



THIS CONTRACT is hereby made, entered into, and effective as of June 15, 2023, by and between GUILFORD COUNTY, a body politic and corporate of the State of North Carolina, hereinafter referred to as the "COUNTY," and Innolect Inc. , hereinafter referred to as the "CONTRACTOR," and also collectively referred to as the "Parties."

W I T N E S S E T H:

WHEREAS, for the purpose and subject to the terms and conditions hereinafter set forth, the COUNTY hereby contracts for the items, goods, service or services of the CONTRACTOR and the CONTRACTOR agrees to provide the items, goods, service or services to the COUNTY in accordance with the terms of this Agreement.

WHEREAS, the COUNTY is in need of Diversity, Equity & Inclusion Training, and

WHEREAS, the CONTRACTOR has submitted a proposal to provide such goods and/or services.

NOW, THEREFORE, in consideration of promises mutually exchanged the Parties agree as follows:

1. GOODS AND/OR SERVICES. CONTRACTOR will provide the goods and/or services as set forth in the Specifications (Attachment A) and Proposal (Attachment B), attached hereto and incorporated herein by reference. All items and/or services shall be provided in a competent, workmanlike and professional manner acceptable to the COUNTY. Should there be any discrepancy between the CONTRACTOR'S Proposal (Attachment B) and the Specifications (Attachment A) and/or the Contract, the Contract and/or the Specifications (Attachment A) shall prevail and control.

2. PAYMENT AND PRICING. As full compensation for the CONTRACTOR'S delivery of the goods and/or services, the COUNTY agrees to pay the amounts for the goods and/or services as set out herein and in Attachment B, which is attached hereto and incorporated herein by reference. Payment will be made by the COUNTY to CONTRACTOR within thirty (30) days of receipt of a correct invoice and proper documentation that the goods and/or services have been delivered or provided in accordance with this Contract.

3. MAXIMUM EXPOSURE CONTRACT. The maximum financial exposure to the COUNTY under this Contract will not exceed \$228,659.00. Payment will be made only from budgeted funds in accordance with N.C.G.S. Chapter 159.

4. APPROPRIATION. This Contract is subject to annual appropriation of funds by the GUILFORD COUNTY Board of Commissioners or other funding source, pursuant to N.C.G.S. Chapter §153A-13.

5. TERM. Unless terminated as provided herein, this Contract shall be in effect for two (2) years, beginning June 15, 2023, and ending June 14, 2025, with the option to extend for one (1), one (1) year renewal at the same pricing and terms and conditions upon mutual written agreement of both Parties.

6. AMENDMENTS. The terms of this Agreement may only be modified or revised with a written Contract executed by both Parties.

7. TERMINATION.

TERMINATION WITHOUT CAUSE.

COUNTY may terminate this Contract without cause or penalty upon serving a Thirty (30) day written notice to the CONTRACTOR. Subject to this Contract's provisions regarding breach, all construction and repair work provided and accepted as of the date of termination will be paid; similarly, amounts paid in advance, if any, for which work has not been provided and accepted by COUNTY will be promptly refunded to COUNTY by CONTRACTOR within thirty (30) days of date of termination of this Contract.

TERMINATION FOR CAUSE.

If, through any cause, the CONTRACTOR shall fail to fulfill its obligations under this contract in a timely and proper manner, the COUNTY shall have the right to terminate this Contract by giving written notice to the CONTRACTOR and specifying the effective date thereof. In that event, all finished or unfinished deliverable items prepared by the CONTRACTOR under this contract shall, at the option of the COUNTY, become its property and the CONTRACTOR shall be entitled to receive just and equitable compensation for any satisfactory work completed on such materials, minus any payment or compensation previously made. Notwithstanding the foregoing provision, the CONTRACTOR shall not be relieved of liability to the COUNTY for damages sustained by the COUNTY by virtue of the CONTRACTOR'S breach of this Agreement, and the COUNTY may withhold any payment due the CONTRACTOR for the purpose of setoff until such time as the exact amount of damages due the COUNTY from such breach can be determined. In case of default by the CONTRACTOR, without limiting any other remedies for breach available to it, the COUNTY may procure the contract's services from other sources and hold the CONTRACTOR responsible for any excess cost occasioned thereby. The filing of a petition for bankruptcy by the CONTRACTOR shall be an act of default under this Contract.

