



1133 - Lake Washington Blvd. North #F-401 Renton, WA 98056
Business: 617-842-5239

Attachment B

November 30, 2023

Bidder Name: Tracy Brown dba Equity Leadership Collaborative
Address of Bidder's: 1133 - Lake Washington Blvd North #F401
Bidder's Telephone Number: 617-842-5239
Bidder's Fax Number:
Bidder's Email Address: tracy@equityleadershipcollaborative.com
Name of Contract Person, if different from Bidder Name: N/A

Re: Response Submission for DSHS Competitive Solicitation #2334-836

Dear Sir or Madam:

1. Enclosed please find the Response of Tracy L. Brown dba Equity Leadership Collaborative with respect to the above Competitive Solicitation. This Response includes this Letter as well as Attachments C (Bidder Certifications), D (Bidder Response Form) and E (Contractor Inclusion Plan), as set forth in the Solicitation Document. In addition to these completed Attachments, the response includes the following additional materials (if any): _____
2. I am authorized to submit this Response on behalf of Tracy L. Brown dba Equity Leadership Collaborative to make representations on behalf of Tracy L. Brown dba Equity Leadership Collaborative and to commit Tracy L. Brown dba Equity Leadership Collaborative contractually.
3. I have read the Solicitation Document and Sample Contract. In submitting this Response, Bidder accepts all terms and conditions stated in the Solicitation Document, including those set forth in the following amendments which Tracy L. Brown dba Equity Leadership Collaborative has downloaded (please complete, indicating if no amendments were issued):

No Amendments were issued with respect to this RFQQ
4. Tracy L. Brown represents that it meets all minimum qualifications set forth in this DSHS Competitive Solicitation and is capable, willing and able to perform the services described in the DSHS Competitive Solicitation within the time frames set forth for performance.
5. By my signature below, I certify that all statements and information provided in Tracy L. Brown are true and complete.

Sincerely,
e/Tracy L. Brown/
(e-Signature)
Tracy L. Brown
Owner / Principal Consultant / Investigator



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Attachment C
Bidder Certifications and Assurances

Bidder must sign and include the full text of this Attachment C with the Response. Altering or conditioning your certification of this Attachment C may result in your bid being disqualified.

Under the penalties of perjury of the State of Washington, Bidder makes the following certifications and assurances as a required element of its Response to this Competitive Solicitation. Bidder affirms the truthfulness of these facts and acknowledges its current and continued compliance with these certifications and assurances as part of its Response and any resulting contract that may be awarded by DSHS.

1. Bidder declares that all answers and statements made in Bidder's Response are true and correct.
2. Bidder certifies that its Response is a firm offer for a period of 180 days following receipt by DSHS, and it may be accepted by DSHS without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 180-day period. In the case of a protest, the Bidder's Response will remain valid for 210 days or until the protest is resolved, whichever is later.
3. Bidder has not been assisted by any current or former DSHS employee whose duties relate (or did relate) to this Solicitation and who assisted in other than his or her official, public capacity. If there are any exceptions to these assurances or if Bidder has been assisted, Bidder will identify on a separate page attached to this document each individual by: (a) name, (b) current address and telephone number, (c) current or former position with DSHS, (d) dates of employment with DSHS, and (e) detailed description of the assistance provided by that individual.
4. Bidder certifies that Bidder is not currently bankrupt or a party to bankruptcy proceedings and has not made an assignment for benefit of creditors and authorizes DSHS to conduct a financial assessment of Bidder in DSHS' sole discretion.
5. Bidder acknowledges that DSHS will not reimburse Bidder for any costs incurred in the preparation of Bidder's Response. All Responses shall be the property of DSHS. Bidder claims no proprietary right to the ideas, writings, items or samples submitted as part of its Response.
6. Bidder acknowledges that any contract award will incorporate terms set forth in the Sample Contract(s), including its attachments and exhibits, as set forth as Attachment A to the Solicitation Document, or may, at DSHS' option be negotiated further. DSHS may elect to incorporate all or any part of Bidder's Response into the Contract.



