, later scaling the initiative statewide.
- We help organizations audit current vendor relationships, set goals, and increase diverse supplier engagement.

9. Advising on best practices in hiring.

NWC regularly supports clients in creating equitable hiring practices, including bias interruption strategies, inclusive job design, and equitable candidate evaluation rubrics.

- **Private:** Owens Corning – advised HR and DEI teams on internal succession and inclusive talent advancement.

- **Public:** City of Worcester – provided coaching and frameworks for inclusive hiring in public health roles.

One example is our client, a biotech company, Travers, which had ambitious plans to double the size of its organization in one calendar year. However, they recognized that their current recruitment process did not reflect their commitment to diversity, equity, and inclusion (DEI).

The client realized they needed a diverse recruitment strategy to attract and retain top talent from various backgrounds, experiences, and perspectives. NWC worked with the client to design and implement a diverse recruitment strategy.

We began by thoroughly assessing the client's existing recruitment process to identify areas where DEI could be better incorporated. We then developed a comprehensive strategy that included job postings, candidate sourcing, interviewing, and onboarding processes, and incorporated DEI principles throughout the employee life cycle. Our team worked closely with the client to establish a diverse recruitment committee, which included representatives from different departments, levels, and backgrounds. The committee worked closely with the HR department in implementing the diverse recruitment strategy, including partnering with diverse organizations, creating inclusive job descriptions, and implementing blind hiring practices.

The diverse recruitment strategy implemented by NWC resulted in significant improvements in the client's recruitment process.

The client attracted a more diverse pool of candidates, resulting in a more inclusive and representative organization. The diverse recruitment committee provided valuable feedback and insights that helped the client refine and improve its recruitment process.

The client also reported increased employee engagement and retention, as employees felt more valued and supported in a workplace that reflected their diverse backgrounds and experiences. The client's commitment to DEI was evident throughout the employee life cycle, from recruitment to onboarding, training, and advancement.

NWC's work implementing a diverse recruitment strategy with the client resulted in a more inclusive and productive workplace culture where employees felt valued, respected, and supported. The client's commitment to DEI positioned them as a leader in their industry, attracting top talent and creating a workplace that reflected the diversity of their customers and communities.

Another example is our client, a large multinational corporation, Perkins&Will, recognized the importance of diversity, equity, and inclusion (DEI) in the workplace. However, they realized they needed a more strategic and comprehensive approach to diversity, equity, and inclusion (DEI) and to engage their HR partners to drive organizational change. NWC helped to curate the HR Partner Summit, which yielded the launch of several new DEI projects throughout the organization.

The projects were designed to address specific challenges and opportunities related to DEI and aligned with the client's overall DEI strategy.

The summit resulted in increased engagement and participation from HR partners, who felt empowered and supported to drive change in their respective departments and teams. The projects launched due to the summit have resulted in measurable improvements in diversity, equity, and inclusion across the organization, including increased representation of underrepresented groups, improved employee engagement and retention, and greater awareness and understanding of DEI issues and opportunities.

NWC's work with the client to ideate, plan, execute, and facilitate an HR Partner Summit focused on strategic DEI education significantly improved the client's overall DEI strategy and implementation. The summit catalyzed change, engaging HR partners and driving meaningful progress in DEI throughout the organization.

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

This is a signature strength of NWC. We help healthcare institutions integrate equity across patient care and workforce strategies.

- **Nonprofit:** Children's National – conducted DEI assessment with a strong emphasis on health equity and care accessibility.
- **Public:** Management Solutions Consulting Group – supported healthcare equity in federally funded health systems.
- **Other healthcare clients we've partnered with include:** Sunrise Senior Living, Hope Health, Prisma, Emory Health Care, the American Academy of Pediatrics, American College of Radiology, Spartanburg Regional Hospital, and United Regional.

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

NWC has consulted with investment and financial organizations on embedding DEI in culture, talent, and stakeholder engagement into all areas of operations.

- **Private/Investment:** Manulife Financial – supported global DEI strategy for an investment institution.
- **Nonprofit CDFI:** Reinvestment Fund – advised on equity-centered employee development and DEI governance.
- **SchoolsFirst Federal Credit Union:** Supported executive leadership team with intercultural competency training and individualized development plans, and a Community of Practice structured learning experience centering storytelling as a power skill for inclusion, change, and connection.

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

NWC is experienced in working within legal constraints while advancing equity outcomes. Our frameworks emphasize culture, behavior, and systems-level equity rather than protected class-specific programs, making our guidance well-aligned with Prop 209 compliance.

- Our approach is grounded in universal design, accessibility, and equity-centered language without unlawful preferential treatment—ideal for California’s legal landscape.

13. Developing communication strategies highlighting the importance of DEI.

NWC designs DEI messaging strategies emphasizing values alignment, psychological safety, and stakeholder engagement. We’ve supported messaging rollouts for DEI restructuring (Children’s National), reorganization culture shifts (Faherty), and external stakeholder DEI reporting (Manulife, Owens Corning).

Specifically, a recommended communications strategy for the pre-/post-assessment phase should be developed to establish trust and clarity on the DEI path forward plan and build a coalition among stakeholders. The goal is to foster healthy and effective communications to educate and adopt a business case for diversity, equity, and inclusion and establish transparency around the process, including intended outcomes. Prioritizing designing and delivering powerful narratives that inspire new perspectives and drive meaningful action is integral to our process for operationalizing DEI within organizations. This is further amplified by NWC’s founder’s extensive background and experience in marketing communications.



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 oscd_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

Nika White

June 29, 2025

Nika White, President and CEO



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

Firm's Name: Nika White Consulting, LLC

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

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually.	☒ 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
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

Page 3 of 3

Comments:

Signature of CalPERS Reviewer

Date



— Powered by OneDigital —

CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM (CALPERS)

**DEI Assessment & Strategy Roadmap
Request for Proposal No. 2024-9420**

July 23, 2025

Prepared for:
CalPERS

Prepared by:
Heather de la Riva, SPHR, SHRM-SCP, Director, Business Development & Client Experience
Steven Krzanowski, MA, Senior Consultant, People & Organizational Strategy

Reproduction/Technical Proposal

Firm Name: Nonprofit HR powered by OneDigital
Total Number of Pages: 42
Page Identification: The following pages were removed because of proprietary information.

- Pages 4-6: Relationship between OneDigital and Nonprofit HR
- Pages 8-12: Evidence of Minimum Qualifications with Client Contact Information

Sidney Abrams, Managing Principal
Nonprofit HR, powered by OneDigital
Sidney.Abrams@onedigital.com

June 27, 2025 (Updated: July 23, 2025)

RFP No. 2024-9420

Dear CalPERS Evaluation Committee,

Thank you for the opportunity to submit our qualifications to support CalPERS in advancing DEI best practices across your enterprise. Our firm has remained committed to helping organizations like CalPERS identify opportunities to further advance DEI internally and externally, ultimately creating long-lasting and transformational change. We would be excited to partner with CalPERS to provide rich data for future decision-making, co-create a measurable action plan, and provide guidance on how to integrate best practices.

In the enclosed materials, you'll find detailed responses illustrating how we can support CalPERS. All questions, clarifications, or additional inquiries may be directed to Steven Krzanowski, Senior Consultant, Nonprofit HR powered by One Digital at steven.krzanowski@onedigital.com.

As outlined in the RFP, Nonprofit HR powered by OneDigital (Nonprofit HR) agrees to the following:

- The Proposal is a firm and irrevocable offer good for 180 days.
- Nonprofit HR is willing to perform the services as described in this RFP.
- Nonprofit HR will ensure the availability of staff and other required resources for performing all services and providing all deliverables as described in this RFP.

The next page of this proposal includes our Bill of Sale and Assignment & Assumption Agreement that outlines the relationship between OneDigital (Digital Insurance LLC) and Nonprofit HR (Nonprofit HR Solutions LLC) via a purchase agreement.

Thank you again for your consideration. We look forward to the possibility of working together.

Warm regards,



Authorized Signature

06/26/2025

Date

Sidney Abrams, Managing Principal, Nonprofit Practice

INFORMATION IS PROPRIETARY AND WAS REMOVED.

INFORMATION IS PROPRIETARY AND WAS REMOVED.

INFORMATION IS PROPRIETARY AND WAS REMOVED.

**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

06/26/2025

Date

Sidney Abrams, Managing Principal, Nonprofit Practice

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
Nonprofit HR powered by OneDigital (<i>formally, Nonprofit HR Solutions</i>)	25
Digital Insurance Agency LLC. (<i>referred to as OneDigital throughout proposal</i>)	25

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
INFORMATION IS PROPRIETARY AND WAS REMOVED.				

- 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
INFORMATION IS PROPRIETARY AND WAS REMOVED.				

INFORMATION IS PROPRIETARY AND WAS REMOVED.

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
One Digital	23+	Public, Nonprofit, Private, Board, Corporate, Pension-funds	Alan Cole, <i>Vice President, Retirement Plan Consulting</i>	Alan.cole@onedigital.com
Nonprofit HR powered by OneDigital	15+	Nonprofit, Boards, Corporate Board	Rachael Forester, <i>EdD, Senior Consultant</i>	Rachael.forester@onedigital.com
Nonprofit HR powered by OneDigital	15+	Nonprofit, Boards	Steven Krzanowski, <i>MA, Senior Consultant</i>	Steven.krzanowski@onedigital.com
Nonprofit HR powered by OneDigital	15+	Nonprofit, Boards	Je’Nai Talley Jackson, <i>MA, Senior Consultant</i>	Jenai.jackson@onedigital.com
Nonprofit HR powered by OneDigital	15+	Nonprofit, Boards	Bryan Jackson, <i>MA, Senior Consultant</i>	Bryan.jackson@onedigital.com
Nonprofit HR powered by OneDigital	15+	Nonprofit, Boards, Corporate Board	Antonio Cortes, <i>PhD, Director</i>	Antonio.cortes@onedigital.com
Alan Cole who serves as Vice President of Retirement Plan Consulting has been working with pension plans, defined contribution plans, and deferred and executive compensation plans for the past 25 years. Prior to joining OneDigital 3 years ago, Alan spent over 20 years at TIAA in various leadership roles dedicated to working institutional clients with pensions and defined contribution retirement plans.				

- 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
INFORMATION IS PROPRIETARY AND WAS REMOVED.			

NOTE: It is standard practice for Nonprofit HR powered by OneDigital to facilitate any introductions for recommendations with our current and previous clients. We ask that Steven Krzanowski, Senior Consultant, steven.krzanowski@onedigital.com be notified prior to any outreach from CalPERS to the contacts provided on this list. We greatly appreciate this request as this is our standard operating procedure with our clients.

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: Nonprofit HR powered by OneDigital

Contact Name and Title: Steven Krzanowski, Senior Consultant, People & Organizational Strategy

Address: 700 Flower St Suite 975, Los Angeles, CA 90017

Phone Number: 202.478.8036

Fax Number: N/A

E-Mail Address: steven.krzanowski@onedigital.com

2. Indicate your organization type:

- ☒ **X 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): 82-1434504

4. California Corporation Number: N/A

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

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

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

6. Statement of Compliance

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

7. Does your Proposal contain Proprietary Information?

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

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 36 (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: Jeanell Freeman, Director Business & Client Services Operations

Address: 909 Rose Ave Suite 700 North Bethesda, MD 20852

Phone Number: 202-644-7425

Fax Number: N/A

E-Mail Address: jeanell.freeman@onedigital.com

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

Name and Title: Sidney Abrams, Managing Principal, Nonprofit Practice

Address: 909 Rose Ave Suite 700 North Bethesda, MD 20852

Phone Number: 202.644.7431

Fax Number: N/A

E-Mail Address: Sidney.abrams@onedigital.com

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



Authorized Signature

06/26/2025

Date

Sidney Abrams, Managing Principal, Nonprofit Practice

Name and Title (Please Print)



Secretary of State Certificate of Status

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

Entity Name: DIGITAL INSURANCE AGENCY LLC
Entity No.: 201804510472
Registration Date: 02/13/2018
Entity Type: Limited Liability Company - Out of State
Formed In: DELAWARE
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 July 14, 2025.

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

Certificate No.: 347315430

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.



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name: Nonprofit HR powered by OneDigital

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 "Mi".

Authorized Signature

Sidney Abrams Managing Principal, Nonprofit Practice
Name and Title (Please Print)

6/25/2025
Date



**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 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

06/26/2025

Date

Sidney Abrams, Managing Principal, Nonprofit Practice
Name and Title (Please Print)

PERS01A0196 (03/2017)



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:

N/A

b. Proposer or Contractor Name:

Steven Krzanowski

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

Sidney Abrams, Nonprofit HR

d. Contact Person (if different than above):

Steven Krzanowski; steven.krzanowski@onedigital.com

e. E-mail Address:

Sidney.abrams@onedigital.com

f. Phone No:

202.644.7431

g. Name of CalPERS Contact (if applicable):

N/A

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.

Check box if CalPERS	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.

Not Applicable: No things of value have been 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

06/26/2025

Date

Sidney Abrams Managing Principal, Nonprofit Practice

Name and Title (Please Print)

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.

Nonprofit HR powered by OneDigital

2. Location of headquarters.

200 Galleria Pkwy SE, Suite 1950
Atlanta, GA 30339

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

700 Flower St suite 975
Los Angeles, CA 90017

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

25 years

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

As of December 2, 2024, Nonprofit HR was acquired by OneDigital and proudly joined forces with this firm, a partnership that marks a significant milestone for us and the broader social sector we passionately serve. Both firms celebrated their 25th anniversary in 2025, making this partnership particularly special. Prior to the partnership, each brought distinct expertise to the table—Nonprofit HR with its unparalleled knowledge of the full talent management lifecycle and organizational strategy, and OneDigital with its expansive capabilities in employee benefits, risk management, HR consulting, retirement and financial planning. Together, this partnership represents a pivotal step in OneDigital's strategic evolution toward

industry-specific solutions, creating a unified platform uniquely positioned to comprehensively serve the diverse and complex needs of nonprofit organizations and the social sector nationwide.

As of June 1, 2025, Sidney Abrams became Managing Principal of the Nonprofit Practice at OneDigital. Previously, Sidney was Chief Client Experience Officer at Nonprofit HR and has been with the firm for over 16 years and is charged with growing impact strategies across the social impact and nonprofit sectors.

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.

Nonprofit HR was founded with one goal in mind: to strengthen the social impact sector by strengthening its people. Together with OneDigital, a premier insurance, financial services, benefits and HR consulting company, we remain the country's leading and oldest firm focused exclusively on the talent management needs of mission-driven organizations, including nonprofits, associations and social enterprises. Nonprofit HR also produces vital sector research and insights and hosts thought-provoking events. Since 2000, our team of credentialed experts has advanced the impact of some of the world's most influential social impact brands.

Nonprofit HR, Powered by OneDigital, is the country's leading and oldest firm focused exclusively on the talent management needs of the social sector, including nonprofits, associations, social enterprises and other mission-driven organizations. For 25 years, Nonprofit HR was a Black woman-owned firm; our partnership with OneDigital supports our commitment to remain attuned to the value that DEI brings to every organization. Nonprofit HR is committed to fostering and maintaining a work environment where principles of inclusion and belonging are fully integrated into everything that we do for the benefit of our employees and the clients that we serve.

Our comprehensive suite of services and cross-functional solutions sets us apart and enables us to deliver exceptional value to our clients. Our solutions are designed to optimize efficiency, enhance performance, and create sustainable growth. We are the partner that listens first and then partners with organizations to create mission-driven impact through your people. Through our four practice areas – People & Organizational Strategy, Total Rewards, HR Outsourcing, and Search – we offer a full range of talent, culture and human resources services.

Our expert consultants bring dozens of years of experience exclusively serving the nonprofit sector, partnering with associations, foundations, social enterprises and municipalities across every mission type. In People & Organizational Strategy, we holistically address the highest level of people management challenges and opportunities facing organizations of all sizes, missions and complexities. We are a nationwide firm and have partnered with organizations across the country. Our comprehensive approach integrates deep expertise in all aspects of the people management lifecycle to drive unparalleled organizational effectiveness and results. From HR and diversity, equity, inclusion, and belonging (DEIB) assessments to crafting strategies and programs for performance management, learning and development, and career pathing, we offer a full range of solutions that cover every aspect of attracting, growing, and developing your people.

**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.

Since 2020, our team has partnered with approximately 170 clients and completed approximately 400 projects related to DEI. All our engagements have centered on advisory services and the integration of equity focused best practices to meet the needs of organizational stakeholders across many sectors. While most of our work has focused on the nonprofit and social impact sectors, our approach and strategies can easily be applied to other sectors and industries, like retirement and pension systems.

Our approach to providing advisory services for DEI is rooted in the belief that meaningful and sustainable change begins with intentionality, accountability, and a deep understanding of each organization's unique culture, challenges, and opportunities. We offer a comprehensive, equity-centered strategy that blends research-based practices with practical, people-centered implementation.

Each member of our team that focuses on DEI-related initiatives bring over 15 years of experience integrating best practices and developing solutions that have proven lasting impact. Our team consists of subject matter experts with doctoral and advanced degrees in assessment design, education, leadership, and social work. Our consultants bring years of experience working internally on DEI related roles at large organizations and a passion for consulting work. As we learn more about the unique needs and challenges of CalPERS, we will co-create strategic solutions that yield results.

Our team has worked with large complex organizations and systems that have had to navigate resistance, varying stakeholder needs and perspectives, state and local requirements, union and non-union needs, and varying levels of buy-in and scrutiny of DEI-related work. Our relationship building practices with organizational leaders and key stakeholders focus on trust while emphasizing the client's best interest.