8. BREACH. If, through any cause, CONTRACTOR or COUNTY ("the breaching party") shall fail to fulfill its obligations under this Contract in a timely and/or proper manner ("breach"), either in whole or in part, and such breach has continued for a period of more than ten (10) days after the other party ("the non-breaching party") has notified the breaching party of such breach, in addition to the right to terminate the Contract upon notice to the breaching party, the non-breaching party shall have all legal, equitable, and administrative rights available under applicable law. Without limiting other remedies, where COUNTY is the non-breaching party COUNTY may: Withhold any payment due CONTRACTOR for the purpose of setoff until such time as the exact amount of damages due COUNTY from such breach can be reasonably determined (at which time that amount shall be deducted from any payment(s) otherwise due to CONTRACTOR) and/or procure the contracted for services or goods from other sources and hold CONTRACTOR responsible for any excess cost occasioned thereby. The filing of a petition for bankruptcy by CONTRACTOR shall constitute an act of breach under this Contract.

9. EQUAL EMPLOYMENT OPPORTUNITIES - AFFIRMATIVE ACTION. GUILFORD COUNTY and the awarded Vendor shall comply with Equal Employment Opportunities (EEO) requirements, and to take affirmative action to ensure that all individuals have an equal opportunity for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status under the Guilford County EEO Plan, as amended, implemented pursuant to 41 CFR Part 60-2.10(a)(3), 41 CFR §60-741.44(a) and 41 CFR §60-300.44(a), and in accordance with the following laws, as amended: Title VII and Title IX of the Civil Rights Act of 1964; The Equal Pay Act of 1963; Executive Order 11246; the Age Discrimination in Employment Act of 1967; the Rehabilitation Act of 1973, as amended (Section 503); the Americans with Disabilities Act of 1990; the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA); the Civil Rights Restoration Act of 1988; NC General Statutes Chapters 116 and 126 and Title II of the Genetic Information Nondiscrimination Act of 2008, the North Carolina Equal Employment Opportunity Policy effective June 1, 2015, along with all other applicable federal and state laws governing equal employment opportunities.

10. FEDERAL FUNDING – UNIFORM GUIDANCE. The Parties agree that when utilizing federal funding in the performance of this Agreement, the Parties shall comply with all applicable provisions of 2 C.F.R. §200.326 and 2 C.F.R. Part 200, Appendix II, (Uniform Guidance), including, but not limited to: The Equal Employment Opportunity Clause (41 C.F.R. Part 60); Davis-Bacon Act (40 U.S.C. 3141-3148); Copeland “Anti-Kickback” Act (40 U.S.C. §3145, as supplemented by Department of Labor (DOL) regulations, 29 C.F.R. Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”); Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708, as supplemented by DOL regulations at 29 C.F.R., Part 5. See 2 C.F.R. Part 200, Appendix II(E); Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act, as amended (33 U.S.C. 1251-1387); Debarment and Suspension (Executive Orders 12549(1986) and 12689(1989) at 2 C.F.R. Part 180 and the DHS’ regulations at 2 C.F.R. Part 3000 (Nonprocurement Debarment and Suspension); Byrd Anti-Lobbying Amendment (31 U.S.C. 1352); Procurement of Recovered Materials (2 C.F.R. Part 200, Appendix II(J) and §200.322); Rights To Inventions by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements (37 C.F.R. Part 401); Record Retention Requirements (2 C.F.R. §200-324); and subsequent amendments, which are incorporated herein by reference.

11. NOTICES. All notices pursuant to this Agreement shall be in writing and delivered personally or mailed by certified mail, registered mail, postage prepaid, with return receipt requested, at the addresses appearing below, but each Party may change such address by written notice in accordance with this paragraph. Notices delivered personally will be deemed communicated as of actual receipt. Mailed notices will be deemed communicated as of three (3) days after mailing.