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7. Bidder certifies that it has made no attempt, nor will make any attempt, to induce any other person or firm to submit, or not submit, a Response for the purpose of restricting competition and that the prices and/or cost data contained in Bidder's Response: (a) have been determined independently, without consultation, communication or agreement with others for the purpose of restricting competition or influencing bid selection, and (b) have not been and will not be knowingly disclosed by the Bidder, directly or indirectly, to any other Bidder or competitor before contract award, except to the extent that Bidder has joined with other individuals or organizations for the purpose of preparing and submitting a joint Response or unless otherwise required by law.
8. Bidder acknowledges that if it is awarded a contract containing Business Associate requirements under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), or any other Data Security requirements, that Bidder will incorporate the terms of such Business Associate or Data Security requirements into all related subcontracts.
9. Bidder acknowledges that if awarded a contract with DSHS, Bidder is required to comply with all applicable state and federal civil rights and other laws. Failure to comply may result in contract termination. Bidder agrees to submit additional information about its nondiscrimination policies, at any time, if requested by DSHS.
10. Bidder certifies that Bidder has not, within the three-year period immediately preceding the date of release of this competitive solicitation, been determined by a final and binding citation and notice of assessment issued by the Department of Labor and Industries or through a civil judgment to have willfully violated state minimum wage laws (RCW 49.38.082; Chapters 49.46 RCW, 49.48 RCW, or 49.52 RCW).
11. Bidder certifies that it has a current Business License and agrees that it will promptly secure and provide a copy of its Washington State Business License, unless Bidder is exempted from being required to have one, if Bidder is awarded a contract.
12. Bidder authorizes DSHS to conduct a background check of Bidder or Bidder's employees if DSHS considers such action necessary or advisable.
13. Bidder has not been convicted nor entered a plea of *nolo contendere* with respect to a criminal offense, nor has Bidder been debarred or otherwise restricted from participating in any public contracts.
14. Bidder certifies that Bidder has not willfully violated Washington state's wage payment laws within the last three years.



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15. Bidder certifies that Bidder is not presently an agency of the Russian government, an entity which is Russian-state owned to any extent, or an entity sanctioned by the United States government in response to Russia's invasion of Ukraine.

16. Bidder acknowledges its obligation to notify DSHS of any changes in the certifications and assurances above.

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

Bidder's Signature: s/Tracy L. Brown/
Title: Owner / Principal Consultant / Investigator
Organization Name: Equity Leadership Collaborative
Date: November 20, 2023
Place Signed (City, State: Renton, Washington 98056