Many of our clients seek guidance on how to best navigate challenges both internally and externally, opportunities to mitigate potential risks, and, as of late, how to best design solutions while safeguarding DEI initiatives within a politically charged environment. Our DEI advisory services are not one-size-fits-all. We meet each organization where they are and work collaboratively to move toward an equitable, inclusive future where diversity is reflected not only in representation but also in access, voice, and outcomes.

Our advisory services are grounded in a holistic, data-driven, and client-centric methodology. We recognize that each organization's DEI journey is unique, so we tailor our approach to align with your specific culture, industry, and strategic objectives. Our process typically includes discovery and evaluation of current state via information gathering, assessment and diagnostics, strategy development, implementation support and knowledge sharing throughout the entire process.

Our engagements are anchored in measurable outcomes. We provide dashboards and regular reporting to track progress, identify gaps, and celebrate successes. Our commitment is to foster sustainable, systemic change that drives both social and business value. Our DEI advisory services combine proven frameworks, tailored strategies, and a track record of successful client outcomes.

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

Our team of consultants have worked closely with board members throughout our client engagements to ensure long-term sustainability of proposed outcomes. We recognize that each board member will have varying levels of DEI related knowledge, skills and awareness, so we tailor our approach to the board's needs while intentionally bringing people along in the process.

We have conducted trainings, lecturettes, multi-day workshops and retreats for board members, and have invested in one-on-one coaching sessions for a more tailored approach. We begin by defining what your board

wants to achieve with DEI training (e.g., reducing bias, improving cultural competence, or fostering inclusion). We establish clear and measurable learning objectives to help guide the training and allow for meaningful evaluation of outcomes. Using information gathering techniques to assess levels of understanding and commitment, we tailor content to reflect your board's unique context, challenges, and goals. We take a highly collaborative approach and involve board leadership from the outset. Their visible commitment sets the tone for the rest of the board and signals the importance of DEI initiatives. Many of our clients prefer moving beyond lectures and, therefore, incorporate group discussions, case studies, role-playing, and real-world scenarios. These methods encourage active participation and deeper understanding for tangible application. We recognize DEI training should not be a one-off event as it needs to happen in tandem with application support and systems change. We offer follow-up sessions, regular check-ins, and resources (like toolkits or discussion guides) to reinforce learning and maintain momentum. To ensure our effectiveness, we use surveys, feedback forms, and performance metrics to assess the impact of training. We regularly review progress and adjust strategies as needed.

Our team recognizes the unique challenges board members experience as it relates to navigating uncharted DEI landscapes and we prepare them through intentional coaching and dialogues that will prepare them to start or continue to champion DEI-related initiatives.

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

Investing in a DEI assessment and strategy design project will offer innumerable benefits to California Public Employees' Retirement System (CalPERS). Firstly, such an initiative will foster an inclusive culture, promoting a sense of belonging among staff, board members and stakeholders, which can lead to increased engagement and retention. By identifying gaps and challenges, the DEI assessment will help California Public Employees' Retirement System (CalPERS) align your goals with your mission, ensuring that you can better serve your target communities.

We will conduct a thorough review of CalPERS's existing policies, processes, and programs. This review will be benchmarked against leading practices from public, non-profit, and private sector organizations recognized for excellence in governance and DEI. Our benchmarking process will include:

- Identification of relevant peer organizations and industry leaders.
- Collection and analysis of publicly available policies, process documentation, and program descriptions.
- Comparative assessment to highlight areas where CalPERS aligns with, exceeds, or falls short of industry standards.

Gap Assessment and Evaluation of CalPERS' DEI Framework - Building on the benchmarking analysis, we will conduct a gap analysis focused on CalPERS' DEI Framework. This will involve:

- Evaluating the structure, implementation, and outcomes of CalPERS' DEI initiatives.
- Identifying strengths, weaknesses, and opportunities for improvement.
- Providing actionable recommendations to close identified gaps and enhance the effectiveness of the DEI Framework.

Environmental Scan: Legal and Reputational Risk Assessment - We will perform an environmental scan to identify potential legal and reputational risks associated with DEI-related changes at both the state and federal levels. This scan will include:

- Review of current and emerging legislation, regulations, and case law impacting DEI policies.
- Assessment of reputational risks based on recent trends, public sentiment, and media analysis.
- Recommendations for risk mitigation strategies.

Preparation and Presentation of Comprehensive Report - Upon completion of the review and assessments, we will prepare a comprehensive report that includes:

- Executive summary of key findings and recommendations.
- Detailed benchmarking results and gap analysis.
- Evaluation of the DEI Framework with prioritized improvement opportunities.
- Summary of risks with suggested mitigation actions.

Nonprofit HR has extensive assessment, research, and data analysis expertise. We have developed tailored assessment items, administered assessments, analyzed results, and prepared comprehensive reports as part of our service offering. We have ensured the validity of our selected scales, conducted literary reviews, developed our own assessment instruments rooted in qualitative and quantitative best practices, and designed a client-centric approach to delivery tactics. We have conducted hundreds of assessment reports that visually report the data findings and trends in a digestible format that is accessible for all levels of comprehension.

Our experience understanding and designing actionable DEI-related best practices that yield high results means our team has a keen sense of how to identify current gaps in policies, practices, programs, services, frameworks, and experiences while recognizing potential risks. We are currently working with several large nonprofit organizations to redesign their equity plans to deliver similar outcomes using lower risk terms that have not been weaponized over the last year.

To highlight one example of scale, our firm was selected to design, administer, analyze, report out findings and design strategy for a large health-related association. This climate study had over 16,000 participants in 239 locations across the United States and Canada. Our team designed and administered a streamlined process that produced rich results that have transformed their approach to DEI within their industry by impacting educational standards and processes and expanding their previous efforts. An extensive study-wide report was produced in conjunction with a report of findings for all participating sites, reflective of their quantitative and qualitative data set. Throughout the duration of this engagement, our team worked with association leadership, board members, researchers and practitioners by producing quarterly updates on progress to ensure buy-in and active participation and following up with tailored presentations of findings for various stakeholder groups. This project resulted in a 3–5-year plan, a multi-day capacity building institute for leaders across the US and Canada, and a special edition journal publication with over 20 articles based on the findings and strategy developed by Nonprofit HR.

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

As shared in previous responses, our team has extensive experience delivering report findings to board members and a multitude of stakeholders. As outlined in the Phase 1 expectations of the RFP, Nonprofit HR will conduct a series of interviews and potential focus groups with the CalPERS board. To best accommodate the busy schedules of board members, our team will conduct all qualitative interviews virtually via Zoom. We will work with CalPERS leaders to develop questions that will yield the information needed to understand needs, gaps, expectations, and current and future state. We will engage in a thorough discovery process to inform question development.

It is important for our team to build a sense of trust and rapport with the board from the start of the project. We aim to create a level of necessary psychological safety to produce candor in responses and to truly identify gaps and potential risks. Our focus on relationship building allows board members to engage publicly and/or creates a sense of comfort to reach out with questions, feedback, and additional insights throughout the entire engagement. This approach sets up our success throughout each phase of this engagement from information gathering, report delivery, knowledge sharing, and the co-creation of board approved solutions to address our assessment findings.

Our goal is for CalPERS board members and stakeholders to view our team as trusted thought partners and investors in your success.

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

Our approach to meeting with executive leadership will mirror our approach with the board while recognizing that needs, questions, hesitations, and perspectives will differ based on role and proximity to the implementation of strategy. Traditionally, in most engagements, we work with executive leaders as our main points of contact.

As outlined in the RFP, the interviews of key leadership positions within CalPERS will be critical to gaining insight into the current state and future opportunities. To ease scheduling, we will conduct all interviews and focus groups via Zoom.

We value collaboration and perspective sharing in our approach with executive leaders and leaders at all levels of an organization. Our bi-weekly check-in meetings tend to be a time where we can continue to identify challenges to solve for, gather additional insight to better understand the landscape and interworking's of the organization, and gain feedback on our proposed strategy to ensure it is tailored to the organization and is incorporated into larger strategic priorities.

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

In addition to our training and assessment service offerings, organizational strategic action plans are one of our most common client deliverables. Our approach to developing an actionable, results-driven plan is grounded in a commitment to aligning with your organization's core values and leveraging insights from comprehensive assessment findings. We recognize that a successful action plan must not only address identified gaps and opportunities but also reflect the principles and culture that define your organization. Below, we outline our methodology for creating, implementing, and monitoring an action plan tailored to your needs.

After completing the assessment, we move on to developing a strategy and integration plan. This phase aims to engage multiple stakeholder groups to design a written strategic roadmap outlining key DEI priorities, goals, associated success measurements, and an implementation plan that will drive significant and sustainable change. The development of a DEI Strategic Roadmap involves several key steps:

- **Co-creation with key stakeholder groups:** The roadmap is created through a collaborative effort, involving a series of interactive prioritization exercises with key stakeholders to determine a manageable number of objectives and goals.
- **Strategy design:** Using benchmark data from the assessment, we facilitate the development of objectives, accountability partners, benchmarks, success targets, a timeline, and integration points.
- **Written strategic roadmap:** The final deliverable is a written strategic roadmap that outlines key DEI priorities, goals, associated success measurements, and an implementation plan. Additionally, the roadmap may include the refinement of an organizational DEI statement, capturing CalPERS stance on DEI as an organization.

Throughout this phase, our focus is on building internal capacity within CalPERS' leadership to support the integration of the DEI strategy across the organization. This includes providing guidance on the ongoing development of DEI framework, strategies, and long-term goals. We have the expertise to assist CalPERS in creating a fully crafted strategic roadmap that addresses key areas, including organizational commitment and leadership, representation within leadership, equitable policies and practices, organizational climate, culture, and communications, and the redesign of systems and processes where inequities were found.

Our action plans are very detailed, and, as a result, yield client success and provide clarity on all actions being taken to advance DEI initiatives.

While it is our job to ensure that DEI best practices are woven into the strategy, we view this phase of the project as a very collaborative and co-created approach with our clients. We have found that the more engaged the client is in helping to tailor to the organization, the greater investment in the plan's success, so we create environments where our clients are encouraged to provide ongoing critical and consistent feedback.

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

The reporting phase encompasses the analysis of data, key themes, and recommendations for reimagining policies, practices, and communications from a more equitable and inclusive perspective. The comprehensive written report includes:

- Quantitative and qualitative findings.
- Item-level results and analysis using an opportunity scale for data comprehension.
- Trend analysis based on demographic information collected.
- Intentional recommendations that reflect people, culture, and systems.
- Opportunities to leverage DEI for organizational transformation.
- Assessment-based information that sets a baseline indicator of how it feels to belong and work at CalPERS within the context of a DEI lens.

The Assessment Report delivered to CalPERS will include a full analysis of data, key themes, and recommendations. It provides insights into areas where the organization is already excelling and areas that require improvement. It also outlines recommendations for enhancing hiring practices and policies and opportunities to leverage DEI for organizational transformation. The report is comprehensive, covering aspects such as policies, procedures, practices, vision, mission, core values, and strategic plans, and it considers the processes and systems within CalPERS.

Your team of DEI Consultant subject matter experts have been researching, implementing, and designing strategy that are rooted in best practices individually for over 15 years and throughout their careers. Many on this team have contributed to the sector via publications, blogs, webinars, guest writings, interviews, expert facilitation, speaking engagements, university instructors in assessment and identity related academic courses, and have advanced degree specialties in DEI related fields of study. Not only is this team aware of best practices within DEI across sectors, but they are also rethinking approaches to develop new ways to solve for and contribute to this work from a place of passion and purpose. Not only does our team have deep expertise in DEI, but we have also access to an abundance of expertise within the broader OneDigital firm, especially regarding the investment industry, as OneDigital is an investment firm. We collaborate with our colleagues with deep expertise when needed for thought partnership or review for integrating best practices within a specific vertical.

8. Advising on best practices in procurement.

As a steward of public trust and a major economic force in both the investment and healthcare sectors, CalPERS has an opportunity to lead with values in every facet of operations including procurement. Procurement is not just a transactional function; it is a strategic lever for advancing equity, accountability, and impact. OneDigital and Nonprofit HR bring the expertise to help CalPERS reimagine procurement as a driver of both operational excellence and systemic change. We see this as a potential opportunity to explore in the implementation of strategy section if it aligns with data findings.

We work with mission-driven organizations to design procurement processes that are transparent, equitable, and aligned with long-term organizational goals. For CalPERS, we would potentially advise on strengthening procurement in three core areas: Expanding opportunity for diverse and underrepresented businesses starts

with access, sustainable change requires clear policies and consistent implementation and moving from intention to action by developing tools that ensure visibility and accountability via dashboards and performance metrics.

Our approach to advising and integrating best practices in procurement may require facilitating cross-departmental conversations between procurement, legal, DEI, investment, and program staff to align priorities and processes.

Consultants at OneDigital have helped other organizations explore their procurement practices.

9. Advising on best practices in hiring.

As a public agency entrusted with delivering retirement and health security to California's public servants, CalPERS plays a critical role in building a workforce that reflects the diversity of the communities it serves. Hiring is not just a compliance exercise, it's a strategic opportunity to shape culture, expand capacity, and ensure long-term organizational sustainability. We support institutions like CalPERS in transforming hiring practices into engines of inclusion, equity, and operational excellence.

Our consulting team has reviewed and developed recruitment and selection processes for many clients. Our DEI consultants typically partner on these engagements to ensure an equity lens is applied to the process. We have developed playbooks for several of our clients who want to ensure a standardized, efficient, and equitable process occurs for every hire.

Our previous experience in integrating DEI into hiring processes and practices have helped organizations reach a wider, more representative pool of qualified applicants by:

- Conducting audits of job descriptions, qualifications, and outreach strategies to remove systemic barriers and bias.
- Designing recruitment plans that proactively engage historically underrepresented groups through community partnerships, professional networks, and public-sector affinity organizations.
- Leveraging inclusive language and competency-based criteria to broaden access without compromising quality.
- To ensure fairness and objectivity, we work with clients to develop a structured process to:
- Implement structured interview guides, diverse panel protocols, and consistent scoring rubrics that reduce bias and increase transparency.
- Train hiring managers and interviewers on inclusive practices, cultural competency, and effective evaluation techniques.
- Strengthen the internal pipeline for advancement by identifying internal talent and supporting leadership development.
- Establish tracking mechanisms to assess applicant demographics, conversion rates, time-to-hire, and retention trends.
- Set realistic, yet ambitious hiring goals tied to broader organizational DEI commitments.
- Create feedback loops to improve the candidate experience and continuously refine hiring practices.
- Establish tracking mechanisms to assess applicant demographics, conversion rates, time-to-hire, and retention trends.
- Create feedback loops to improve the candidate experience and continuously refine hiring practices.

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

As a trusted advisor to mission-driven institutions, we recognize the unique position CalPERS holds in advancing healthcare equity and accessibility for more than 1.5 million public employees, retirees, and their

families. Your role as both a purchaser and influencer in the healthcare ecosystem positions you to drive meaningful change not only through policy and plan design, but also through partnerships with providers, carriers, and community stakeholders.

Based on our data gathering insights and report outcomes, we would design solutions that would tailor to the direct needs of CalPERS, which may include all or a portion of the process outlined below.

Our approach is rooted in systems change, designed to help CalPERS embed health equity principles across benefit strategy, stakeholder engagement, and service delivery. We focus on three strategic domains:

- We help organizations like CalPERS assess and redesign benefits through an equity lens to ensure all staff have access to timely, culturally responsive, and affordable care.
- As a purchaser with significant market power, CalPERS can influence the standard of care provided across its networks. We assist with maximizing influence.
- CalPERS serves a diverse population with a wide range of healthcare needs. We support outreach and engagement strategies that:
 - Elevate member voices.
 - Co-create educational resources that reflect diverse lived experiences and reduce barriers to understanding and using benefits.
 - Promote transparency around CalPERS' equity commitments and progress, fostering public trust and stakeholder alignment.

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

Our firm brings a deep understanding of how to embed DEI best practices into the fabric of investment organizations, with a focus on both cultural transformation and performance-driven outcomes. We recognize that the investment industry has unique characteristics including regulatory pressures, fiduciary obligations, relationship-driven business models, and a historical underrepresentation of women and people of color in leadership that require tailored strategies for lasting impact.

At OneDigital, we are strong proponents of DEI both internally, on our investment team, and externally, as we source and research investment for our clients. Internally, our approach to the investment due diligence process is centered around considering all value drivers and material risks to enhance returns and optimize performance. Externally we recognize the benefits of investment options who have strong DEI practices; improved financial performance, talent management, and increased innovation are a few which ultimately leads to better outcomes for our clients.

OneDigital has been providing consultative and advisory services to institutions in the retirement and pension industry for over 25 years. Our services include fiduciary and governance consulting, investment management, plan design and fee benchmarking, and employee and plan sponsor educational services. We currently work with over 6,000 retirement and pension plans.

Traditionally, we would take a systems-level approach to DEI, advising investment firms to integrate inclusive practices into three core areas: Talent management and culture building, investment strategy and decision-making, and client/stakeholder engagement. We assess current recruitment, advancement, and retention practices to identify gaps in representation and inclusion. We would do this by exploring hiring and promotional frameworks, mentorship and sponsorship opportunities, and upskilling staff at all levels via a learning journey. We would continue to tailor our approach by exploring how capital is allocated by advising on supplier diversity and sourcing and reimaging governance structures to reduce bias in decision-making practices. We recognize the impact of how trust can impact clients and staff interactions so it would be imperative to ensure client service models and product offerings are reviewed and designed centering equity. Our role is both strategic and facilitative which would require a focus on:

- Linking inclusion efforts directly to performance outcomes, including employee engagement, client retention, and portfolio performance.
- Navigating regulatory and reputational risks.
- Helping firms future-proof their strategies by aligning DEI efforts with generational shifts in workforce expectations and investor preference.