Michael Halford, Guilford County Manager
GUILFORD COUNTY
P.O. Box 3427 (zip code 27402)
301 West Market Street
Greensboro, NC 27401

Innolect Inc.
Mailing Address: 2764 Pleasant Road #11503
City,State,Zip: Fort Mill, SC 29708

12. INDEPENDENT CONTRACTOR/INDEMNIFICATION CONTRACTOR shall operate as an independent contractor for all purposes. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee between the COUNTY and either the CONTRACTOR or any employee or agent of CONTRACTOR. CONTRACTOR is an independent contractor and not an employee, agent, joint venture or partner of the COUNTY. The Parties agree to each be solely responsible for their own acts or omissions in the performance of each of their individual duties hereunder, and shall be financially and legally responsible for all liabilities, costs, damages, expenses and attorney fees resulting from, or attributable to any and all of their individual acts or omissions to the extent allowable by law.

13. ASSUMPTION. If CONTRACTOR should undergo merger, acquisition, bankruptcy or any change in their ownership or their name for any reason, CONTRACTOR must immediately notify GUILFORD COUNTY in writing of these changes and provide the COUNTY with legal documentation supporting these changes, such as an Assumption Agreement, Bill of Sale, Articles of Incorporation, Articles of Amendment, sales contract, merger documents, etc. Further, CONTRACTOR will submit the name and address of the assuming CONTRACTOR’S registered agent for service of process and/or all notices required under this Contract.

14. SEVERABILITY. If any provision of this Contract is held unenforceable, then such provision will be modified to reflect the Parties' intention. All remaining provisions of this Contract shall remain in full force and effect.

15. FORCE MAJEURE. Neither Party shall be liable to the other Party for any failure or delay caused by events beyond such Party's control and not due to its own negligence, provided that such Party uses commercially reasonable efforts to resume performance as soon as reasonably practicable. The non-performing Party shall notify the other Party of the force majeure event within twenty-four (24) hours of the onset thereof. In the event that a force majeure event precludes CONTRACTOR from performing services and/or providing goods for a period of ten (10) consecutive business days, the COUNTY shall have the right to: (a) procure replacement goods and/or services from an alternative source and/or (b) terminate the Contract or portion(s) of Contract upon written notice to CONTRACTOR.

16. HEADINGS/TITLES/WORDING. Inclusion of titles of paragraphs or section headings, capitalization of certain words or phrases and/or bold face typestyle of certain words or phrases in this Contract are for convenience purposes only and shall not be used to interpret or construe the provisions of this Agreement. The terms "Contract" and "Agreement" have the same meaning and may be used interchangeably throughout this document. The terms "Attachment" and "Exhibit" have the same meaning and may be used interchangeably throughout this document.

17. GUILFORD COUNTY LIABILITY INSURANCE REQUIREMENTS.

WORKERS COMPENSATION: CONTRACTOR agrees to maintain coverage to apply for all employees for statutory limits in compliance with the applicable state and federal laws. The policy must include employer's liability with limits of at least \$1,000,000.00 for each accident, \$1,000,000.00 for each employee, with at least a \$1,000,000.00 aggregate policy limit.

COMMERCIAL PROFESSIONAL LIABILITY: CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per occurrence, per location, single limit for bodily injury liability and property damage liability, with at least a \$2,000,000.00 aggregate limit, per location. This shall include premises and/or operations, independent contractors, products and/or completed operations, broad form property damage and explosion, collapse and underground damage coverage, and a contractual liability endorsement.

BUSINESS AUTO LIABILITY: CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per accident combined single limit for bodily injury liability and property damage. This should include owned vehicles, plus hired and non-owned vehicles.

COMMERCIAL GENERAL LIABILITY: CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per occurrence, per location, single limit for bodily injury liability and property damage liability, with a \$2,000,000.00 aggregate limit, per location. This shall include premises and/or operations, independent contractors, products and/or completed operations, broad form property damage and explosion, collapse and underground damage coverage, and a contractual liability endorsement.

UNDERWRITING, ADDITIONAL INSURED, AND CANCELLATION NOTICE REQUIREMENTS: All insurance shall be written by companies with an AM Best rating "A" or higher. GUILFORD COUNTY shall be named as an additional insured on CONTRACTOR insurance policies, which shall be primary and not contributory to any other insurance that may be available to the COUNTY. Such certificates shall require that the policies shall not be canceled or reduced in coverage until thirty (30) days written notice of such cancellation or reduction has been received by CONTRACTOR and GUILFORD COUNTY.