Bidder Name: Tracy L. Brown dba Equity Leadership Collaborative

ATTACHMENT D: BIDDER RESPONSE FORM		
This form is broken into five sections: Section 1. Administrative Response; Section 2. EO 18-03 Response; Section 3. Washington Small Business; Section 4. Certified Washington Veteran-owned Business; Section 5. EO 18-03 Response; Section 6. Technical Response; and Section 7. Quotation/Cost Proposal. Bidders must respond to all questions in the order and in the expandable space provided. If a question requires Bidder to submit additional documents, please attach them to this document and label them clearly as part of your response to this Attachment D.		
1	BIDDER INFORMATION (ADMINISTRATIVE RESPONSE)	
Bidder’s response to the questions in this Section 1, combined with the information provided in Bidder’s Submittal Letter and Certifications and Assurances, comprise Bidder’s Administrative Response to this Solicitation. While the Administrative Response is not given a number score, information provided as part of Bidder’s Administrative Response may cause the Bid to be disqualified and may be considered in evaluating Bidder’s qualifications and experience.		
a	Please indicate whether you employ or contract with any current or former state employees. If the answer is yes, provide the following information with respect to each individual: 1. name of employee or contractor; 2. the individual’s employment history with the State of Washington; 3. a description of the Individual’s involvement with the response to this Solicitation; and 4. the Individual’s proposed role in providing the services under this any Contract that may be awarded.	NOT SCORED
ANSWER: No. I am a sole contractor with 30 years of experience in civil rights / equal opportunity and other investigations.		
b	Please list the names and contact information for three individuals you agree may serve as Bidder references and may freely provide information to DSHS regarding the reference’s experience and impressions of Bidder. In providing these names, Bidder represents that it shall hold both DSHS and the organizations and individuals providing a reference harmless from and against any and all liability for seeking and providing such reference.	NOT SCORED
ANSWER: Merry Kogut, Esquire, former Washington State Human Rights Commission (253-884-8484), Keith Armstrong, Esquire (253-221-0285), Allen Stowers (206) 902-6283		
c	Please indicate whether your Response contains any variations from the requirements of the Solicitation Document. If the answer is yes, list each variation with specificity and include the pertinent page numbers containing the variation.	NOT SCORED
ANSWER: No.		
d	Please indicate whether you are requesting that DSHS consider any exceptions and/or revisions to the sample contract language found in Attachment A. If so, state the page of Attachment A on which text you request to change is found, and state the specific changes you are requesting. DSHS shall be under no obligation to agree to any requested changes, and will not consider changes to contract language or negotiate any new language that are not identified in response to this question.	NOT SCORED
ANSWER: No exceptions		

Bidder Name: Tracy L. Brown dba Equity Leadership Collaborative

e	If Bidder considers any information that is submitted as part of its Response to be proprietary, please identify the numbered pages of Bidder's Response containing such information and place the word "Proprietary" in the lower right hand corner of each of these identified pages.	NOT SCORED
	ANSWER: No proprietary information	
f	Please indicate whether you have had a contract terminated for cause or default within the past five (5) years. If so, please provide the terminating party's name, address and telephone number and provide a summary describing the alleged deficiencies in Bidder's performance, whether and how these alleged deficiencies were remedied and any other information pertinent to Bidder's position on the matter. "Termination for Cause" refers to any notice to Bidder to stop performance due to Bidder's asserted nonperformance or poor performance and the issue was either (a) not litigated; (b) litigated with a resulting determination in favor of the other party; or (c) is the subject of pending litigation	NOT SCORED
	ANSWER: No contracts terminated ever for non nor poor performance	
g	Please identify any prior contracts Bidder has entered into with the State of Washington within the past ten (10) years and identify the dates and nature of the contract and primary agency contact for each.	NOT SCORED
	ANSWER: I have not had any contracts that entered with the State of Washington in the past ten years.	
h	Please indicate whether Bidder has been the subject of a lawsuit or administrative proceeding alleging a failure to comply with laws relating to the types of services Bidder proposes to provide pursuant to this Competitive Solicitation. If the answer is yes, please list the nature of the allegations, docket number, disposition and date (if applicable) and Bidder's explanation of how it has changed its practices or operations relative to any alleged deficiencies since that proceeding was filed.	NOT SCORED
	ANSWER: No lawsuits nor administrative proceedings for failure to comply with laws relating to the types of services bidder proposes to provide pursuant to this Competitive Solicitation	
i	Please describe your proposed plans for the use of Subcontractors in performing this contract, listing each Subcontractor, its proposed role and the estimated percentage of the Contract that will be performed by each Subcontractor. Please indicate whether each subcontractor self-identifies or is certified as a small business, a minority-owned business, a woman-owned business, a disadvantaged business enterprise, or a veteran-owned business. If the answer is yes, please identify the type of organization(s) and provide details of any certifications. Note that all Subcontractors must be approved by DSHS.	NOT SCORED
	ANSWER: Tracy Brown, minority-women small business owner, disadvantaged business that is not certified within the state of Washington at this time, but will be in the future.	
J	Please describe any programs, policies or activities of your organization that support human health and environmental sustainability in your business practices. If a program, policy or activity is specifically applicable to this Contract, please so indicate.	NOT SCORED
	ANSWER: I support the Social Determinates of Health as a practice to ensure all people have quality of life. Through my Diversity, Equity and Inclusion consulting, coaching and training services, I support this work.	