The HR and DEI expertise provided by Nonprofit HR in collaboration with our colleagues in OneDigital, that work directly with investment and retirement, positions us well to engage with CalPERS. Based on our data gathering insights and report outcomes, we would design solutions that would tailor to the direct needs of CalPERS, which may include a tenants of a process outlined above.

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 team is very familiar with discrimination policies and practices that support protected classes and identities. We help our clients not only adhere to guidelines like Proposition 209 but also develop equitable internal and external processes and procedures to educate staff and board members on the nuances related to the proposition and how to ensure good standing practices at individual and organizational levels. Some of our California clients select Nonprofit HR because of our deep HR technical knowledge and our awareness of state and local laws that need to be reflected in organizational policies (i.e. handbooks). Our team has worked with several legal counsels to reduce risk and ensure alignment.

13. Developing communication strategies highlighting the importance of DEI.

Adopting CalPERS voice will be critical to our collective success. Not only will we align style guide preferences in our public facing deliverables, but we will also ensure we use a voice that is reflective of your organization. We usually work closely with marketing and communications departments before finalizing deliverables that will be branded to CalPERS. Often, we provide sample messaging that can be adapted throughout our engagement (i.e. assessment, roadmap, etc.). Our communication strategies leverage storytelling, inclusive language, and visual elements to make DEI concepts accessible and actionable for all stakeholders.

We have experience creating communications toolkits for DEI that focus on sharing results, developing tailored messaging and aligning with organizational values.



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

06/26/2025

Date



Authorized Signature

Sidney Abrams Managing Principal, Nonprofit Practice

Name and Title (Please Print)

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: Nonprofit HR

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		

Comments:

Signature of CalPERS Reviewer

Date

Reproduction Copy

Firm's Name – QMetrics, Inc.

Total Number of Pages – 57 (including this cover page)

Pages Removed Due to Proprietary Information - None



Q M E T R I C S

113 West G Street #539
San Diego, CA 92101

June 30, 2025

Contracts Officer
California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Email: ossd_contractsadmin@calpers.ca.gov

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

Dear Contracts Officer,

On behalf of QMetrics, Inc., I am pleased to submit this proposal in response to Request for Proposal No. 2024-9420 issued by the California Public Employees' Retirement System (CalPERS) for Diversity, Equity, and Inclusion (DEI) Consulting Services.

I, Suzan Mora Dalen, MPA, am the Founder and Chief Executive Officer of QMetrics, Inc., and I am authorized to bind QMetrics contractually. This letter serves as confirmation of our authority to submit this proposal and to enter a contract with CalPERS, if selected.

This proposal is a firm and irrevocable offer that will remain valid for a period of 180 days from the date of submission.

QMetrics affirms our willingness and capability to perform all services as outlined in the RFP. As a woman minority owned California small business, we bring proven experience in DEI program development, strategic and accreditation assessments, stakeholder engagement, program and quality measurement audits, and implementation consulting within complex public and private sector environments. We are confident in our ability to partner with CalPERS to advance DEI objectives while respecting the legal framework under which the organization must operate.

We further affirm that we have the availability of qualified staff and the necessary resources to perform all services and provide all deliverables as described in the RFP. Our multidisciplinary team is ready to initiate work and to deliver high-impact, data-informed DEI solutions that align with CalPERS' strategic goals.

Thank you for the opportunity to be considered. We look forward to the possibility of working with CalPERS to further advance your DEI mission.

Sincerely,

Suzan Mora Dalen, MPA
Founder & Chief Executive Officer
QMetrics, Inc.
Direct: 888.388.9111 ext. 1
Mobile: 619.254.9094
Fax: 888.388.6155
Email: smoradalen@qmetrics.us
Website: www.qmetrics.us

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.

QMetrics is a California Association of Health Plans (CAHP) affiliate member and is a California Certified Small Business (#2009743). We are proud to have had a presence in the State of California since 2006. QMetrics is a minority woman-owned business pending federal 8(a) certification.

- 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.

QMetrics, Inc. meets and exceeds the required minimum of three (3) years of experience in the field of Diversity, Equity, and Inclusion (DEI) consulting. Since our founding in 2006, QMetrics has consistently integrated DEI principles into our operational and consulting philosophy, expanding our role in DEI-focused strategy, assessment, training, and implementation. Over the past several years, we have significantly deepened our work in DEI, assuming progressively complex engagements across organizational levels, including executive leadership, Boards of Directors, committees, and front-line staff.

We specialize in developing customized DEI strategies that go beyond compliance to embed equity as a core business function. Our approach incorporates assessing current DEI maturity, advising on opportunities for growth, co-creating strategic action plans, delivering targeted training, and supporting best-practice program development. This work is executed with an understanding of the unique needs and regulatory environments faced by healthcare organizations, public agencies, and other mission-driven entities.

Recent DEI Engagements Demonstrating Scope and Complexity:

- **Sharp Health Plan – NCQA Health Equity Accreditation (2023 & 2025 Renewal)**
QMetrics has served as the primary DEI and health equity consultant for Sharp Health Plan (SHP), a licensed health maintenance organization serving over 150,000 members in California. We guided SHP through successful completion of NCQA's Health Equity Accreditation in 2023 and continue to support their 2025 renewal efforts.

Key Deliverables:

- **Organizational Readiness (Standards 1A and 1B):**
Developed and administered enterprise-wide DEI surveys for staff, leadership,

committees, and the Board. Analyzed results to identify key gaps and opportunities in recruitment, representation, and inclusive culture.

- **Governance & Workforce Development:**

Helped SHP implement DEI-forward recruitment and hiring processes. Identified, acted on, and documented specific opportunities to improve diversity and cultural humility at all organizational levels.

- **Program Development:**

Designed and evaluated a Culturally and Linguistically Appropriate Services (CLAS) program tailored to SHP's membership and workforce demographics. These efforts required coordination across multiple departments, stakeholder groups, and regulatory frameworks, reflecting QMetrics' capability to lead DEI initiatives at increasing levels of complexity.

- **Strategic DEI Expertise via Dr. Deann Butler (Subcontractor):**

For our SHP and future CalPERS work, QMetrics draws on the expertise of Dr. Deann Butler, a nationally recognized DEI leader with 20+ years of experience in both public and private healthcare sectors. Dr. Butler's qualifications include:

- **Assessment:**

Led comprehensive equity and cultural humility assessments for public agencies and value-based care organizations. Conducted doctoral research on the state of DEI and health equity in healthcare with various senior leaders in healthcare organizations.

- **Strategic Planning:**

Advised C-suite and Board leadership on integrating DEI goals into systemwide strategies, operational frameworks, and community health initiatives.

- **Training and Program Development:**

Created DEI curricula, eLearning modules, and toolkits aligned with CLAS Standards, NCQA criteria, and national equity benchmarks.

- **Organizational Change Management:**

Successfully led DEI efforts in complex, multi-site environments requiring cross-departmental collaboration, governance engagement, and sustained change management.

- **Progressive Responsibility and Growth:**

QMetrics has expanded its DEI practice in both scope and complexity—from single-issue assessments to full-scale, multi-year DEI integration efforts involving policy development, board-level advising, regulatory navigation, and strategic implementation. We operate as long-term partners to our clients, empowering them to embed DEI into their organizational DNA.

We are not a "check-the-box" consultancy. We are known for our ability to think innovatively, act collaboratively, and deliver exceptional value through evidence-based and culturally informed DEI strategies. Our commitment to excellence, integrity, and sustainability positions us as a trusted advisor for organizations seeking meaningful DEI transformation.

- 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.

- Combined experience

Public Sector and Health System Engagements:

Humana, Ins., Eleanor Health, Cityblock, Bridge of Hope, Arise Health, Galileo, Weitzman Symposium, National Black Association of Speech Language Pathologist, and Medicaid ACOs. Sharp Health Plan.

- 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.

QMetrics, Inc. meets the requirement that at least one (1) of the Key Personnel dedicated to the CalPERS contract has a minimum of one (1) year of experience within the past five (5) years providing consultation services to the board of a pension fund (public, non-profit, or private) or a corporate board.

Suzan Mora Dalen, MPA, Founder and Chief Executive Officer of QMetrics, has directly provided consultation and strategic DEI guidance to the Board of Directors at Sharp Health Plan (SHP) as part of QMetrics' engagement supporting SHP's successful NCQA Health Equity Accreditation in 2023 and ongoing 2025 renewal process. Her work included presenting DEI assessment findings to the Board, advising on organizational readiness, and supporting implementation of DEI governance initiatives. Suzan's board-level engagement ensured alignment of DEI goals with SHP's broader strategic direction and regulatory compliance mandates.

In addition, Dr. Deann Butler, a subcontractor and key team member on this proposal, brings over 20 years of DEI leadership and has provided board-level consultation to Eleanor Health, a national behavioral health organization. Dr. Butler has advised Eleanor Health's corporate board on equity-centered governance, cultural humility, and inclusive workforce development strategies. Her consultation has informed board decision-making related to clinical equity initiatives, organizational culture, and national DEI compliance standards.

Together, Ms. Dalen and Dr. Butler offer the requisite board advisory experience, combining subject matter expertise, practical strategy, and trusted partnership with senior executives and governance bodies. This ensures QMetrics is well-positioned to deliver effective, board-aligned DEI consultation to CalPERS.

- 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.

QMetrics, Inc. meets this requirement and currently serves Sharp Health Plan (SHP) as an active corporate client, providing comprehensive consulting services related to Diversity, Equity, and Inclusion (DEI), Health Equity, and regulatory readiness. Our ongoing engagement includes support for NCQA Health Equity Accreditation and

implementation of DEI best practices across SHP's governance, leadership, workforce, and service delivery functions.

While our current client portfolio includes primarily corporate clients, we also bring relevant experience working with entities that operate in highly regulated environments and serve large, diverse member populations—paralleling many aspects of public pension fund structures. Additionally, members of our team, including our proposed subcontractor Dr. Deann Butler, have advised public sector agencies and Medicaid-related organizations, which further supports our ability to meet the expectations of public fund clients like CalPERS.

QMetrics is fully prepared and well-qualified to extend our experience into the public pension fund sector and deliver tailored, high-value DEI consulting that aligns with CalPERS' strategic goals and fiduciary obligations.

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 29, 2025

Authorized Signature

Date

QMetrics, Inc.

Name of Firm

Suzan Mora Dalen, 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
QMetrics, Inc.	19

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
Sharp Health Plan	2 years of cumulative consulting	Private, Not for Profit Health Plan	Andres Aguirre	andres.aguirre@sharp.com
Eleanor Health	3 years of cumulative consulting	Private	Nzinga Harrison	Nharrison@eleanorhealth.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
Sharp Health Plan	2 years of cumulative consulting (2023 to current)	Private, Not for Profit Health Plan	Andres Aguirre	andres.aguirre@sharp.com
Eleanor Health	3 years of cumulative consulting	Private	Nzinga Harrison	Nharrison@eleanorhealth.com

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

Firm	Years of Experience	Type	Contact Person	Contact Information
Sharp Health Plan	2 years of cumulative consulting (2023 to current)	Private, Not for Profit Health Plan	Andres Aguirre	andres.aguirre@sharp.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
Sharp Health Plan	Corporate Client	Andres Aguirre	andres.aguirre@sharp.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: QMetrics, Inc.

Contact Name and Title: Suzan Mora Dalen, CEO

Address: 113 West G St #539, San Diego, CA 92101

Phone Number: 619-524-9094

Fax Number: 888-388-6155

E-Mail Address: smoradalen@qmetrics.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 2867003)
- ☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 87-0761590

4. California Corporation Number: 2867003

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" *Updated certification status pending update from the California Department of General Services.*

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": 57 (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: Suzan Mora Dalen

Address: 113 West G St #539, San Diego, CA 92101

Phone Number: 619-254-9094

Fax Number: 619-888-6155

E-Mail Address: smoradalen@qmetrics.us

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

Name and Title: Suzan Mora Dalen

Address: 113 West G St #539, San Diego, CA 92101

Phone Number: 619-254-9094

Fax Number: 619-888-6155

E-Mail Address: smoradalen@qmetrics.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.



June 29, 2025

Date

Authorized Signature

Suzan Mora Dalen, MPA, Founder & CEO

Name and Title (Please Print)



**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.

QMetrics, Inc.

2. Location of headquarters.

113 West G Street #539, San Diego, CA 92101

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

All services under this contract will be based out of our headquarters at: 301 West G Street, #131, San Diego, CA 92101 and 113 West G Street #539, San Diego, CA 92101

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

QMetrics, Inc. was founded in 2006 and has been in continuous operation for nineteen (19) years as of the RFP release date.

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

No, there have been no significant changes in QMetrics, Inc.'s ownership, corporate officers, or principal business within the past five (5) years.

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

QMetrics' mission is to empower healthcare partners and stakeholders by delivering trusted, data-driven, and actionable solutions that enhance value-based decision-making. We are committed to fostering a healthcare ecosystem where informed choices lead to improved patient outcomes, optimized resource utilization, and sustainable health system performance. Our vision is a future where healthcare partners and stakeholders confidently navigate value-based decision-making through trusted, transparent, and insightful solutions. By fostering agility, diversity, equity, and a culture of excellence, we build strong lasting relationships that drive meaningful impact in healthcare.

QMetrics provides expert-level audit, consulting, and strategy services that drive measurable improvement in health care quality, equity, and compliance. We deliver high-quality, data-informed solutions that promote transparency, operational excellence, and community well-being. Through our demonstrated and noteworthy experience in quality and program development, our team of experts has served as trusted partners with the National Committee for Quality Assurance (NCQA) as HEDIS® auditors and Data Validators.

Our core competencies are specialized consulting and auditing services to health plans, providers, public agencies, and organizations seeking to meet quality, compliance, and health equity goals. This includes a focus on Diversity, Equity, and Inclusion (DEI) strategy, health equity accreditation, quality improvement & measurement, program evaluation, and qualitative and quantitative performance assessment.

**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.

Sector(s): Public, Non-Profit, Private

QMetrics in partnership with our primary subcontractor brings deep cross-sector experience advising public, non-profit, and private organizations on advancing Diversity, Equity, and Inclusion (DEI) programs that are not only aspirational but operationally sound, regulation-ready, and legally compliant. Together, our team offers a comprehensive methodology grounded in evidence-based practices, equity-centered frameworks, and implementation experience.

QMetrics began offering consulting and audit services in 2006. We have decades of experience in health care, including leadership positions in managed care, working for and consulting with large multi-state Payor and Provider organizations, overseeing and auditing health plans, providers, and health information exchange organizations. Our work with hundreds of organizations performing audit and program assessment has provided insight into best practices in quality programming, operations, client engagement, and the improvement of health care quality measures.

Our work consistently integrates measurable outcomes, compliance alignment, and sustainability planning. We bring a strong record of delivering rigorous program review, stakeholder engagement, and Board-level reporting in complex, regulated sectors.

QMetrics has provided DEI and National Committee for Quality Assurance (NCQA) accreditation readiness assessment, consultation, and implementation services for a number of health plans. Our extensive quality measurement, program development, and audit experience has led to QMetrics being approached by national and state stakeholders for advisory assistance in building programs that meet the rigor of health equity accreditation as well as evaluating state regulatory structure and requirements while allowing for measurable outcomes.

With our extensive experience as quality measure auditors over the past 20 years, our direct exposure to organizations' best practices has elevated our organization to be sought after as objective evaluators of programs that impact millions of enrollees. In addition to this deep understanding of the operational aspects of organizations, we have a proven track record of providing to organizations a comprehensive roadmap for meeting compliance and regulatory requirements for organizations such as NCQA, the Department of Managed Health Care, Center of Medicare and Medicaid Services, Department of Health Care Services, and other regulatory agencies.

Our DEI comprehensive services include readiness assessment and gap analysis with recommendations to successfully achieve health equity programming and accreditation. We have provided strategic planning and roadmap development to include guidance and assistance in executing and implementing a framework that supports alignment with organization's mission and vision as well as alignment with regulatory requirements. We consider and assess the organization's culture, personnel management, training, procurement, projected financial and human investments to support a diverse and equitable workforce and a successful DEI program.

As a woman minority-owned business, the QMetrics team understands the challenges affecting underserved individuals and the cumulative effect on the population. We maintain a personal mission to address health disparities by monitoring the latest developments and best practices in the ever-changing healthcare space and leverage those learnings in the solutions we provide.