MAINTENANCE OF INSURANCE COVERAGE AND RENEWAL DOCUMENTATION: CONTRACTOR original insurance policies or certified copies of policies may be required by COUNTY at any time. Current, valid insurance policies meeting the requirements stated herein shall be maintained for the duration of the Agreement. Renewed policies shall be sent to the COUNTY at the above address thirty (30) days prior to any expiration date.

Upon the COUNTY'S offer of award of this Agreement, CONTRACTOR will provide Certificates of Insurance for meeting the required insurance provisions. The Certificate of Liability shall state, "Guilford County is added as an additional insured as evidenced by the endorsement attached to this Certificate." CONTRACTOR will provide copies of insurance certificate(s) Guilford County Purchasing with their award package.

All insurance documents required under this Contract shall be forwarded to:

GUILFORD COUNTY

Attention: Risk Management

301 West Market Street

Greensboro, NC 27401

Reference: GUILFORD COUNTY CONTRACT NO. **90005140**

With CONTRACTOR'S NAME: Innolect Inc.

In the event CONTRACTOR fails to maintain and keep in force for the duration of this Contract the insurance required herein, the COUNTY may cancel and terminate this Contract without notice.

18. ENTIRE AGREEMENT. This Contract, including the Exhibits and/or Attachments, if any, sets forth the entire Agreement between the Parties. All prior conversations or writings between the Parties hereto or their representatives are merged within and extinguished. This Contract shall not be modified except by a writing subscribed to by all the Parties.

19. JURISDICTION. The Parties agree that this Contract is subject to the jurisdiction and laws of the State of North Carolina. The CONTRACTOR will comply with bid restrictions, if any, and applicable laws, including N.C.G.S. §143-129(j) regarding E-Verify. Any controversies arising out of this Contract shall be governed by and construed in accordance with the laws of the State of North Carolina. An Affidavit Regarding E-Verify is attached hereto and incorporated herein by reference as Attachment B.

(The remainder of this page is intentionally left blank.
This Contract continues with signatures on the following page.)

WITNESS the following signatures and seals all pursuant to authority duly granted, effective as of the day and year first above written.

GUILFORD COUNTY

ATTEST:

Michael Halford	Date
Guilford County Manager	

Robin B. Keller
Date

Guilford County Clerk to Board

Innolect Inc.

ATTEST:

Date

Title: _____

Print Name: _____

Date

Witness

Print Name: _____

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

Donald Warn _____ Date _____
Guilford County Chief Financial Officer

Guilford County Assistant County Manager



Request for Proposals

For

Diversity, Equity and Inclusion Initiatives

Bid Number: 20125

(REBID #1)

Commodity Code(s):

91806-07, 91820-21, 91825-27, 91832

Guilford County Purchasing Department
BB&T Building, Suite 304
201 West Market Street
Greensboro, NC 27401

PROPOSAL SCHEDULE

(Note: The dates below are subject to change)

Request for Proposal
for

Diversity, Equity and Inclusion Initiatives

Bid Number 20125
(REBID #1)

Advertisement Date	February 14, 2023
Non-Mandatory Pre-Proposal ZoomGov Meeting	February 21, 2023 at 1:00 P.M., Eastern Time
Last Day for Questions	February 28, 2023 at 2:00 P.M., Eastern Time
Proposal Due Date	March 10, 2023 at 2:00 P.M., Eastern Time

I. Introduction

Guilford County Purchasing Department is soliciting proposals from qualified firms to initiate the County's Diversity, Equity and Inclusion (DEI) initiatives and develop a comprehensive, and meaningful strategy for Guilford County. The County seeks a consultant with extensive experience in working with local governments to support the community, the Board of Commissioners and staff across all County Departments to intentionally create inclusive and equitable County governmental operations and services.

Measurable and comprehensive DEI goals are necessary as the County work (1) to adapt and improve their internal culture and operations, external programs and service delivery, and engagement with the County's diverse community, and (2) to build the capacity of County staff to use an equity lens as the County continue to create a culture of inclusion and equity. The County invites all interested and qualified firms who meet the requirements below to submit a response to this RFP.