2	BIDDER EO 18-03 CERTIFICATION	MAXIMUM TOTAL POINTS
EO	<p>Are your employees required to sign, as a condition of employment, a mandatory individual arbitration clause and/or a class or collective action waiver?</p> <p>Please Note: Points for this question will be awarded to bidders who respond that they do not require these clauses and waivers. If you certify here that your employees are NOT required to sign these clauses and waivers as a condition of employment, and you are the successful bidder, a term will be added to your contract certifying this response and requiring notification to DSHS if you later require your employees to agree to these clauses or waivers during the term of the contract.</p>	25
	ANSWER: No employees on this contract. I am a sole contributor.	
3	BIDDER CERTIFICATION –WASHINGTON SMALL BUSINESS	MAXIMUM TOTAL POINTS
EO	<p>Are you a Washington Small Business as defined under RCW 39.26.010?</p> <p>According to Chapter 39.26.010 RCW, to qualify as a Washington Small Business, Bidder must meet three (3) requirements:</p> <ol style="list-style-type: none"> a. <i>Location.</i> Bidder’s principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm’s headquarters where business decisions are made and the location for the firm’s books and records as well as the firm’s senior management personnel. b. <i>Size.</i> Bidder must be owned and operated independently from all other businesses and have either: (a) fifty (50) or fewer employees; or (b) gross revenue of less than seven million dollars (\$7,000,000) annually as reported on Bidder’s federal income tax return or its return filed with the Washington State Department of Revenue over the previous three consecutive years. c. <i>WEBS Certification.</i> Bidder must have certified its Washington Small Business status in Washington’s Electronic Business Solution (WEBS). 	50
	ANSWER: Yes. I am under WEBS.	

4	BIDDER CERTIFICATION – CERTIFIED WASHINGTON VETERAN-OWNED BUSINESS	MAXIMUM TOTAL POINTS
EO	<p>Are you a Certified Washington Veteran-Owned Business as defined under RCW 43.60A.190?</p> <p>According to Chapter 43.60A.190 RCW, to qualify as a Certified Washington Veteran-Owned Business, Bidder must meet Four (4) requirements:</p> <ul style="list-style-type: none"> a. <i>51% Ownership. Bidder must be at least fifty-one percent (51%) owned and controlled by:</i> <ul style="list-style-type: none"> 1. <i>A veteran as defined as every person who at the time he or she seeks certification has received a discharge with an honorable characterization or received a discharge for medical reasons with an honorable record, where applicable, and who has served in at least one of the capacities listed in RCW 41.04.007;</i> 2. <i>A person who is in receipt of disability compensation or pension from the department of veteran’s affairs; or</i> 3. <i>An active or reserve member in any branch of the armed forces of the United States, including the national guard, coast guard, and armed forces reserves.</i> b. <i>Washington Incorporation/Location. Bidder must be either an entity that is incorporated in the state of Washington as a Washington domestic corporation or, if not incorporated, an entity whose principal place of business is located within the State of Washington.</i> c. <i>WEBS Certification. Bidder must have certified its Veteran-Owned business status in Washington’s Electronic Business Solution (WEBS).</i> d. <i>WDVA Certification. Bidder must have provided certification documentation to the Washington Department of Veterans’ Affairs (WDVA) and be certified by WDVA and listed as such on WDVA’s website (WDVA – Veteran-Owned Businesses).</i> 	50
	ANSWER: No.	0 points