Key Engagements Include:

- Sharp Health Plan (SHP) – As a private, not-for-profit organization, SHP was required to achieve NCQA Health Equity Accreditation as part of a CMS requirement for their Covered California contract. QMetrics was engaged to conduct readiness assessment for meeting all six domains of NCQA Health Equity Accreditation and provide a gap analysis report outlining operational, policy, procedural, and staffing/workforce barriers. QMetrics was subsequently engaged to perform primary work to close all gaps and prepare all written materials to support documentation submission for accreditation certification. QMetrics recommended and implemented best practices that resulted in SHP achieving a perfect score of 100% in its accreditation endeavor. The six health equity accreditation domains total to 82 individual standards covering the following areas:
 - Organizational Readiness
 - Building a Diverse Staff
 - Promoting Diversity, Equity, and Inclusion Among Staff

- Race/Ethnicity, Language, Gender Identity and Sexual Orientation Data
 - Systems for Individual-Level Data
 - Collection of Data on Language
 - Collection of Data on Gender Identity
 - Collection of Data on Sexual Orientation
 - Privacy Protections for Data
 - Notification of Privacy Protections
- Access and Availability of Language Services
 - Written Documents
 - Spoken Language Services
 - Support for Language Services
 - Notification of Language Services
- Practitioner Network Cultural Responsiveness
 - Assessment and Availability of Information
 - Enhancing Network Responsiveness
- Culturally and Linguistically Appropriate Service (CLAS) Programs
 - Program Description
 - Annual Evaluation
- Reducing Health Care Disparities
 - Reporting Stratified Measures
 - Use of Data to Assess Disparities
 - Use of Data to Monitor and Assess Services
 - Use of Data to measure CLAS and Inequities
- Community Care Cooperative (C3) – As a Medicaid ACO in Massachusetts, C3 was required to meet rigorous health equity expectations under the MassHealth 1115 Medicaid Waiver. Our subcontractor led the design and deployment of equity-aligned documentation systems and trained interdisciplinary teams on inclusive practices, helping C3 achieve near-perfect scores on NCQA Health Equity Accreditation. This work included advising 23 affiliated Federally Qualified Health Centers (FQHCs) to meet compliance with Race, Ethnicity, and Language (REAL) and Sexual Orientation and Gender Identity (SOGI) data collection requirements, delivering disability-competent care, mitigating implicit bias, and providing high-quality language access services. Tools and training were 508-compliant to ensure accessibility across roles.
- Eleanor Health – Partnered to develop and implement a comprehensive Diversity, Equity, Inclusion, and Belonging (DEIB) strategy across all organizational functions. This work led to the launch of Eleanor Health's first DEIB department, eventually evolving into a broader Health Equity department. Our subcontractor ensured alignment with CLAS standards, SAMHSA equity goals, and NCQA benchmarks. A key success factor was embedding DEI into business intelligence and leadership decision-making, producing measurable improvements in patient experience and outcomes.

Best Practices and Methodological Framework

QMetrics and our subcontractor apply a structured, four-phase methodology rooted in industry best practices:

1. **Discovery & Stakeholder Engagement** – Conduct expansive discovery of the organization's mission, population, goals, and program commitments that inform its culture and primary goals. Evaluation of internal and external requirements that must be met. Utilize discoveries to develop a cohort of standard questions for interviews with the inclusion of each interviewee's experience and perceptions. Perform inclusive leadership interviews and listening sessions to identify alignment with organizational values, DEI frameworks, and strategic goals.
2. **Policy and Program Assessment** – Perform review of policies, procedures, program descriptions, evaluations. Conduct a gap analysis against benchmarks and sector-specific DEI standards. This includes a review of legal and reputational risks in evolving state and federal environments.
3. **Action Planning** – Develop recommendations with clear metrics, timelines, and governance structures. Recommendations align with constitutional guidelines such as Proposition 209 while integrating proven DEI practices.
4. **Implementation Support** – Provide technical assistance and change management support, including creation communication materials, reporting dashboards, and staff training modules.

Additional Best Practices Deployed by Our Team Include:

- Embedding equity metrics into performance management systems
- Developing DEI-aligned strategic plans with Board engagement
- Facilitating community listening sessions and environmental scans
- Evaluating downstream vendor and subcontracted entities performance standards and agreements to ensure alignment with DEI, i.e., diversity in subcontracted vendors, procurement, etc.
- Evaluating organizational readiness and infrastructure for DEI expansion

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

Sector(s): Non-Profit, Private

QMetrics, in collaboration with our primary subcontractor, has successfully designed and delivered DEI-specific training workshops for Boards across various sectors. Our combined approach leverages instructional design expertise, adult learning principles, and strategic DEI alignment to ensure that Board members are not only informed but empowered to take action in their oversight roles.

QMetrics' Role and Board Engagement Strategy

QMetrics brings expertise in executive engagement and strategic facilitation. While we have regularly presented DEI updates to Boards as part of broader organizational strategy sessions, our subcontractor provides direct experience leading DEI-specific learning sessions tailored for Boards. These engagements go beyond updates and are structured as high-impact workshops focused on accountability, governance, and policy alignment. All training materials developed for Board-level use are designed with accessibility and Section 508 compliance in mind, ensuring usability across varying roles and abilities. Attached is our 508 compliance policy/process that will be in effect for this contract.

Subcontractor Expertise in Board Training and Learning Design

Our subcontractor brings 20+ years of deep experience in learning and development, with a specific focus on adult learning, inclusive facilitation, and equity-centered curriculum design. Her experience spans healthcare, insurance, tech-enabled care models, and mission-driven startups. Key experience includes:

- Humana Insurance – Held multiple roles within their learning function with expanded responsibilities over a twelve-year period. Responsibilities include development of multicultural competency training for cross-functional teams and executives, integrating regulatory compliance, inclusive communication, and leadership development.
- Cityblock Health – As Director of Training, she built and scaled an enterprise-wide learning infrastructure that served all staff, including Board members. She led onboarding and continuous education programs addressing structural racism, cultural humility, and equity in clinical care and business operations. She also aligned training content with organizational KPIs, ensuring DEI remained a strategic lever.
- Eleanor Health – She designed educational materials for all levels of staffing and Board members focused on DEI readiness, NCQA Health Equity Accreditation, and organizational transformation. These sessions included:
 - Custom presentations integrating survey data, and DEI gap analyses
 - Structured discussions on how DEI impacts governance, fiduciary duty, and patient outcomes
 - Follow-up resources and feedback loops to ensure knowledge retention and Board accountability

All of these sessions received positive feedback from Board members, with outcomes including renewed commitment to DEI goals, integration of DEI metrics into strategic planning discussions, and clearer alignment between leadership decisions and health equity outcomes.

Methodology and Best Practices for Board Training

All training developed and delivered by our team follows a proven methodology that includes:

- Pre-Training Discovery – Interviews with Board leadership or governance committees to assess current knowledge, concerns, and priorities.
- Customized Learning Design – Sessions built using adult learning theory, sector-specific examples, and actionable frameworks
- Interactive Facilitation – Use of real case studies, polling, and structured discussion to drive engagement and reflection.
- Outcome Tracking – Post-session evaluations and strategic next steps
- 508 Compliance Best Practices (including but not limited to)
 - Use high-contrast colors (e.g., dark text on a light background).
 - Use large, legible fonts (minimum 18pt for presentations).
 - Ensure a logical reading order for screen readers (titles, bullets, images).
 - eLearning module images include descriptive alt text
 - All training videos include accurate closed captions.
 - Provide verbatim transcripts for audio-only content or podcasts used in training.
 - eLearning modules and PDFs must be structured so that screen readers can interpret headings, lists, tables, and form fields.

Together, QMetrics and our subcontractor offer a compelling combination of governance-level DEI training experience, instructional design excellence, and sector-specific insight. This ensures that our Board workshops are not only informative but transformative, equipping leaders to fulfill their fiduciary and ethical responsibilities with clarity and confidence.

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

Sector(s): Public, Non-Profit, Private

The QMetrics team experience includes conducting comprehensive DEI and health equity assessments across the healthcare, non-profit, and private sectors.

QMetrics' Role and Capabilities

QMetrics has led end-to-end DEI assessments with a particular focus on health plans, integrated systems, and regulatory alignment. For example:

- Sharp Health Plan – QMetrics conducted an in-depth readiness assessment aligned with NCQA Health Equity Accreditation standards. The engagement included:
 - Evaluation of governance and leadership alignment with DEI principles
 - Analysis of hiring and recruiting practices
 - Recommendations for REAL and SOGI data collection processes
 - Review of interpreter services, timely access to care, and enrollee experience
 - HEDIS disparity data analysis and recommendations for reducing inequities
 - Evaluation of Cultural and Linguistically Appropriate Services (CLAS) across the provider network

These assessments culminated in reports and visual dashboards shared with executive and operational teams to guide strategy implementation.

Subcontractor Expertise and Contributions

Our subcontractor brings specialized expertise in learning and DEI strategy. Key engagements include:

- Community Care Cooperative (C3) – Led the DEI and health equity readiness assessment process across a Medicaid ACO and its 23 FQHC partners. This included:
 - C-suite interviews to assess leadership engagement and system-level equity gaps
 - Document review and benchmarking against national standards
 - Development of role-specific recommendations grounded in operational context
 - Creation of a health equity dashboard

Methodology and Best Practices

Our assessment methodology is structured around the following key phases:

1. Discovery & Stakeholder Engagement
 - Conduct qualitative interviews with executive leadership, staff, and external partners
 - Administer surveys with inclusive language and 508-compliant design
2. Document Review & Compliance Gap Analysis
 - Review existing policies, workflows, and performance data for equity alignment
 - Benchmark findings various regulatory guidelines

- Identify risks related to compliance, reputational exposure, and internal misalignment
- 3. Data Visualization & Reporting
 - Develop dashboards and visual summaries for diverse audiences
 - Provide role-based recommendations aligned to strategic priorities, change readiness, and resourcing levels
- 4. Strategic Action Planning
 - Translate assessment findings into a phased improvement roadmap
 - Identify opportunities across leadership, workforce, data, and service delivery
 - Co-design implementation metrics and governance structures

We deliver DEI assessments that go beyond compliance; they offer strategic clarity, measurable impact, and stakeholder alignment.

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

Sector(s): Non-Profit, Private

We have met directly with boards to gather insights on institutional commitment, historical approaches, and governance-level challenges. These sessions helped contextualize assessment findings and ensured alignment of future strategy with fiduciary responsibilities and organizational culture.

QMetrics has performed landscape assessments, strategic planning, program development, operational implementation reporting directly with executive leadership. NCQA engaged with QMetrics to research, assess, analyze, and draft protocols for a nationally adopted program. Progress reports and program protocols were reported on a monthly basis. This program was adopted nationally and is now in operation. The following activities were completed and reported to the Board of Directors of NCQA and New York State. Reported activities include:

- Discovery of data sharing processes
- Interview C-Suite leadership and staff at three organizations
- Design evaluation protocols and perform onsite system demonstrations
- Compile research and analysis
- Create review protocols
- Develop program standards, evaluation criteria, and protocols
- Develop manuals, materials, and guidelines which are now nationally adopted.

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

Sector(s): Public, Non-Profit, Private

Our team has extensive experience engaging executive leadership teams across the public, non-profit, and private sectors. We view executive input as a cornerstone of sustainable change.

QMetrics Executive Engagement Experience

QMetrics regularly collaborates with C-suite and senior leaders as part of our project design and delivery approach. This includes engagement during the proposal development phase, scoping interviews, strategic planning sessions, and validation of deliverables. These conversations help align the DEI strategy

with broader organizational priorities and surface operational constraints that need to be addressed in our recommendations. Activities include:

- Weekly meeting with members of leadership
- Monthly status reports
- Review of custom dashboard developed to offer real-time updates on status of all initiatives related to the pursuit of accreditation.

Subcontractor Expertise: Executive-Level Qualitative Methods

Our subcontractor, Dr. Deann Butler, brings both academic and applied expertise in engaging executive leaders to surface systemic barriers, organizational readiness, and leadership accountability around DEI.

- Doctoral Dissertation at Medical University of South Carolina
Dr. Butler's dissertation focused on gathering qualitative insights from healthcare executives on DEI and structural racism. This research explored the state of DEI within healthcare organizations and the various senior leaders' thoughts on the definition of structural racism. The methodology is now embedded in our organizational assessment process through the following:
 - Use of the COREQ (Consolidated Criteria for Reporting Qualitative Research) checklist which provided guidance on items essential to producing high quality qualitative reports and research.
 - Grounded theory and thematic coding
 - Stakeholder mapping to ensure inclusion across leadership roles
 - Use of technology for transcription and coding

Best Practices for Executive Engagement

Our methodology for engaging executive leadership includes:

- Semi-Structured Interviews-Designed using inclusive language, sector-specific framing, and equity-centered reflection questions
- Data Triangulation-Leadership insights are analyzed alongside workforce survey results, policy reviews, and organizational performance metrics
- Strategic Synthesis for Leadership-Findings are summarized in 508-compliant executive briefings with role-specific recommendations and implementation timelines
- Feedback Loops-We support organizations in establishing ongoing communication structures ensuring engagement becomes embedded in change governance.

Together, QMetrics and our subcontractor ensure that executive engagement is meaningful, methodologically sound, and integrated into strategy execution.

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

Sector(s): Public, Non-Profit, Private

We bring extensive experience in translating DEI and health equity assessment findings into actionable, values-driven strategies for implementation. Our approach emphasizes co-design with stakeholders, alignment with organizational mission and strategic priorities, and sustainability through strong accountability structures.

QMetrics Experience and Approach

QMetrics has led the development of health equity and DEI action plans across both public and private healthcare settings. For example:

- Sharp Health Plan – As part of Sharp's initial NCQA Health Equity Accreditation and upcoming 2025 renewal:
 - QMetrics conducted a comprehensive gap analysis and readiness assessment
 - Developed a structured gap closure action plan
 - Integrated project management tools to promote transparency, collaboration, and status tracking
 - Provided expert coordination to ensure alignment between organizational values, accreditation requirements, and stakeholder readiness

As a result of the gap analysis and implementation of all recommended action plans, Sharp Health Plan was able to achieve a score of 100% on their NCQA Health Equity Accreditation Survey.

Subcontractor Expertise in Action Planning

Our subcontractor, Dr. Deann Butler, is an expert in equity-centered action planning, strategy development, and change management across clinical, operational, and community-facing systems.

Key Engagements Include:

- Eleanor Health
 - Embedded equity goals into HR, clinical care, workforce development, and leadership performance
 - Integrated quality improvement (QI) methods such as Plan-Do-Study-Act (PDSA) cycles to enable rapid iteration and responsiveness
- Community Care Cooperative (C3)
Developed DERJ (Diversity, Equity, Racial Justice) and Health Equity Action Plans tied to:
 - Medicaid performance measures, including REAL/SOGI data completion, access metrics, and population-specific interventions
 - Community engagement standards informed by stakeholder input and FQHC member feedback

Methodology and Best Practices

We follow a consistent, evidence-informed process to develop action plans

1. Synthesis of Assessment Findings
 - Analyze results from interviews, surveys, policy reviews, and performance data
 - Identify critical gaps, strengths, and contextual considerations
2. Alignment with Core Values and Strategic Goals
 - Crosswalk assessment findings with the organization's mission, vision, and values
 - Prioritize actions that reflect the organization's commitments to equity, community, and accountability
3. Co-Design with Stakeholders
 - Facilitate working sessions to co-develop goals, strategies, and timelines
 - Incorporate perspectives from leadership, frontline teams, and where applicable, patient/community voices

4. Structure and Accountability
 - Build out timelines, milestones, and ownership structures
 - Define performance indicators and monitoring tools
 - Format all outputs to be 508-compliant
5. Adaptability and Sustainability
 - Incorporate mechanisms for feedback, revision, and scaling over time
 - Provide templates and technical assistance for long-term planning

We deliver robust, values-aligned action plans that are not only implementable and measurable; but inclusive, legally compliant, and culturally responsive.

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

Sector(s): Public, Non-Profit, Private

We have extensive experience conducting DEI-focused research and analysis to inform internal strategy, meet regulatory and accreditation standards, and support evidence-based implementation across the public, non-profit, and private sectors.

QMetrics Contributions

QMetrics regularly performs DEI research and landscape analyses to inform client strategy and accreditation readiness. These research efforts often focus on regulatory alignment, DEI maturity frameworks, and implementation feasibility within healthcare systems and payer networks.

QMetrics developed an NCQA Health Equity Accreditation Roadmap that outlines the following:

- Health Equity Accreditation Overview
- The Importance of Health Equity Today
- Health Equity Accreditation Process and Timeline
- Resources
- Preparing for the Accreditation process
- Assessing Readiness
- Leadership Support & Culture
- Documentation Requirements
- Overview of Accreditation Standards
- Scoring Requirements

Subcontractor Expertise in DEI Research and Reporting

Our subcontractor, Dr. Deann Butler, has conducted formal literature reviews, environmental scans, and policy research as part of client engagements, doctoral educational experience, and accreditation support. These research efforts are deeply informed by current academic literature, federal and state policy shifts, and evolving accreditation standards.

Key Examples Include:

- Crosswalk of DEI Frameworks

- Conducted comparative analyses of NCQA Health Equity Accreditation standards, CLAS Standards, and state-level mandates (e.g., MassHealth, California's DEI guidelines).
- Evidenced-Based Practice Synthesis
- Developed research briefs highlighting effective DEI interventions, such as:
 - Inclusive workforce development models
 - REAL and SOGI data collection workflows
 - Strategies for mitigating implicit bias and promoting culturally competent care

Research Methodology and Best Practices

Our research process is grounded in rigor, transparency, and utility. Key components include:

1. Literature and Policy Review
2. Environmental Scans and Benchmarking
3. Contextual Analysis
4. 508-Compliant Reporting and Presentation

Our goal is to deliver high-quality, accessible, and strategically aligned DEI research that drives compliance, informs leadership decisions, and strengthens accreditation readiness.

8. Advising on best practices in procurement.

Sector(s): Non-Profit, Private

Our collaborative approach ensures that procurement policies and procedures reflect both organizational values and industry best practices, while maintaining compliance and accessibility standards.