II. General Information

A non-mandatory Pre-Proposal ZoomGov Meeting will be held on February 21, 2023 at 1:00 P.M., as instructed below. *You may join the ZoomGov Meeting from your computer, tablet or smartphone*

For best results, use Chrome as your web Brower:

Please join my meeting from your computer, tablet or smartphone

<https://www.zoomgov.com/j/1602473289?pwd=R1FyOG42ZjFrUmdIaDNkcDhwRm1JQT09>

Meeting ID: 160 247 3289

Passcode: 182868

One tap mobile

+16692545252,,1602473289# US (San Jose)

+16469641167,,1602473289# US (US Spanish Line)

Dial by your location

+1 669 254 5252 US (San Jose)

+1 646 964 1167 US (US Spanish Line)

+1 646 828 7666 US (New York)

+1 415 449 4000 US (US Spanish Line)

+1 551 285 1373 US

+1 669 216 1590 US (San Jose)

833 568 8864 US Toll-free

833 435 1820 US Toll-free

Meeting ID: 160 247 3289

Find your local number: <https://www.zoomgov.com/u/adbPjNBcsK>

Join by SIP

1602473289@sip.zoomgov.com

Join by H.323

161.199.138.10 (US West)

161.199.136.10 (US East)

Meeting ID: 160 247 3289

Passcode: 182868

Terms of Contract

The selected Provider will enter into a contract with the County as outlined in this RFP. The initial contract will be for two (2) years with the option to renew for one (1) additional year for a total contract period of up to three (3) years.

A. Causes for Cancellation and/or Termination

1. That the contract was secured by a fraudulent act, statement or material fact or that a fact concerning the firm was not disclosed at the time of contract award, if known and would have caused the refusal to enter into a contract by the County.
2. The Provider has not complied with all the provisions and requirements set forth in the Request for Proposal or the contract with the County. If non-compliance occurs, contract may be revoked and will not be reinstated during the current contract cycle.
3. The Provider has violated any of the regulations established by the Federal and State laws.
4. Either party may terminate the agreement for any reason without penalty upon thirty (30) days written notice to the other party.

B. No bid deposit or performance bonds are required

III. Bid Requirements for Electronic Events

1. All Respondents, who plan to submit a proposal must register in the Guilford County's Vendor Self Service (VSS) System. Instructions to register as a Vendor, update registration and submit bids are available at: <https://www.guilfordcountync.gov/our-county/purchasing/vendor-self-service-vss-program>
2. Electronic responses should be made through Guilford County's Vendor Self Service automated bidding system at: <https://guilfordcountync.munisselfservice.com>. Click on Vendor Self Service and use the arrow button in the top righthand corner to Login and submit your bid response. Click on the Bid Number to open it, then Click on Create Bid and follow the instructions for each tab. All responses must be submitted electronically by the event date and close time. There will be **NO EXCEPTIONS**. The system cannot accept late submittals.
3. All questions pertaining to this RFP must emailed to the Guilford County Purchasing Department at DG_Purchasing@guilfordcountync.gov in accordance with this event schedule. The bid number and title of the project must be referenced in the email. Each question asked will be answered for all Respondents to view by way of an Addendum and posted in the automated bidding system. No question will be considered after the Q&A close date and time. **NO EXCEPTIONS**. Please note it is the Respondent's responsibility to review all questions, answers and attachments prior to submitting their response.
4. Respondents are strongly encouraged to submit their proposal with all required documentation at least twenty-four (24) hours in advance. The County will not be responsible for any technical difficulties that may occur and result in the inability to submit.
5. Respondents are responsible for checking the event for any addendums prior to completion and submission of their response. Addendum acknowledgement and requirements, if any, must be included in each submittal.
6. To complete the items portion of a submittal in Vendor Self Service, open the items tab to enter pricing for each line. Use the provided line description, unit of measure and quantity to complete the entries for each line. Upload all additional documentation required in the RFP document as an attachment(s) to your response.
7. To complete an electronic submittal, be **sure to click the "Submit Bid" button**. Your response will not be part of the submitted responses until submitted via the "Submit Bid" button.