Bidder Name: Tracy L. Brown dba Equity Leadership Collaborative

5	BIDDER QUALIFICATIONS AND EXPERIENCE (MANAGEMENT RESPONSE)	MAXIMUM TOTAL POINTS
	MANDATORY EXPERIENCE AND QUALIFICATIONS	Pass/Fail
A	Does each investigator who will be assigned to the contract possess a current Private Investigator License issued by the state of Washington, per RCW 18.165 and WAC 308.17?	Pass/Fail
	ANSWER: No. Will possess one in the future.	
B	Does each investigator who will be assigned to the contract generally understand the rights employees have under the Collective Bargaining Agreements:	Pass/Fail
	ANSWER: Yes	
C	Does each investigator who will be assigned to the contract fully understand the civil service rules that apply to all non-represented employees and employers under the jurisdiction of Chapter 41.06 RCW, except those positions or employees exempted under the provisions of Chapter 357-04 WAC Civil Service Rules:	Pass/Fail
	ANSWER: Yes	
D	Will each investigator who will be assigned to the contract agree to read and follow the HR directives:	Pass/Fail
	ANSWER: Yes	
E	Does each investigator who will be assigned to the contract understand how to engage in trauma informed interviewing techniques?	Pass/Fail
	ANSWER: Yes	
F	Does each investigator who will be assigned to the contract fully understand the state of Washington public records laws pursuant to RCW Chapter 42.56?	Pass/Fail
	ANSWER: Yes	
	DESIRED EXPERIENCE AND QUALIFICATIONS	Max - 1120
I	Please describe the experiences, skills and qualifications your organization possesses that are relevant to an evaluation of your ability to perform the Contract that is the subject of this Solicitation. Please ensure that your answer to this question includes all information that you wish DSHS to consider in determining whether you meet the minimum Bidder qualifications set forth in the Solicitation Document. Please include any relevant experience that distinguishes your organization or makes it uniquely qualified for the Contract.	200
	ANSWER: I am a former equal opportunity investigator who received training as an EEO Investigator through the Washington State Human Rights Commission (1990 - 1995) and the Massachusetts Commission Against Discrimination (2019). I have thirty years of experience conducting investigations in the following areas: Employment, Education, Housing, Transportation (Supplier Diversity), under RCW 49.60 and MGL 151b. I also managed Investigative Units and staff. I also served as Executive Director of the Fair Housing Center of Greater Boston. I was responsible for developing a Testing Unit	

Bidder Name: Tracy L. Brown dba Equity Leadership Collaborative

	and Mediation Unit. I developed: Investigative Plans, Investigative Reports, Held Pre-Finding Settlement Hearing, Conciliation Hearings and worked closely with former Kent Nakamura and Lori Halverson, former Assistant Attorney Generals within Washington State.	
J	Please provide the names of the key team members you will assign to this Contract, if you are the Successful Bidder, and provide their proposed roles and copies of resumes describing the relevant experience they possess. Bidder should note that if awarded a contract, it may not reassign its key personnel from the Project without prior approval of DSHS.	200
	ANSWER: Tracy L. Brown, Principal Investigator	200
K	Please describe your method for assuring that your services are provided in accordance with high quality standards and for immediately correcting any deficiencies? What data would you propose to report to DSHS which would permit verification of your quality assurance activity, findings and actions?	75
	ANSWER: I will ensure that I comply with all DSHS required submittals and will continue to ensure high quality standards in case processing, public disclosures, ethical conduct and continue to serve as an objective fact finding and to comply with the laws that govern this process.	
L	Please describe the measures you employ to assure that your services are provided in a timely, cost effective manner that is consistent with quality outcomes and fair employment practices.	75
	ANSWER: I have outstanding and effective case processing that is consistent with all applicable laws and fair employment practices for state and federal laws.	
M	Please provide one (1) recent sample report that was prepared and submitted for a personnel investigation (please redact the names of the individuals and employer). Sample will be evaluated on the bidders ability to effectively communicate with the customer using the following metrics: clarity in language, accessibility and readability.	300
	ANSWER: See Attachment # AA	
N	Training: For each investigator who would be assigned to the contract, if awarded, list any extensive trainings regarding employment law, labor law, and/or investigations the investigator has acquired to support the service.	30
	ANSWER: Washington State Human Rights Commission Investigations Training, Continuing Investigators and mediation training, and Massachusetts Investigator's Training Certificate - 2019 (refresher)	
O	Education. For each investigator who would be assigned to the contract, if awarded, list any education regarding employment law, labor law, and/or investigations the investigator has acquired to support the service.	30
	ANSWER: Tracy Brown -- WA State and MA State Investigations Certification Training and Employment and Labor Law Training	
p	Certifications. For each investigator who would be assigned to the contract, if awarded, list all relevant certifications pertaining to personnel investigations and the date of such certifications.	30
	ANSWER: Washington State Human Rights Certification, PHR Certifications and MCAD Investigator Certifications	