QMetrics Contributions

QMetrics provides strategic procurement advising for healthcare and mission-driven organizations, including support with:

- Procurement policy review
- Vendor qualification and onboarding frameworks
- RFP process alignment with health equity or DEI objectives

Subcontractor Expertise in Equity-Informed Procurement

Our subcontractor brings a practical and values-driven approach to procurement reform, helping organizations assess and improve their contracting processes to center equity, reduce bias, and expand access to historically excluded vendors.

Key engagements include:

- Community Care Cooperative (C3)
Advised on the integration of supplier diversity metrics into C3's contracting approach, with a focus on:
 - Assessing current vendor network composition and identifying opportunities to increase BIPOC- and women-owned vendor participation
 - Recommending accountability structures for ongoing monitoring and reporting on vendor equity goals

Methodology and Best Practices

Our approach to procurement equity is grounded in best practices and emerging DEI policy standards.

We typically follow this process:

1. Procurement Policy Review
2. Inclusive RFP & Evaluation Design
3. Vendor Network Assessment
4. Capacity-Building and Implementation Support
5. Monitoring and Accountability

QMetrics and our subcontractor bring the tools and experience to help organizations operationalize equity through procurement ensuring their spending reflects their values.

9. Advising on best practices in hiring.

Sector(s): Non-Profit, Private

We bring proven experience advising non-profit and private sector organizations on equitable, inclusive, and data-informed hiring practices. Together, we support clients in embedding DEI principles throughout the recruitment, selection, and advancement processes to build more representative and culturally responsive teams.

QMetrics Contributions

QMetrics supports clients in evaluating and refining their hiring strategies to align with broader organizational DEI goals and compliance standards. This includes:

- Reviewing hiring policies and job descriptions for inclusive language
- Advising on equitable sourcing and outreach strategies
- Identifying opportunities to improve hiring equity across clinical and administrative functions

Subcontractor Expertise in Equitable Hiring Strategy

Dr. Deann Butler, brings hands-on expertise in reshaping hiring systems to reduce bias, promote transparency, and support long-term workforce equity. Her work spans high-growth startups, mission-driven healthcare organizations, and community-focused nonprofits.

Key Engagements Include:

- Cityblock Health
Worked directly with People Operations and HR teams to:
 - Guide the launch of Employee Resource Groups (ERGs) as part of an inclusive onboarding and retention strategy
- Cross-Client Work
Across multiple clients, Dr. Butler has provided strategic guidance on:
 - Conducting pay equity reviews to uncover compensation disparities
 - Building diverse clinical pipelines through community partnerships and inclusive outreach practices
 - Delivering anti-bias training for hiring managers, with a focus on behavior-based interviewing and accountability in selection decision

Methodology and Best Practices

Our advising on hiring is grounded in evidence-based DEI frameworks and workforce development strategies. Core components of our approach include:

1. Inclusive Job Design
 - Support revision of job descriptions to use inclusive, strengths-based language
2. Structured and Fair Selection
 - Create scoring rubrics and behavior-based interview guides
 - Train hiring managers on consistent, equitable evaluation methods
3. Data and Accountability
 - Recommend demographic data collection across the hiring funnel
 - Analyze trends by department, level, and geography to identify gaps and inform interventions
4. Beyond Hiring: Building Belonging
 - Advise on onboarding strategies that reinforce equity and inclusion

We offer tailored, scalable solutions to build equitable hiring systems. Our advising helps organizations move beyond recruitment metrics to create inclusive pathways for advancement and meaningful belonging by reinforcing DEI as a driver of organizational excellence.

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

Sector(s): Public, Non-Profit, Private

QMetrics and our subcontractor bring robust experience supporting public, non-profit, and private sector organizations in operationalizing healthcare delivery equity and improving accessibility for diverse populations. Our approach spans system-level strategy, clinical practice transformation, and community engagement—helping organizations meet regulatory requirements and improve outcomes for historically underserved populations.

As NCQA auditors of quality-of-care measures, we uniquely understand standardized measurement and the current measure quality of care outcomes for the past 20 years. These measures span chronic care, preventive care, underutilization, cost of care, medication management, and hospital admissions/re-admissions. Results at the national and state level demonstrate health disparities in race, ethnicity, and language. As NCQA quality measure auditors, understanding data outcomes allows us to provide guidance in potential barriers leading to health disparities. These disparities may be due to race, ethnicity, language, disability, sexual orientation, access, transportation, or other factors. QMetrics has performed data analysis that facilitated the identification of barriers due to socioeconomic factors, race, ethnicity, and language to support the development of initiatives and outreach activities tailored to address these barriers. Our unique experience and insight coupled with our understanding of quality measurement and data outcomes has enabled us to provide a strong framework for successful program development and program measurement. QMetrics has advised, developed, measured, and analyzed experience, engagement, service, utilization, and quality of care metrics.

QMetrics has deep expertise in assessing and improving equitable healthcare delivery across diverse systems. Core areas of focus include:

- Enhancing data collection systems for Race, Ethnicity, and Language (REAL) and Sexual Orientation and Gender Identity (SOGI)
- Strengthening language access services, including interpretation protocols and multilingual communication
- Supporting the integration of social determinants of health (SDOH) into clinical workflows and care management models
- Developing cultural and linguistic programs and initiatives.
- Developing tailored surveys that assess member/patient engagement, access to physician services in the enrollees preferred language.
- Evaluating systems and developing logic to capture race, ethnicity, and language data for tailoring relevant and applicable programs and services.
- Development and deployment of rapid cycle surveys of translation services in 15 threshold languages as required by the DHCS.
- Assessment of language and interpretation services to include sign language.
- Leveraging quality data audits (HEDIS) and data analysis to identify disparities and design targeted interventions
- Providing end-to-end support for clients seeking Health Equity Accreditation from NCQA and other regulatory bodies

Subcontractor Expertise in Health Equity and Accessibility

Dr. Deann Butler has led the design, implementation, and evaluation of health equity strategies across Medicaid ACOs, behavioral health systems, and tech-enabled care delivery models. Her work is centered on embedding equity into operational systems, clinical models, and community partnerships.

Key Engagements Include:

- Community Care Cooperative (C3)
Supported C3 and its 23 FQHC partners in meeting the equity deliverables of the MassHealth 1115 Medicaid Waiver, which included:
 - Improving REAL and SOGI data collection workflows
 - Evaluating member experience data to identify cultural and linguistic barriers
 - Advising on culturally competent care models based on both patient feedback and national best practices
 - Ensuring alignment with state Medicaid reporting and quality improvement expectations
- Eleanor Health
 - Partnering with the Marketing and Outreach department to ensure materials and campaigns resonated with diverse communities and addressed barriers to care
 - Integrating the CDC Social Vulnerability Index (SVI) into all internal reporting to better identify at-risk populations and tailor interventions at the site level
 - Supporting data-informed decision-making for new market expansion, hiring practices, and service line growth with an equity lens

Methodology and Best Practices

Our advising is grounded in nationally recognized equity frameworks and informed by both implementation science and lived practice. Our approach typically includes the following:

1. Equity Infrastructure Assessment
2. Culturally Responsive Care Models
3. SDOH Integration
4. Access and Experience Improvement
5. Measurement and Accountability

We bring complementary strengths in designing, operationalizing, and measuring healthcare equity and access improvements. Whether addressing Commercial, Medicare, Medicaid, or Marketplace performance standards, expanding culturally competent behavioral health models, or preparing for accreditation, our team is equipped to guide organizations through meaningful, evidence-informed transformation.

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

Sector(s): [None currently]

While we may not have direct experience advising investment firms, our core consulting expertise lies in operationalizing equity frameworks within highly regulated and data-driven industries. This skillset is applicable across all highly regulated industries. Our work has included healthcare, investor funded health tech, Medicaid-managed care, and state/federal government-funded systems. These sectors, like the investment industry, require rigorous compliance, strategic transformation, and stakeholder accountability.

Our teams advise multi-sector organizations on building and implementing DEI strategies that are both aspirational and operational. This includes readiness assessments, organizational alignment, staff training, leadership engagement, and policy development. We've also supported clients in preparing for health equity accreditation programs, which require measurable action across governance, procurement, workforce, and vendor partnerships. Many of these accreditation frameworks mirror the expectations now emerging in Environmental, Social, and Governance (ESG) aligned investment spaces.

In advising investment-focused partners, we would bring:

- A proven DEI implementation methodology that can be tailored to the unique structures and metrics of financial institutions
- A data-informed approach grounded in risk analysis, performance measurement, and regulatory alignment
- Cross-sector insight into how public-facing organizations embed equity into governance, procurement, and stakeholder engagement
- A strong history of capacity building and sustainability planning, ensuring that DEI is not siloed but fully integrated

We believe the rigor, accountability, and stakeholder-centric lens that we bring from our health equity and quality improvement background translate well to investment organizations seeking to embed

diversity best practices in a meaningful, measurable, and credible way. The combination of QMetrics' regulatory and data infrastructure expertise with Dr. Butler's specialization in DEI strategy offers you a cross-sector perspective that translates equity principles into investment-sector operations, even without direct industry precedent.

**12. Advising on DEI best practices for public sector organizations that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (Proposition 209).
Sector(s): Public**

QMetrics, in collaboration with our subcontractor, has deep experience advising public sector organizations on advancing Diversity, Equity, and Inclusion (DEI) initiatives in ways that are fully compliant with federal law and California's Proposition 209 (Section 31 of Article I of the State Constitution). Our approach centers on building inclusive systems, fostering equitable access, and improving organizational culture without engaging in preferential treatment, discriminating practices, or quota-based activities prohibited under state law.

QMetrics Contributions

QMetrics has successfully advised public sector entities on how to promote workforce diversity, inclusive service delivery, and equity-aligned infrastructure within the boundaries of federal and state legal frameworks. For example:

- Sharp Health Plan (SHP) – Our work included advising on strategies to support a more diverse and culturally competent workforce while staying within Proposition 209 compliance by:
 - Focusing on inclusive recruitment practices
 - Enhancing cultural and linguistic competence among clinical and administrative teams
 - Implementing data-driven equity assessments and actionable recommendations that improve access and outcomes without relying on race- or gender-based preferences

Subcontractor Expertise in Legal-Conscious DEI Strategy

Our subcontractor, Dr. Deann Butler, has extensive experience guiding organizations through DEI strategy development in regulated public environments, including:

- Community Care Cooperative (C3) – Supported the Medicaid ACO in meeting the equity deliverables of the MassHealth 1115 Waiver, emphasizing:
 - Culturally responsive care practices and Inclusive workforce development
 - Equity-aligned documentation and data collection without the use of preferential treatment language or processes
- NCQA-Accredited Organizations – Provided DEI technical assistance to health systems undergoing NCQA Health Equity Accreditation, which requires sensitive attention to legal compliance

Across these engagements the focus was on inclusive processes including:

- Strengthening hiring pipelines through community engagement and outreach to underrepresented groups
- Providing bias training and capacity-building for leadership and hiring teams
- Reviewing internal policies to promote equity in onboarding, retention, and advancement

This approach aligns with federal guidelines and avoids prohibited preferences, positioning public sector clients to advance equity without legal exposure.

Methodology and Legal Alignment

Our strategy is rooted in structural equity and aligned with best practices that meet the requirements of Proposition 209 and related legal frameworks. Our process includes:

1. Policy and Legal Review
 - Assess existing policies for compliance with Prop 209 and federal anti-discrimination laws
 - Identify areas where inclusive language or neutral criteria can replace outdated or non-compliant practices
2. Focus on Process, Not Preference
 - Prioritize open access, outreach, and barrier removal over preferential selection
 - Recommend strategies that support equal opportunity, such as training access, mentorship programs, and diverse interview panels
3. Equity Through Accountability
 - Develop tools such as diversity dashboards, equity scorecards, and cultural assessments that track impact without referencing protected categories in decision-making
 - Use demographic analysis for program evaluation, not hiring or admissions quotas
4. Training and Capacity Building
 - Deliver education for leaders and teams on the legal limits and opportunities of DEI in the public sector
 - Provide facilitation support for legal, HR, and executive teams to align strategy and risk mitigation

We are uniquely positioned to help CalPERS advance its equity goals in a manner that is legally sound, values-aligned, and publicly defensible. Our combined experience in public healthcare, Medicaid, managed care, and accreditation compliance ensures we understand the balance between legal boundaries and bold, meaningful progress.

13. Developing communication strategies highlighting the importance of DEI.

Sector(s): Non-Profit, Private

We bring deep experience developing internal and external communication strategies that reinforce the importance of Diversity, Equity, and Inclusion (DEI). These strategies are designed to promote transparency, build trust, and engage stakeholders at all levels, from front-line staff to executive leadership and governing boards.

QMetrics Contributions

QMetrics has supported a range of clients in aligning their DEI communication strategies with accreditation goals, workforce engagement, and leadership priorities. QMetrics' Health Equity Accreditation Roadmap provides key strategies and tactics to consider for engaging the organization in the importance of health equity and diversity. Hardwiring structures that support ongoing communication that elevate DEI as a priority.

Subcontractor Expertise in DEI Communication Strategy

Dr. Deann Butler, brings extensive experience in designing and implementing multi-channel DEI communication strategies that promote culture change, increase engagement, and ensure accountability.

Key Engagements Include:

- **Sharp Health Plan**
 - Provided guidance on internal employee surveys and developed language that defines DEI
 - Developed staff, Board of Directors, and executive leadership surveys that assess promoting DEI, including survey invitational language to enhance survey responsiveness.
 - Developed and implemented health equity as a subcommittee of the Quality Management Committee with standard agenda items and workplans. This elevated and supported sustained communication on all aspects of DEI activities enterprise wide.
 - Developed DEI progress dashboard that monitors the progress of initiatives and meeting goals.
- **Eleanor Health**

Led the development of a comprehensive DEI communications framework to keep staff, leadership, and Board members informed and engaged. Key components included:

 - Ten Minute Trainers – Short, digestible communication blasts that team leaders used to facilitate conversations on DEI topics.
 - Visual Dashboards – Integrated equity performance metrics into organizational dashboards across HR, clinical, and operations departments
 - Email Campaigns – Launched the DEIB Learning Channel in the enterprise learning system with a focus on accessibility and engagement. Content included podcasts, short-form blogs, videos, and microlearning modules
 - Marketing Review for Equity – Partnered with the marketing team to review rebranded website content and all member-facing materials through an equity lens
- **Community Care Cooperative (C3)**

Led internal communications for multiple DEI training initiatives and equity-centered organizational dialogues:

 - Developed and deployed email campaigns announcing DEI trainings on implicit bias, REAL/SOGI data collection, LGBTQIA+ inclusion, disability awareness, and more

Approach and Best Practices

Our DEI communication strategies are designed to be clear, consistent, and inclusive. Key elements of our approach include:

1. **Audience Segmentation**
 - Tailor messaging for frontline staff, managers, executives, and external stakeholders
 - Consider literacy, digital access, and cultural relevance in message design
2. **Multi-Channel Delivery**
 - Email campaigns, intranet banners, video messaging, town halls, and newsletters
3. **Content Integration**
 - Use storytelling, lived experiences, and data insights to humanize DEI goals

4. Change Management Alignment
 - Link DEI communications to organizational change milestones, leadership development, and performance accountability
5. Ongoing Feedback and Adaptation
 - Embed feedback loops via pulse surveys, ERGs, or DEI committees to refine messaging
 - Track communication engagement through open rates, Learning Management System (LMS) participation, and survey responses

We offer deep expertise in crafting engaging, scalable, and mission-aligned DEI communication strategies. These efforts are essential for building momentum, maintaining transparency, and fostering a culture of inclusion across all levels of an organization.



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

Firm's Name Q Metrics, Inc.

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

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

A handwritten signature in blue ink, appearing to read "Suzan Mora Dalen".

June 27, 2025

Date

Authorized Signature

Suzan Mora Dalen, 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):

- ☒ 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.



June 29, 2025

Authorized Signature

Date

Suzan Mora Dalen, Founder & CEO

QMetrics, Inc.

Name and Title (Please Print)

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:

QMetrics, Inc.

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

Suzan Mora Dalen

d. Contact Person (if different than above):

same

e. E-mail Address:

smoradalen@qmetrics.us

f. Phone No:

888-388-9111 x1

g. Name of CalPERS Contact (if applicable):

Contracts Officer

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.

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.



June 29, 2025

Authorized Signature

Date

Suzan Mora Dalen

Name and Title

PERS01A0068

(5/2012)



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 oscd_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



June 29, 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: Connected Consultants, LLC

Contact Name: Deann Butler

Telephone Number: (803) 235-1017

Street Address, City, State and Zip Code:

3540 Toringdon Way Suite 200 Charlotte NC 28210

Description of Work to be Performed by Subcontractor:

As a subcontractor to QMetrics, Inc., Dr. Deann Butler will play a key role in delivering a comprehensive review and strategic roadmap for CalPERS' Diversity, Equity, and Inclusion (DEI) programming. The contribution will span across all four project phases, with responsibilities aligned to her expertise in organizational equity assessment, leadership engagement, and DEI strategy implementation. Below is an outline of expected contributions:

Phase I: Leadership Interviews

Interview Facilitation & Analysis: Dr. Butler will co-lead the facilitation of interviews with CalPERS leadership, including the CEO, COO, Chief Health Director, Director of Human Resources, and Chief Operating Investment Officer. These responsibilities include:

- Developing tailored interview guides aligned with CalPERS' DEI Framework.
- Co-conducting interviews (in collaboration with QMetrics) and ensuring fidelity to CalPERS' five-pillar model.
- Synthesizing findings using qualitative research best practices to identify common themes, leadership expectations, and alignment with organizational priorities.