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Q	<p>Indicate the number of investigations the private investigator(s) ran within the scope of this contract within a 2-year timeframe. Indicate which investigation and number of projects ran by the investigator(s).</p> <ul style="list-style-type: none"> • Discrimination (race, gender, national origin, religion, veteran status, disability, and age); • Sexual harassment or hostile work environment; • Employee misconduct; • Employee performance issues; • Just cause (i.e., grievance process pursuant to a collective bargaining agreement); and • Retaliation 	50
	ANSWER: I conducted my last investigation in 2019. At that time, I had conducted and/or reviewed for approval by other investigations for the Commonwealth of MA, 30 investigations.	
R	<p>Indicate the number of investigations done for each individual working on this contract for the following:</p> <ul style="list-style-type: none"> • Public Sector Investigations • Private Sector Investigations • Investigations involving Represented employees • Investigations for the State of Washington 	100
	ANSWER: Public Sector Investigations (25 in 2018-2019) and in 2009 - 2011 (50) -- Fair Housing Center and 1989 - 1995 - 200 employment, housing and education investigations; and countless of mediations.	
S	Please address how staff turnover or significant leave of absences of investigator's assigned to this contract will be handled.	30
	ANSWER: Timely and ahead of time dates and times for prior approvals will be given to address two week vacations.	

6	BIDDER'S SOLUTION AND PROPOSED APPROACH TO A PERSONNEL INVESTIGATOR SCENARIO:	MAXIMUM TOTAL POINTS
		210 TOTAL
A	Work Plan. Please describe the standard Investigator work plan upon receipt of an investigation assignment.	125
	ANSWER: Investigative Plan: Name of all parties, jurisdiction (dates), laws identified, potential violations, stated allegations, complainant's position, names of potential witnesses.	
	Time matrix. Indicate the general time frame for completion of investigations.	50

Bidder Name: Tracy L. Brown dba Equity Leadership Collaborative

	ANSWER: 90 -120 days, depending up workload and complexity of case	
	Please describe the method of transmitting investigation attachments, exhibits, interview transcripts.	25
	ANSWER: Secure on-line transmittals through a secure transmittal portal.	
	Please provide information regarding when any investigator who would work on this contract has been called upon to testify as a result of an investigation they completed. Please include: <ul style="list-style-type: none"> • Number of times called to testify • Venue for testimony, i.e. grievance, Federal Court, State Court, etc. • The outcome of the litigation and the investigation’s role in the outcome, i.e. did the investigation support the litigation outcome and how so. 	10
	ANSWER: None -- Cases were resolved through mediation and / or attorney’s	
	Please describe your (or your assigned investigator’s) approach to conducting trauma informed interviews.	
	ANSWER: Methodology: 1) Be prepared for interview, do not wing it; 2) look for trauma signs, 3) create a safe environment and make sure they understanding the process- transparency, 7), 4) listen...listen...listen...5) no blaming, 6) gauge understanding, 7) watch for body language, 8) location is important, 9) know when to give space, 10) silence is ok, 11) apologies are ok, 12) do not interrupt, interrogate nor force them to put pieces together, and 3) be aware of bias, stereotypes, social myths, etc.	