Phase II: Program Review & Assessment

Policy and Program Evaluation: Dr. Butler will support the analysis of CalPERS' existing DEI policies, programs, and practices by:

- Conducting comparative benchmarking against leading DEI practices in the public and private sectors.
- Supporting the gap analysis and environmental scan with particular attention to emerging legal and reputational risks (e.g., Proposition 209 implications, federal/state shifts).

- Co-developing the findings report, with emphasis on clarity, rigor, and relevance for Board presentation.

Phase III: Action Plan Recommendations

Strategic Planning and Recommendations: Based on the assessment and in collaboration with QMetrics, Dr. Butler will help assist with the development of a robust, actionable DEI action plan that includes:

- Internal growth strategies (e.g., workforce development, inclusive leadership training).
- External alignment with CalPERS' health and investment programs.
- Best practice recommendations that comply with fiduciary responsibilities and constitutional constraints.
- Drafting content for Board and leadership presentations to ensure strategic alignment and feasibility.

Phase IV: Action Plan Implementation

Implementation Support and Technical Assistance: Dr. Butler will provide ongoing strategic support during the implementation phase by:

- Assisting in the development of implementation tools such as DEI dashboards, reporting metrics, and communication strategies.
- Providing subject matter expertise to support training, program enhancements, and community engagement efforts and initiatives.
- Offering responsive guidance to ensure that the DEI strategy remains aligned with evolving legal and organizational contexts.

With deep experience in health equity, inclusive leadership, and strategic DEI planning, Dr. Butler brings both subject matter expertise and practical, results-driven insight to this engagement. Working in close coordination with the QMetrics team, she will help ensure CalPERS receives a thoughtful, compliant, and future-ready DEI roadmap.

Percentage of Total Agreement Amount ¹: 43.4%

Company Name: None

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: QMetrics, Inc.

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

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

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 2 of 3

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes ☒ No _____ % 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 QMetrics."	☒ 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

QMETRICS POLICY AND PROCEDURE	
Policy Title: Accessibility Section 508	Program: Compliance
Relevant Regulatory/Accrediting Agencies/Citations (as applicable): Section 508 of the Rehabilitation Act (29 U.S.C. § 794d)	
Approved by: Suzan Mora Dalen, MPA	Effective Date: January 1, 2025

I. PURPOSE:

QMetrics is committed to delivering accessible products and services that comply with the Revised Section 508 Standards of the Rehabilitation Act and applicable Web Content Accessibility Guidelines (WCAG) 2.1 Level AA. This policy outlines our approach to validating accessibility for all Information and Communication Technology (ICT) deliverables, including electronic content that may be posted on external websites.

II. SCOPE:

This policy applies to all QMetrics' contractual deliverables that include:

- Websites or web-based applications
- Digital documents (e.g., PDFs, Word files)
- Software applications
- Multimedia content
- Any user-facing ICT developed, configured, or updated as part of a contractual engagement

III. ACCESSIBILITY STANDARDS

QMetrics aligns its deliverables with:

- Revised Section 508 Standards
- WCAG 2.1 Level AA guidelines
- Best practices defined by the Information Technology Industry Council (ITIC) through the use of the Voluntary Product Accessibility Template (VPAT)

IV. POLICY STATEMENT:

QMetrics ensures that:

- All new ICT deliverables are evaluated for accessibility during development and prior to delivery.
- Accessibility is considered early in the project lifecycle, starting from requirements gathering through to design, development, testing, and delivery.
- Accessibility Conformance Reports (ACRs) based on the latest VPAT format are provided upon request or as part of project deliverables.

V. PROCEDURES:

5.1 Accessibility Review and Testing

For each applicable project:

- Designers and developers apply accessibility principles during creation.
- The project team uses a combination of automated tools and manual testing to evaluate compliance. Tools may include:
 - axe DevTools or WAVE for web interfaces
 - Adobe Acrobat Pro accessibility checker for PDFs
 - NVDA or JAWS for screen reader testing
 - Testing includes keyboard-only navigation, color contrast checks, and screen reader usability.

5.2 Documentation and Reporting

- For each ICT product delivered, QMetrics will prepare an Accessibility Conformance Report (ACR) using the most current version of the VPAT.
- The ACR will describe the level of compliance with relevant 508 standards and identify any known limitations or exceptions.
- Reports are reviewed and approved by a designated accessibility coordinator prior to delivery.

5.3 Training and Awareness

- QMetrics provides periodic training to its design and development teams on digital accessibility best practices. These trainings may include but are not limited to
- Microsoft Word & Accessibility Best Practices

- Section 508: What Is It and Why Is It Important?
- How to Test and Remediate PDFs for Accessibility Using Adobe Acrobat DC
- How to Author and Test Microsoft PowerPoint Presentations for Accessibility
- Creating PowerPoint Templates
- How to Make an Accessible Spreadsheet in Microsoft Excel
- Accessible Name & Description Inspector (ANDI) Tool Overview
- How to Test Color Contrast using the Color Contrast Analyzer
- Creating Accessible Media
- An Introduction to Universal Design for Content Creators
- Key staff are designated to stay informed of changes to 508 and WCAG standards.

5.4 Exceptions and Remediation

- If a deliverable is found to be partially non-compliant, QMetrics will develop and communicate a remediation plan including estimated timelines for bringing the item into compliance.

VI. ROLES AND RESPONSIBILITIES:

- Project Managers ensure accessibility is a tracked requirement.
- Designers and Developers implement accessible design and code practices.
- QA/Testers validate deliverables using accessibility tools and checklists.
- Accessibility Coordinator (appointed internally) reviews test results and signs off on ACRs.

VII. MAINTENANCE AND REVIEW:

This policy is reviewed annually or upon changes to federal accessibility standards. Updates are communicated to all relevant staff.

Date	Reviewed and/or Revised



California Secretary of State

Business Programs Division
1500 11th Street, Sacramento, CA 95814

Request Type: Certified Copies
Entity Name: Q METRICS, INC.
Formed In: CALIFORNIA
Entity No.: 2867003
Entity Type: Stock Corporation - CA - General

Issuance Date: 06/29/2025
Copies Requested: 1
Receipt No.: 010671929
Certificate No.: 342709734

Document Listing

Reference #	Date Filed	Filing Description	Number of Pages
19327559-1	02/14/2006	Initial Filing	1
B2650-7314	04/10/2024	Statement of Information	2
B3783-9385	06/18/2025	Statement of Information	2

** **** ***** ***** End of list ***** ***** **** **

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, do hereby certify on the Issuance Date, the attached document(s) referenced above are true and correct copies and were filed in this office on the date(s) indicated above.



IN WITNESS WHEREOF, I execute this
certificate and affix the Great Seal of the
State of California on June 29, 2025.

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

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.



BA20251306011



STATE OF CALIFORNIA
Office of the Secretary of State
STATEMENT OF INFORMATION
CORPORATION

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

For Office Use Only

-FILED-

File No.: BA20251306011
Date Filed: 6/18/2025

B3783-9385 06/18/2025 2:38 AM Received by California Secretary of State

Entity Details

Corporation Name Q METRICS, INC.
Entity No. 2867003
Formed In CALIFORNIA

Street Address of Principal Office of Corporation

Principal Address 301 W. G STREET
#131
SAN DIEGO, CA 92101

Mailing Address of Corporation

Mailing Address 113 W. G STREET #539
SAN DIEGO, CA 92101
Attention Suzan Mora Dalen

Street Address of California Office of Corporation

Street Address of California Office 301 W. G STREET #131
SAN DIEGO, CA 92101

Officers

Officer Name	Officer Address	Position(s)
+ Suzan Mora Dalen	113 WEST G STREET SAN DIEGO, CA 92101	Chief Executive Officer
+ James Dalen	113 WEST G STREET #539 SAN DIEGO, CA 92101	Chief Financial Officer, Secretary

Additional Officers

Officer Name	Officer Address	Position	Stated Position
None Entered			

Directors

Director Name	Director Address
+ Suzan Mora Dalen	113 WEST G STREET #539 SAN DIEGO, CA 92101
+ James Dalen	113 WEST G STREET #539 SAN DIEGO, CA 92101

The number of vacancies on Board of Directors is: 0

Agent for Service of Process

California Registered Corporate Agent (1505) UNITED STATES CORPORATION AGENTS, INC.
Registered Corporate 1505 Agent

Type of Business

Type of Business HEALTHCARE CONSULTING

Email Notifications

Certificate Verification No.: 342709734 Date: 06/29/2025

Opt-in Email Notifications	No, I do NOT want to receive entity notifications via email. I prefer notifications by USPS mail.
Labor Judgment No Officer or Director of this Corporation has an outstanding final judgment issued by the Division of Labor Standards Enforcement or a court of law, for which no appeal therefrom is pending, for the violation of any wage order or provision of the Labor Code.	
Electronic Signature ☒ By signing, I affirm that the information herein is true and correct and that I am authorized by California law to sign. James Dalen Signature 06/18/2025 Date	

FILED
In the office of the Secretary of State
of the State of California

FEB 14 2006

**ARTICLES OF INCORPORATION
OF
Q METRICS, INC.**

I

The name of this Corporation is Q METRICS, INC.

II

The purpose of this Corporation is to engage in any lawful act or activity for which a Corporation may be organized under the General Corporation Law of California other than the banking business, the trust company business or the practice of a profession permitted to be incorporated by the California Corporations Code.

III

The name and address in the State of California for this Corporation's initial agent for service of process is:

Roland Achtel
Achtel Law Firm, APC
12625 High Bluff Drive, Ste. 103
San Diego, CA 92130

IV

This Corporation is authorized to issue only one class of shares of stock. The total number of shares that this Corporation is authorized to issue is one hundred thousand (100,000).

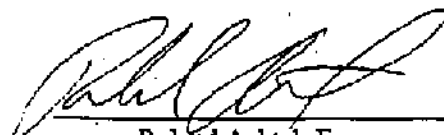
V

The liability of the Director of this Corporation for monetary damages shall be eliminated to the fullest extent permissible under California law.

VI

This Corporation is authorized to provide for indemnification of agents (as defined in Section 317 of the Corporations Code) for breach of duty to the Corporation and its stockholder through bylaw provisions or through agreements with the agents, or both, in excess of the indemnification otherwise permitted by Section 317 of the Corporations Code, subject to the limits on such excess indemnification set forth in Section 204 of the Corporations Code.

IN WITNESS WHEREOF, the undersigned Incorporator has executed the foregoing Articles of Incorporation on February 13, 2006.



Roland Achtel, Esq.

Printed on: 3/19/2018 2:43:15 AM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>

Office of Small Business & DVBE Services

Certification ID: 2009743**Legal Business Name:**

Q Metrics, Inc.

Doing Business As (DBA) Name 1:**Doing Business As (DBA) Name 2:****Address:**

2850 Womble Road

Suite 100

San Diego

CA 92106

Email Address:smoradalen@qmetrics.us**Business Web Page:**www.qmetrics.us**Business Phone Number:**

619/254-9094

Business Fax Number:

877/399-3439

Business Types:

Service

Updated Status to be provided directly to CalPers from
the California Department of General Services.

Certification Type	Status	From	To
SB(Micro)	Waiting for Review		

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



DIVERSITY, EQUITY AND INCLUSION CONSULTING SERVICES



Prepared by :



June 30, 2025

REPRODUCTION COPY

Total Number of Pages: 56

Not Included: Fee Proposal



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Cover Letter

June 27, 2025

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

Subject: CalPERS - Diversity, Equity and Inclusion Consulting Services

Dear Ms. Martin,

On behalf of Redwood Resources and our strategic DVBE partner, we are proud to submit our proposal for Public Outreach Services in support of OCTA's ongoing infrastructure initiatives. We bring a seasoned, interdisciplinary team with decades of combined experience in outreach, communications, community engagement, and equity-centered strategy, specifically tailored to public agencies and other entities that serve communities across the state.

Our team includes nationally recognized leaders and practitioners who have shaped equity and engagement frameworks at the highest levels:

- **Dr. Rhianna Rogers**, a policy and equity expert with more than 20 years of experience, recently returned from service in the most recent federal administration, where she led large-scale initiatives focused on cultural inclusion and community-centered program design.
- **Sheila Bright**, a veteran engagement strategist with over two decades of experience, has implemented community impact programs for one of the nation's largest utility companies, as well as led supplier diversity initiatives for one of the top Fortune 50 telecommunications companies.
- **Leah Graham**, a Diversity, Equity, and Inclusion consultant with expertise in policy development and organizational strategy. She is experienced in curriculum design, stakeholder engagement, and cross-sector collaboration across legal, nonprofit, and educational settings.
- **Schena Rourk**, our founder and CEO, has spent her career advancing our mission: to build opportunity and lasting livelihoods for historically marginalized, underrepresented, and yet equally qualified individuals and businesses. Her advocacy, leadership, and award-winning project execution have been recognized across the public and private sectors.

In addition, we are proud to partner with **William Baldwin of Strategic Solutions**, a certified DVBE (Disabled Veteran Business Enterprise), whose firm brings invaluable expertise in procurement policy, supplier diversity advocacy, and program implementation. His involvement strengthens both our technical capacity and our commitment to inclusive contracting.

We are adept at collaborating with senior leadership and agency executives on strategic initiatives,

internal alignment, and values-based organizational change as well as presenting before them and the public. We ensure clarity, credibility, and cultural fluency in our approach, effectively bridging the boardroom and the community throughout every project phase.

Our team is exceptionally prepared to offer the service needs of CalPERS with excellence and impact, thanks to our extensive experience in community engagement, procurement policy, equity strategy, and infrastructure communications. We would be privileged to carry on our efforts in advancing equity, fostering community trust, and ensuring project success. We are prepared and have the necessary resources to support CalPERS DEI needs within this scope and beyond.

As President and Chief Executive Officer of Redwood Resources, I am duly authorized to submit this proposal on behalf of the firm. We submit this Proposal as a firm and irrevocable offer, valid for a period of 180 days from the date of submission. We affirm our willingness to perform the services described in the Request for Proposals (RFP) and confirm that we have the necessary staff and resources available to deliver all required services and deliverables as outlined in the RFP.

Thank you for your consideration. Should you have any questions, please feel free to contact me directly.

Warm regards,

Schenae Rourk

Schenae Rourk
President and CEO

A. Minimum Qualifications Certification

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.

Redwood Resources has been in operation since October 2010.

- 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.

This is addressed in the Proposal Questionnaire.

- 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.

This is addressed in the Proposal Questionnaire.

- 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.

This is addressed in the Proposal Questionnaire.

- 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.

This is addressed in the Proposal Questionnaire.

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.

Schenae Rourk

Authorized Signature

June 21, 2025

Date

Redwood Resouces

Name of Firm

Schenae Rourk, President and 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
Redwood Resources	14 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
NAWBO-CA	3+	Non-profit Organization	Hilary Lentini	hilary@lentinidesign.com
(For Dr. Rhianna Rogers) U.S. Department of the Treasury	20+	Government Agency	Janis Bowdler, Former Counselor for Racial Equity at US Treasury	janis.bowdler@gmail.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
NAWBO-CA	3+	Non-profit Organization	Hilary Lentini	hilary@lentinidesign.com
(For Dr. Rhianna Rogers) RAND Corporation	20+	Non-Profit Organization	Dr. Patricia Herman, Senior Behavioral Scientist	pberman@rand.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
NAWBO-CA	3+	Non-profit Organization	Hilary Lentini	hilary@lentinidesign.com
(For Dr. Rhianna Rogers)	20+	Non-profit Organization	Melissa Beck, Executive Director	info@sozoseifoundation.org

Sozosei Foundation				

- 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
NAWBO-CA	Non-profit Organization	Hilary Lentini	hilary@lentinidesign.com
(For Dr. Rhianna Rogers) RAND Corporation	Organization	Emily Frances on behalf of Fred Brown, President & CEO	Emily@ForbesFunds.org

B. Proposal/Proposer Certification Sheet

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: Redwood Resources

Contact Name and Title: Schenae Rourk, President and CEO

Address: 6425 Green Valley Circle Unit 306, Culver City, CA 90230

Phone Number: 10.356.7619

Fax Number:

E-Mail Address: srourk@redwoodresources.net

2. Indicate your organization type:

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

3. Federal Employer ID No. (FEIN): 85-1322824

4. California Corporation Number: 4598703

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": 56 (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: Schenae Rourk, President and CEO

Address: 6425 Green Valley Circle Unit 306, Culver City, CA 90230

Phone Number: 310.356.7619

Fax Number:

E-Mail Address: srourk@redwoodresources.net

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

Name and Title: Schenae Rourk, President and CEO

Address: 6425 Green Valley Circle Unit 306, Culver City, CA 90230

Phone Number: 310.356.7619

Fax Number:

E-Mail Address: srourk@redwoodresources.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.

Schenae Rourk

Authorized Signature

June 21, 2025

Date

Schenae Rourk, President and CEO

Name and Title (Please Print)

C. California Taxpayer and Shareholder Protection Act Declaration



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Redwood Resources

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.

Schenae Rourk

Authorized Signature

June 21, 2025

Date

Schenae Rourk, President and CEO

Name and Title (Please Print)

D. Contracting Act Declarations



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.

Schenae Rourk

Authorized Signature

June 21, 2025

Date

Schenae Rourk, President and CEO
Name and Title (Please Print)

Redwood Resoureces
Firm Name (Please Print)

E. CalPERS Contract-Related Disclosure Form



CalPERS Contract-Related Disclosure Form

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

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

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

a. Solicitation or Contract Number:

Request for Proposal No. 2024-9420

b. Proposer or Contractor Name:

Redwood Resources

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

Schenae Rourk

d. Contact Person (if different than above):

e. E-mail Address:

srourk@redwoodresources.net

f. Phone No:

310.356.7619

g. Name of CalPERS Contact (if applicable):

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment E

Page 2 of 3

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

☐ Yes. ☒ No.