7	BIDDER’S PROPOSED PRICING (QUOTATION OR COST RESPONSE)	MAXIMUM TOTAL POINTS: 70 TOTAL
A	Please provide the hourly rate Bidder will charge for personnel investigator services.	70
	ANSWER - BIDDERS HOURLY RATE: \$150 per hour (Minimum), Copies (.25 per page), Flash Drive (\$3.00 per drive)	
B	Please fully describe any assumptions Bidder has made that affect its proposed total charges, if those assumptions are not explicitly addressed in Attachment A, Sample Contract.	NOT SCORED
	ANSWER: Travel and per diem costs will affect total charges.	

Competitive Solicitation RFQQ #2334-836
Bidder Name: Tracy L. Brown dba Equity Leadership Collaborative

Attachment D, Bidder Response Form

**Attachment E
Contractor Inclusion Plan**

Instructions

DSHS requires that bidder submit this inclusion plan template as part of their proposal. Once submitted, the Inclusion Plan template becomes part of the contract if awarded to the bidder. The Bidder shall also include an anticipated list of small and diverse subcontractors or vendors who may provide services on the project. Responses should reflect the Bidder's sincere efforts to include diverse small businesses. Businesses listed in the plan must be certified by OMWBE or DVA, or registered in WEBS as a small business. If a company is not certified or registered but may be eligible for certification, the Bidder should encourage the company to become certified.

Inclusion goals are aspirational. No preference is given for inclusion plans or goals in the evaluation of bids. While no minimum level of OMWBE certified, Veteran Owned, or Washington Small Business participation will be required as a condition for receiving an award, the plan must include the actions the contractor will take to increase subcontracting opportunities for those business types.

DIVERSE BUSINESS INCLUSION PLAN

1. Do you anticipate using, or is your firm, a Washington State Certified Minority Business?

YES NO

2. Do you anticipate using, or is your firm, a Washington State Certified Women's Business?

YES NO

3. Do you anticipate using, or is your firm, a Washington State Certified Veteran Business?

YES NO

4. Do you anticipate using, or is your firm, a Washington State Small Business?

YES NO

5. If you answered No to all the questions above, please explain:

I am a one-year new business. I am planning on registering as a Minority and Women-Owned Business in the future.

6. A description of your firm's planned efforts at outreach to the small and diverse business community:

7. A list of projects (5 max.) with diverse business participation in the last five (5) years:

Subcontractor	Project	Year	Percentage
N/A			

8. A description of how firm considers small business in the development of bid packages

9. Describe the actions you will take to increase subcontracting opportunities for those business types.

Once I begin obtaining more contracts or an increase in workload, I will conduct outreach to diverse communities to identify a diverse range of contractors.

10. How big is the Diverse Inclusion team in your organization?

10.1 1 person

10.2 Less than 5 person

10.3 More than 5 person

If you answered Yes to any of questions one through four, please complete questions eleven through thirteen.

11. Please list the approximate percentage of work to be accomplished by each group in this contract:

11.1 Minority 100%

11.2 Women 100%

11.3 Veteran 0%

11.4 Small Business 100%

12. Please identify the person in your organization to manage/ lead your Diverse Inclusion Plan responsibility.

12.1 Name: Tracy L. Brown

12.2 Phone: 617-842-5239

12.3 E-Mail: tracy@equityleadershipcollaborative.com

13. Please identify the list of potential diverse subcontractors

13.1 Renee Martinez

13.2 Patty Kunitsugu

13.3 -----

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

Bidder's Signature: _____

Title: Owner / Principal Consultant / Investigator

Organization Name: Equity Leadership Collaborative

Date: November 20, 2023

Place Signed (City, State) Renton, Washington 989056