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

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

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

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.
3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

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

None.

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

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

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

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

Schenae Rourk

Authorized Signature

June 21, 2025

Date

Schenae Rourk, President and CEO

Name and Title

F. Proposal Questionnaire

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: Redwood Resources
2. Location of headquarters: 6425 Green Valley Circle Unit 306, Culver City, CA 90230
3. Location and address of branch which would provide services under this contract: 6425 Green Valley Circle Unit 306, Culver City, CA 90230
4. Number of years your organization has been in business: 14 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.
None.

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 create livelihood for those marginalized, underrepresented and yet just as qualified. We do this through designing (pre-award), managing and implementing (both post award) business equity programs as well as workforce development. We fulfill our mission through dedicated partners like large engineering firms, real estate developers and other professional services firms. In turn, we ensure DBE compliance on public mandated projects and support with technical advisory where needed.

**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.

Our work involves DEI practices, including in procurement. Some of our work is with NAWBO California, where we have designed, managed, and implemented programs that impact inclusive DEI initiatives. For Ms. Rourk's role with a business advisory council at one of the largest transportation agencies in the U.S., she oversees the advisory services provided to this agency on their SBE and DBE goals, where inclusivity matters in procurement. In addition, work with NAWBO California demonstrates experience with identifying gaps in the market (i.e., women and in particular women of color) on corporate boards and designing programs and frameworks for the inclusion of women and women of color on boards.

Other work includes individual contributions from our experts, including:

1. Strategic Planning and Assessment

- Evaluated organizational culture, structures, and processes through comprehensive DEI assessments (e.g., SPEC technical assistance engagements, RAND advisory projects).
- Ensure DEI strategies are in alignment with executive mandates and organizational goals, including U.S. Department of the Treasury Executive Orders 13985 and 14035.

- Develop long-term strategic plans and implementation roadmaps, including measurable goals, governance frameworks, and investment portfolios.
2. Governance and Leadership Engagement
 - Establish or strengthen DEI governance bodies such as advisory boards or DEI committees with clear bylaws, scopes, and roles (e.g., TACRE, Inner City Law Center).
 - Provide strategic guidance to boards and senior leadership on mission alignment, equity-centered decision-making, and inclusive governance (e.g., Sozosei Foundation, The Forbes Funds).
 - Coach and advise C-suite leaders and department heads on DEI integration into core operations and communications (e.g., Treasury, Inner City Law Center).
 3. Policy Review and Development
 - Audit and revise internal policies (e.g., Employee Handbooks, intake forms) to reflect equity principles and trauma-informed practices.
 - Develop equity-centered tools and resources, such as DEI Terminology Guides, policy toolkits, and communication protocols.
 4. Training and Capacity Building
 - Design and deliver tailored DEI training programs—both in-person and virtual—on topics like inclusive leadership, anti-bias practices, and trauma-informed care.
 - Use accessible and user-friendly formats for learning content (e.g., Canva, PowerPoint, virtual residencies).
 - Offer credentialing and ongoing learning pathways to support long-term capacity building across sectors (e.g., SPEC credential programs, SUNY initiatives).
 5. Organizational Change and Implementation
 - Embed DEI practices into everyday workflows, including hiring, client services, and internal communications.
 - Facilitate the launch and management of DEI infrastructure, such as committees and collaboratives (e.g., Inner City Law Center DEI Committee, Treasury collaboratives).
 - Use data to guide and refine implementation, tracking participation, impact, and progress over time (+65% DEIA engagement example at Treasury).
 6. Cross-Sector and Community Engagement
 - Tailor DEI consulting to diverse sectors like academic, nonprofit, government, and research, ensuring cultural and contextual relevance.

- Partner with communities and external experts to co-develop equitable policies and systems (e.g., RAND's work with local/state agencies, Kern Coalition).
- Support regional and systemic equity efforts, such as inclusive economic development and racial equity coalitions.

7. Monitoring, Evaluation, and Scaling

- Scale DEI operations strategically, expanding funding, staffing, and project portfolios while maintaining mission alignment (e.g., RAND scaling from \$1M to \$150M).
- Incorporate evaluation frameworks to assess the effectiveness of DEI programs and inform iterative improvements.
- Document and share best practices and models, enabling replication across institutions (e.g., "The Buffalo Project").

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

Dr. Rhianna C. Rogers has been instrumental in education and training on DEI matters to the Board of Trustees, including:

- RAND Corporation (2021): Helped develop the board for the Center to Advance Racial Equity Policy, collaborating with senior leadership to embed DEI into board structures.
- The Forbes Funds (2022): Designed and delivered board training for Pennsylvania nonprofits, focusing on inclusive governance frameworks and strategic planning.
- Sozosei Foundation (2023): Led board training and provided strategic DEI guidance to strengthen governance and mission alignment.
- California Forward's Kern Coalition (2023): Directed a board development initiative, supporting inclusive board formation and capacity-building for a regional governance council.
- U.S. Department of the Treasury – TACRE (2024): Served as board co-lead, facilitating high-level DEI engagement between policy advisors and leadership to address systemic inequities.

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

Our expert DEI specialists have completed assessments and reportings of findings, including:

- Sustainable Progress and Equality Collective (SPEC) – Led strategic DEI assessments for academic institutions, nonprofits, and public agencies. These engagements included:
 - Evaluating existing DEI programs
 - Designing tailored policy toolkits
 - Producing customized reports and recommendations for DEI improvement and implementation
 - Delivering virtual credential programs and workforce development labs for over 1,500 practitioners
 - RAND Corporation – Directed over 50 equity-focused research and policy projects, advising agencies on equity strategy development and producing scalable DEI recommendations. This included:
 - Synthesizing research findings into actionable insights
 - Supporting the development of data-informed DEI strategies and public reports
 - U.S. Department of the Treasury – As Chief DEIA Officer, Rogers:
 - Led engagement and compliance reviews aligned with Executive Orders 13985 and 14035
 - Built internal collaboratives to track DEI participation
 - Oversaw programmatic investments and monitored organization-wide DEIA performance, reporting a 65% increase in participation
 - Inner City Law Center – Conducted a DEI review of the Employee Handbook, recommending revisions to align with equity goals. Assessed client intake procedures and trained staff in trauma-informed, DEI-aligned approaches. Developed:
 - A DEI Terminology Guide to ensure equity-aligned communications
 - A Call-In Guide and Training to address bias and reinforce an inclusive cultureWhile not focused on formal reporting, her work involved producing actionable internal tools and structured feedback mechanisms for leadership and staff
4. Meeting with the Boards of Trustees as part of the assessment and information-gathering process.

In part of the assessments, Dr. Rogers played a key role in various Board of Trustees meetings, including:

- RAND Corporation (2021) – Played a key role in developing the board for the Center to Advance Racial Equity Policy. This work involved:
 - Close collaboration with RAND's senior leadership and development team
 - Strategic discussions to shape board structure and goals aligned with equity priorities
 - Informed by insights from ongoing DEI research and programming
- The Forbes Funds (2022) – Designed and delivered training and engagement sessions with nonprofit boards in Pennsylvania. These sessions supported:
 - Inclusive board development strategies
 - Governance planning through direct consultation and strategic input
- Sozosei Foundation (2023) – Led board training and strategic guidance, with a focus on:
 - Mission alignment and governance framework assessment
 - Information gathering on current board operations to strengthen DEI impact
- California Forward's Kern Coalition (2023) - Directed a board development project supporting the newly elected Governance Council. Activities included:
 - Stakeholder engagement meetings as part of regional economic planning
 - Ongoing strategic capacity-building support (in collaboration with RAND)
- U.S. Department of the Treasury's TACRE (2024) – Co-led board-level advisory engagement with the Treasury Advisory Committee on Racial Equity. Work included:
 - Meetings with Treasury leadership and external policy advisors
 - Facilitating discussions to gather input and formulate high-level recommendations

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

Our work sometimes involves senior leadership and executives when we are involved in strategic initiatives and core value and outcome-driven work.

Ms. Rourk and Ms. Bright have extensive experience in supplier diversity and procurement, including best practices as well as presentations, assessments, and findings. A recent experience involved a large public agency's budget equity tool

and assessment. Part of the work involved identifying agencies or entities with large equity tools and programs, some of which included tools focused on race and racial equity. Through our assessments, we met with executives and core internal stakeholders to identify best practices, commonalities, challenges, and opportunities. Our work sometimes involves senior leadership and executives when we are involved in strategic initiatives and core value work.

Dr. Rhianna C. Rogers has a proven track record of collaborating with executive leadership on DEI assessment and strategy. From 2024 to 2025, as Chief DEIA Officer at the U.S. Department of the Treasury, she partnered with executive leaders across 10 bureaus to implement department-wide DEIA strategies, ensuring alignment with Executive Orders 13985 and 14035. This work involved establishing internal advisory collaboratives and spearheading organization-wide compliance and engagement efforts.

Previously, as Director of the Center to Advance Racial Equity Policy at the RAND Corporation (2021–2024), Dr. Rogers provided guidance to senior leadership in local, state, and federal agencies on equity strategies and consulted on scalable engagement initiatives. She also worked closely with RAND's executive team to ensure the center's expansion aligned with strategic objectives. In 2024, she co-led the U.S. Department of the Treasury's Advisory Committee on Racial Equity (TACRE), working with Treasury executives, policy advisors, and justice-focused leaders to formulate high-level recommendations addressing systemic inequities.

Leah Ko Graham brings extensive experience in DEIA consulting, particularly in collaborating with executive leadership. At the Inner City Law Center, she worked closely with the Chief Operating Officer, Director of Human Resources, and other senior leaders to integrate equity principles into the organization's internal policies and practices. Her accomplishments include a DEI-focused review of the Employee Handbook, the creation of a DEI Terminology Guide for all staff, and the development of a Call-In Guide and training to mitigate workplace bias. Leah also played a key role in advising executives on the establishment and operation of a DEI Committee, providing strategic guidance on governance, member selection, and ongoing initiatives. Her contributions were vital in advancing the organization's equity endeavors.

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

Dr. Rhianna C. Rogers excels at translating organizational values and assessment data into strategic DEIA action plans. Her work consistently aligns with institutional missions and commitments to equity and inclusion, as demonstrated across various sectors.

At the U.S. Department of the Treasury, Dr. Rogers developed and implemented department-wide DEIA strategies. These initiatives were grounded in federal directives (Executive Orders 13985 and 14035) and informed by internal assessments of workforce participation. She also established internal advisory collaboratives and compliance frameworks that reflected both assessment findings and the Treasury's dedication to equity.

Through the Sustainable Progress and Equality Collective (SPEC), Dr. Rogers further developed DEIA toolkits and credential programs specifically tailored to align with the mission and assessment results of partnering institutions.

At the RAND Corporation, she spearheaded over 50 equity-centered research-policy projects. The findings from these initiatives were instrumental in informing strategic planning and workforce training designs, which were explicitly aligned with the client agency's values and priorities.

Leah Ko Graham excels at transforming assessment findings into actionable plans that reflect an organization's core values. For example, at the Inner City Law Center, she evaluated internal policies, including the Employee Handbook and client intake processes. Her recommendations were equity-centered and aligned with the organization's mission to support vulnerable populations. Leah developed practical resources such as a DEI Terminology Guide and a Call-In Training Guide, both tailored to organizational needs and designed to foster inclusive values. She also established and operationalized a DEI Committee, ensuring its structure and duties supported the organization's dedication to ongoing equity advancement and assisted leadership in integrating DEI practices throughout the organization's culture and operations.

Sheila Bright spearheaded the development of a three-year Strategic Management Plan for Pacific Gas & Electric's Technical Assistance Program (TAP). This action plan, aligning with PG&E's organizational core values and assessment findings, aimed to elevate its supplier diversity initiatives. It was informed by a thorough evaluation of the client's DEI policies, practices, and tools. The plan

underscored PG&E's dedication to equity and inclusion by incorporating core values such as economic opportunity, accountability, and leadership development. Ultimately, it paved the way for TAP's evolution into a comprehensive, web-based Learning Management System, offering diverse businesses expert training and resources to enhance their competitiveness and secure major contracts.

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

Dr. Rhianna C. Rogers has accumulated extensive experience in DEI best practices research through her leadership positions spanning federal, academic, nonprofit, and research domains. At the RAND Corporation, she directed over 50 equity-focused research-policy projects. These initiatives encompassed data collection, policy analysis, and the formulation of evidence-based recommendations for local, state, and federal agencies, effectively translating research into practical guidance, reports, and strategic frameworks consistent with DEI best practices.

Her work at the U.S. Department of the Treasury involved leading compliance and engagement efforts rooted in current DEIA policy and research, yielding internal reports that informed leadership decisions and supported departmental strategy. Furthermore, through the Sustainable Progress and Equality Collective (SPEC), Dr. Rogers developed technical assistance programs, policy toolkits, and virtual credentialing initiatives for more than 1,500 DEI practitioners, all founded on research-informed frameworks. In these capacities, she consistently delivered clear and accessible reports and resources to diverse stakeholders, including internal leadership teams and public agencies.

Leah Ko Graham played a key role in advancing DEI best practices through her research and development of practical resources. She created internal guides and organizational policies that transformed DEI frameworks into actionable tools. At the Inner City Law Center, her research led to a DEI Terminology Guide, ensuring consistent and equity-centered language in all communications. She also critically examined internal intake processes through a trauma-informed DEI lens, presenting her findings to executive leadership along with actionable training and policy recommendations. Her contributions, including the Call-In Guide and DEI Committee governance framework, showcased applied DEI research and were formatted to foster organizational learning and ongoing equity initiatives.

8. Advising on best practices in procurement.

With over two decades of procurement expertise, Ms. Rourk has been instrumental in identifying women and minority-owned firms for public agency projects. She has been engaged with disparity studies and serves on numerous advisory councils, offering her expert insights on procurement best practices and challenges with public entity procurement for small and diverse businesses. Her leadership extends to advising a large public agency's business advisory council on SBE/DBE procurement and guiding a major Chamber's small business council on procurement and broader economic development issues.

Dr. Rhianna C. Rogers possesses extensive experience in procurement best practices, primarily through her leadership in public sector Diversity, Equity, Inclusion, and Accessibility (DEIA) initiatives. As Chief DEIA Officer and Counselor to the Assistant Secretary for Management at the U.S. Department of the Treasury, she demonstrated profound expertise in government procurement. Her contributions included developing national equity progress frameworks and participating in cross-agency data collection and reporting, aligning with procurement accountability and public transparency.

Dr. Rogers, Co-Founder and COO of the Sustainable Progress and Equality Collective (SPEC), has a proven track record in securing over \$250,000 in compliance-aligned grants for organizations. This demonstrates her ability to effectively embed DEIA best practices into funding and procurement strategies. Her expertise in public agency procurement is further evidenced by her use of deliverables-based billing, milestone-driven invoicing, and rigorous budget compliance for public contracts, exemplified by the proposed Port of Seattle EA2 project. These experiences collectively highlight her capability to align equity objectives with procurement protocols and operational requirements in both government and nonprofit sectors.

Sheila Bright specializes in procurement best practices, having led training and strategic initiatives centered on supplier diversity and supply chain inclusion. At Pacific Gas & Electric, she designed and conducted workshops for corporate leaders, addressing crucial procurement subjects like inclusion resources, supply chain mapping, metrics, and supplier diversity leadership. Additionally, she formulated a three-year Strategic Management Plan for PG&E's Technical Assistance Program. This plan involved evaluating DEI policies and practices to direct the organization toward advanced procurement strategies. Her efforts ultimately led to the creation of a web-based Learning Management System, significantly broadening access to procurement training for a multitude of diverse

businesses.

9. Advising on best practices in hiring.

Ms. Rourk's work with a state-wide board and also a local board included an assessment of their current board members and methodologies to ensure inclusion of a diverse population of board members.

Dr. Rhianna C. Rogers has a proven track record of implementing best practices in hiring, having held multiple leadership positions. At the U.S. Department of the Treasury, as Chief DEIA Officer, she was responsible for developing inclusive engagement strategies and staff mentoring programs. These initiatives helped ensure equitable recruitment and retention for over 120,000 employees. Her commitment to expanding access to equitable hiring opportunities extended to her work with the Sustainable Progress and Equality Collective (SPEC), where she created workforce development labs and credential programs that fostered inclusive pipelines in academic institutions and public agencies. Furthermore, during her time at SUNY Empire State College, she spearheaded initiatives to promote inclusive faculty and staff recruitment and conducted internal equity assessments.

Leah Ko Graham had a significant impact on equitable hiring practices at the Inner City Law Center. She partnered with leadership and HR to revise the Employee Handbook, embedding diversity, equity, and inclusion (DEI) principles into hiring policies and procedures. She also founded a DEI Committee with clear governance, fostering inclusive participation in hiring and internal decisions. Furthermore, she created and delivered training on bias reduction and trauma-informed approaches, empowering staff to facilitate equitable hiring and client interactions.

Sheila Bright's leadership in supplier diversity and program management has significantly influenced best practices in hiring. At Redwood Resources, as a Program Manager, she drove stakeholder engagement and policy discussions focused on hiring and diversity goals. Her role as Supplier Diversity Director at AT&T further contributed to more equitable hiring frameworks by fostering strategic alliances and mentoring, thereby expanding access and support for diverse talent and promoting broader workforce inclusion.

Moreover, our work for some clients includes inclusionary practices, which include hiring and outreach to diverse populations and underrepresented groups. Our advisory services also include the implementation of methodologies and

approaches for inclusionary practices. We worked closely with developing inclusive practices for a firm with nationwide hiring needs during COVID.

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

Dr. Rhianna C. Rogers' work in health equity spans federal service, philanthropic consulting, and peer-reviewed research. She advised agencies and foundations on integrating equity into healthcare access, policy design, and measurement systems.

At the Sozosei Foundation (2023), she led board trainings and strategy sessions focused on mental health equity and decriminalization. Her efforts helped align the foundation's funding strategy with equitable health access outcomes for justice-involved communities.

In 2024, as co-lead of the Treasury Advisory Committee on Racial Equity (TACRE) at the U.S. Department of the Treasury, she worked directly with federal leadership to recommend systemic reforms that improve healthcare access through inclusive federal programs.

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

The investment industry uniquely frames Diversity, Equity, and Inclusion (DEI) around equitable capital allocation, board representation, ownership diversity, pipeline equity, and fiduciary governance. Redwood Resources approaches this landscape with a nuanced understanding, recognizing that DEI is often viewed through a business case or reputational risk management lens. Our method is informed by the fiduciary responsibility to harmonize equity goals with risk-adjusted returns.

We are particularly attuned to the intersection of DEI and systemic capital allocation, having worked with large corporate entities, including multibillion-dollar firms and public institutions, where access, ownership, and influence are concentrated in high-barrier environments. While we do not have any current investment industry clients, our experience with nonprofit boards, public agencies, and equity-focused advisory roles has included direct engagement with governance structures, procurement accountability, and decision-making frameworks that reflect the investment industry's core priorities.

We also recognize the increasing political and regulatory scrutiny surrounding ESG and DEI. Redwood Resources takes a common-sense, compliance-forward approach that balances legal mandates with the values, realities, and expectations of internal teams and external stakeholders. Our strategies are designed to move beyond performative equity efforts, integrating measurable, sustainable actions that support institutional integrity and inclusive growth. A lot of work is currently being done around content phrasing and ensuring internal values are aligned with key stakeholders while aligning with federal mandates.

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").

Dr. Rhianna Rogers has applied non-preferential, systems-level DEI strategies in California public sector initiatives, such as the Kern Coalition, and utilized legally compliant frameworks in federal roles. Leah Ko Graham has designed DEI policies and organizational structures, including employee handbooks and DEI committees, that promote equity while avoiding preferential treatment, ensuring legal compliance. Sheila Bright has led race-neutral supplier diversity programs at PG&E, employing capacity-building efforts and metrics-driven strategies that align with California's Proposition 209.

13. Developing communication strategies highlighting the importance of DEI.

Our team possesses extensive experience in developing communication strategies that promote understanding, engagement, and the application of DEI principles across diverse sectors, including public, nonprofit, academic, and private organizations.

Dr. Rhianna C. Rogers is a seasoned leader in Diversity, Equity, Inclusion, and Accessibility (DEIA), with a proven track record of developing and executing impactful communication strategies across diverse sectors.

As the Chief DEIA Officer at the U.S. Department of the Treasury, Dr. Rogers spearheaded engagement initiatives and established internal advisory collaboratives. She effectively communicated DEIA objectives to over 120,000 employees across 10 bureaus, leading to a remarkable 65% increase in DEIA participation within a single year.

Her contributions at the RAND Corporation involved directing scalable learning and engagement initiatives, where she advised public agencies on DEI strategy and emphasized equity as a fundamental aspect of policy discussions.

Through the Sustainable Progress and Equality Collective (SPEC), Dr. Rogers designed virtual learning credential programs, policy toolkits, and technical assistance offerings. These resources empowered organizations to effectively communicate and act on their DEIA priorities.

In higher education, Dr. Rogers furthered inclusive communication through initiatives like SUNY Empire Connects and Virtual Residencies, fostering student and institutional engagement around equity.

Her involvement in board development, including roles with the Sozosei Foundation and the U.S. Treasury's Advisory Committee on Racial Equity, ensured that DEI communication was integrated into governance, strategy, and high-level policy recommendations.

Leah Ko Graham has been instrumental in fostering DEI through various communication strategies and tools. At the Inner City Law Center, as a DEIA consultant, she developed a DEI Terminology Guide to equip executives and communications staff with inclusive, equity-based language. She also designed a Call-In Guide and conducted training to facilitate constructive dialogue around bias, cultivating a respectful and inclusive work environment. Leah institutionalized ongoing equity initiatives by establishing a DEI Committee, complete with defined governance, responsibilities, and communication protocols. Her engaging DEI trainings, created using Canva and PowerPoint, further enhanced awareness through visually accessible messaging throughout the organization.

Sheila Bright is a corporate trainer, has made substantial contributions to DEI communication strategy. Her notable work includes leading workshops for Pacific Gas & Electric's Prime Supplier Academy, where she emphasized supplier diversity as a strategic imperative. In these sessions, she guided corporate leaders on integrating diverse businesses into their supply chains. Key topics covered included building a business case for supplier diversity, leveraging metrics and tools for inclusion, and developing leadership in DEI.

Sheila significantly contributed to PG&E's Technical Assistance Program by developing a three-year Strategic Management Plan. This plan was instrumental in assessing DEI policies and laying the groundwork for advanced best practices.

It later transformed into a comprehensive web-based Learning Management System, offering hundreds of diverse businesses access to expert-level courses and scalable DEI messaging. This system effectively communicated the economic and operational benefits of diversity to a wide range of stakeholders.

Our work is oftentimes focused on equity and inclusion. Through our various roles, we often look at ways to ensure that all boats rise. We have created programmatic elements that assist in this goal, including even in internships or workforce development initiatives, as well as business mentoring programs to help scale those underutilized and marginalized yet just as qualified firms.

G. Disabled Veteran Business Enterprise Contract Participation & Incentive



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:

Glory to the Lord Investments, Inc.
DBA CFR Supply Chain Management

DVBE Certification Number: 1594860

Contact Name: Craig Howard

Street Address, City, State and Zip Code:

1000 Town Center Dr Ste 300, Oxnard CA 93036-1117

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

☐ SB ☐ MB

Work performed or goods provided for this contract:

Program Review & Assessment, Action Plan Recommendations & Implementation

E-mail (if available):

craig@cfrandassociates.com

Telephone Number: (805) 351-3724

Fax Number: (XXX) XXX-XXXX

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 % 6.9

Contractor Signature

Schenae Rourk

Date Signed

June 30, 2025

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

Contractor Signature

Date Signed

H. Subcontractors

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.

I. Required Attachments Certification Checklist



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

Firm's Name: Redwood Resources

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 6.9% Claimed Option B - DVBE Incentive Claimed? ☒ Yes ☐ No 6.9% 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

Comments:

Date

Signature of CalPERS Reviewer

TACPA Preference Request Form STD 830

**TARGET AREA CONTRACT PREFERENCE ACT
PREFERENCE REQUEST FOR GOODS AND SERVICES SOLICITATIONS**

Complete this form to request TACPA preferences for this bid.

SOLICITATION NUMBER	AGENCY/DEPT
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Target Area Contract Preference Act (TACPA) preferences are available only if the lowest responsible bid and resulting contract exceeds \$100,000. Your firm must be California based. You must certify, under penalty of perjury, to perform either **50%** of the labor hours required to complete a contract for GOODS, or **90%** of the labor hours required to complete a contract for SERVICES in the Target Area Contract Preference Act zone(s) you identify in Section I. The TACPA provides bid selection preferences of 5% for eligible worksites (Section I), and 1% to 4% for hiring eligible workforce employees (Section II). To identify Census Tract and Block Group numbers contact the city or county Planning and Development Commission for the intended worksite or visit the U.S. Census Bureau website (www.census.gov).

Section I. 5% WORKSITE(S) PREFERENCE ELIGIBILITY AND LABOR HOURS

To the Bidder: Preference may be denied for failure to provide the following required information:

- (1) Identify each firm in the supply chain, including yours, that will perform any of the contract labor hours required to complete this contract. Identify your role in the distribution process. Transportation hours performed by each carrier must be reported separately.
- (2) List complete addresses for each firm named below.
- (3) Report projected number of labor hours required to perform the contract for each firm.
- (4) Enter the CENSUS TRACT number.
- (5) Enter the BLOCK GROUP number.
- (6) Identify the California designated TACPA worksite(s) by entering the proper **Criteria** letter A, B, C, D, E, F (see reverse for instructions) in the Criteria column.

(1) FIRM NAME and CONTRACT FUNCTION: (Manufacturing, transportation, shipping, warehousing, admin., etc.) Use additional pages, as needed, to fully report worksite information.	(2) WORKSITE ADDRESS Street Address, City, County, State, Zip Code, Phone Number	(3) PROJECTED LABOR HOURS	COMPLETE FOR ALL SITES LOCATED WITHIN A TACPA PREFERENCE AREA(S)		
			(4) TRACT NUMBER	(5) BLOCK NUMBER	(6) CRITERIA (A – F)
TOTAL PROJECTED LABOR HOURS:					

Section II. 1% TO 4% WORKFORCE PREFERENCE

Bidders must qualify their firm's work site eligibility to request an additional 1% to 4% workforce preference in Section II.

- ☐ I request a 1% preference for hiring eligible persons to perform 5 to 9% of the total contract labor hours.
- ☐ I request a 2% preference for hiring eligible persons to perform 10 to 14% of the total contract labor hours.
- ☐ I request a 3% preference for hiring eligible persons to perform 15 to 19% of the total contract labor hours.
- ☐ I request a 4% preference for hiring eligible persons to perform 20% or more of the total contract labor hours.

Section III. CERTIFICATION FOR WORKSITE AND WORKFORCE PREFERENCES

To receive TACPA preferences, the following certification must be completed and signed by the Bidder.

I hereby certify under penalty of perjury that the bidder (1) is a California based company as defined in the TACPA regulations; (2) shall ensure that at least 50% of the labor hours required to complete a contract for Goods, or 90% of the labor hours to complete a Services contract shall be performed at the designated TACPA worksite(s) claimed in Section I; (3) shall hire persons who are TACPA eligible employees to perform the specified percent of total contract labor hours as claimed in Section II; (4) has provided accurate information on this request. I understand that any person furnishing false certification, willfully providing false information or omitting information, or failing to comply with the TACPA requirements is subject to sanctions as set forth in the statutes.

BIDDER'S NAME & TITLE	BIDDER'S SIGNATURE <i>Schenae Rourke</i>	PHONE NUMBER	EMAIL ADDRESS
		FAX NUMBER	DATE

TARGET AREA CONTRACT PREFERENCE ACT PREFERENCE REQUEST FOR GOODS AND SERVICES SOLICITATIONS

Target Area Contract Preference Act References and Instructions

The Target Area Contract preference Act (TACPA), GC §4530 et seq., and 2 CCR §1896.30 et seq., promotes employment and economic development at designated distressed areas by offering 5% worksite and/or 1% to 4% workforce bidding preferences in specified state contracts. The TACPA preferences do not apply to contracts where the worksite is fixed by the contract terms. These preferences only apply to bidders who are California based firms, and only when the lowest responsible bid and resulting contract exceed \$100,000. Bidders must certify, under penalty of perjury to perform either 50% (for GOODS contracts) or 90% (for SERVICES contracts) of the labor hours required to complete this contract in the eligible TACPA area worksite(s) identified in Section I on the reverse side of this page. TACPA preferences for a single worksite preference cannot exceed \$50,000.00. Additionally, TACPA preferences for a single workforce preference cannot exceed \$50,000.00. In combination with any other preferences, the maximum limit is 15% of the lowest responsible bid; and, in no case shall not exceed \$100,000 in total.

Section I Worksite Preference Eligibility and Labor Hours

Bidders must identify at least one eligible TACPA worksite by entering the criteria letter A, B, C, D, E or F in the "Criteria" column and enter the "Census Tract" and "Block Group" Numbers to be eligible for the preference. You must name each and every firm or site where contract labor hours will be worked. Preference requests may be denied if an eligible California TACPA worksite is not identified, or all firms performing contract labor hours are not identified. Enter one of the following "Criteria" letters to identify each TACPA worksite on the reverse page:

- A. The firm is located in a California eligible distressed area(s).
- B. The firm will establish a worksite(s) in a California eligible distressed area(s).
- C. The firm is in a census tract with a contiguous boundary adjacent to a California eligible distressed area.
- D. The firm will establish a worksite(s) located directly adjoining a valid TACPA census tract/block group that when attached to the California eligible distressed area(s) forms a contiguous boundary.
- E. The bidder will purchase the contract goods from a manufacturer(s) in a California eligible distressed area(s). **This option applies to solicitations for GOODS only.**
- F. The bidder will purchase contract goods from a manufacturer(s) in directly adjoining census tract blocks that when attached to the California eligible distressed area(s) forms a contiguous boundary. **This option applies to solicitations for GOODS only.**

Enter labor hours for each listed firm and site. The hours shall be reasonable and shall only include the labor hours necessary and required to complete the contract activities. Artificially increasing hours at a claimed TACPA worksite, or understating labor hours worked outside the eligible worksite may result in a denied preference request. Do not include machine time and non-labor time when projecting contract labor hours. Report all bidder work hours and those of any subcontractor performing this contract. All transportation hours must be reported for each carrier separately and must not be combined or included with hours for manufacturing, processing, or administration, or at any eligible TACPA site. Failure to list all the labor hours to be performed at the reportable sites will result in a denial of this preference request.

The bidder must explain, by activity, their firm's projected contract labor hours by completing and signing the *Bidder's Summary - TACPA* form (DGS/PD 526) (included with this solicitation).

If supplying goods, the bidder must also provide a completed and signed *Manufacturer's Summary - TACPA* form (DGS/PD 525) (included with this solicitation) that specifies the number of projected labor hours necessary to make the product(s).

Section II Workforce Preference

Eligibility to request a workforce preference is based on the bidder first claiming and receiving approval of the 5% TACPA worksite preference. The workforce preferences are only awarded if the bidder hires and employs the TACPA qualified individuals. Workforce preferences will not be approved for another firm's employees. By claiming a workforce preference percentage, the bidder must have its eligible employees perform the specified percentage of the total contract workforce labor hours. See Section I, "Total Projected Labor Hours," STD. 830. To claim the workforce preferences select or check the appropriate box for percent of requested bid preferences in Section II.

Section III Certification for Worksite and Workforce Preferences

Bidder must sign, under penalty of perjury, the certification contained in Section III to be eligible for any of the preferences requested pursuant to this form. The penalties associated with the TACPA statute are: GC §4535.1, A business that requests and is given the preference provided for in Section 4533, 4533.1, 4534, or 4534.1 by reason of having furnished a false certification, and which by reason of that certification has been awarded a contract to which it would not otherwise have been entitled, shall be subject to all of the following:

- (a) Pay to the State any difference between the contract amount and what the State's cost would have been if the contract had been properly awarded.
- (b) In addition to the amount specified in subdivision (a), be assessed a penalty in an amount of not more than 10 percent of the amount of the contract involved.
- (c) Be ineligible to directly or indirectly transact any business with the State for a period of not less than six months and not more than 36 months.

Prior to the imposition of any sanction under this chapter, the contractor or vendor shall be entitled to a public hearing and to five days notice of the time and place thereof. The notice shall state the reasons for the hearing.

If you receive an award based on these preferences you will be required to report monthly on your contract performance, labor hours, and TACPA compliance.

For questions concerning preferences and calculations, or if a bid solicitation does not include preference request forms, please call the awarding Department's contract administrator. Only another California certified small business can use TACPA preferences to displace a California certified small business bidder.

To identify TACPA distressed worksites contact the local city or county Planning/Economic Development offices of the proposed worksite, or go to <http://tacpa.dgs.ca.gov/>. Verify the Census Tract and Block numbers for TACPA sites by contacting the DGS, Procurement Division Dispute Resolution Unit at TACPA@dgs.ca.gov.

Appendix I. Proof of Certifications

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To verify most current certification status go to: <https://www.caleprocure.ca.gov>

Office of Small Business & DVBE Services

Certification ID: 2023419**Legal Business Name:**

RSCA Corporation

Doing Business As (DBA) Name 1:

Redwood Resources

Doing Business As (DBA) Name 2:

Redwood Solution of CA

Address:

6425 Green Valley Circle

Culver City

CA 90230

Email Address:srourk@redwoodresources.net**Business Web Page:**www.redwoodresources.net**Business Phone Number:**

310/356-7619

Business Fax Number:**Business Types:**

Service

Certification Type	Status	From	To
SB(Micro)	Approved	03/02/2024	28/02/2026
SB-PW	Approved	03/02/2024	28/02/2026

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at CaleProcure.CA.GOV

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

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To verify most current certification status go to: <https://www.caleprocure.ca.gov>

Office of Small Business & DVBE Services

Certification ID: 1594860**Legal Business Name:**

Glory to the Lord Investments, Inc.

Doing Business As (DBA) Name 1:

CFR & Associates

Doing Business As (DBA) Name 2:

CFR Supply Chain Management

Address:

1000 Town Center Dr Ste 300

California

Oxnard

CA 93036-1117

Email Address:craig@cfrandassociates.com**Business Web Page:**www.cfrandassociates.com**Business Phone Number:**

805/351-3724

Business Fax Number:**Business Types:**

Service

Certification Type	Status	From	To
DVBE	Approved	07/29/2022	01/31/2026
SB(Micro)	Approved	07/29/2022	01/31/2026

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605