8. To receive future notification, you must be registered as a Vendor in the Guilford County's Vendor Self Service System under Commodity Code 91806-07, 91820-21, 91825-27 and 91832. Please note, Vendors registered under the selected commodity code prior to the opening of this event will receive electronic notification(s) of the activity regarding changes made to the event; however, it is your responsibility to view the event for changes and updates.

IV. Minority and Women Business Enterprise (MWBE) Requirements

One primary responsibility of the County is the proper use of public revenue to purchase the various items, services, construction and repairs needed to operate. All expenditures of County funds must be in accordance with the North Carolina laws. The responsibilities of auditing and compliance with this law is that of the awarding authority, which in this case is the County.

On March 5, 1990, the County established its verifiable minority participation goal of ten (10) percent. In February 2017, Guilford County Board of Commissioners established a standing aspirational MWBE participation goal of fifteen percent (15) percent, as recorded in the approved meeting minutes. The aspirational MWBE goal for this project is fifteen percent (15%). Guilford County encourages each contractor to meet or exceed the aspirational goals in recruiting MWBE providers. Respondents must make good faith efforts to contact minority businesses to allow each an equal opportunity to quote on the particular work involved. Any proposal that does not include MWBE information and documentation may be considered non-responsive.

A minority business is defined as ownership of 51% or more by a minority. Minorities are officially defined as:

- (a) Black, that is, a person having origins in any of the black racial groups in Africa;
- (b) Hispanic, that is, a person of Spanish or Portuguese culture with origins in Mexico, in South or Central America, or the Caribbean Islands, regardless of race;
- (c) Asian American, that is, a person with origins in any of the original peoples of the Far East, Southeast Asia and Asia, the Indian subcontinent, or the Pacific Islands;
- (d) American Indian, that is, a person having origins in any of the original Indian peoples of North America; or
- (e) Female.

V. Evaluation and Selection Process

An Evaluation Committee will have responsibility for reviewing and evaluating all proposals and required documents submitted in response to this RFP. All proposals properly submitted and received will be evaluated against the award criteria outlined in this RFP. The absence of required information may result in exclusion of the proposal from further analysis or evaluation.

The County reserves the right to reject all proposals or waive technicalities in order to award a contract, which may be determined to be in the best interest of the County. The County also reserves the right to make the award in whole or part. The County reserves the right to include outside consultants to assist in the evaluation process.

VII. Award Criteria

It is the intent of Guilford County to make an award to a single or multiple Providers deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in this RFP. Price shall be considered but shall not be the sole determining factor. Once the proposals are ranked and the most qualified Provider(s) are determined, the County may conduct further negotiations, and/or request presentations from Provider(s) to further assist in the clarification of information and selection process. ***An award of a bid is not an acceptance of contract terms provided by Vendor unless expressly accepted by County.***

The Evaluation Committee will be guided by the following point system, which has 100 points as the maximum total:

Category	Points
Experience/Qualifications/References	0 to 30
Technical/Work Requirements	0 to 30
Cost Proposal/Pricing	0 to 20
Staffing Requirements	0 to 10
MWBE Requirements	0 to 10
Financial Stability	Pass/Fail
Possible Total	100

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PROJECT TITLE: Diversity, Equity and Inclusion Incentives

SCOPE OF WORK

This Bid and Scope of Work cover the requirements for services to be performed and will become an integral part of the contract between Guilford County and the Provider. The Provider must comply with the Scope of Work as outlined. All services shall be provided in a competent, workmanlike and professional manner acceptable to the County.

1.0 Purpose:

The purpose and intent of the Request for Proposal (RFP) is to solicit proposals from qualified firms to initiate the County's Diversity, Equity and Inclusion (DEI) initiatives and develop a comprehensive, and meaningful strategy for Guilford County. The County seeks a consultant with extensive experience in working with local governments to support the community, the Board of Commissioners and staff across all County Departments to intentionally create inclusive and equitable County governmental operations and services.

Measurable and comprehensive DEI goals are necessary as the County work (1) to adapt and improve their internal culture and operations, external programs and service delivery, and engagement with the County's diverse community, and (2) to build the capacity of County staff to use an equity lens as the County continue to create a culture of inclusion and equity. The County invites all interested and qualified firms who meet the requirements below to submit a response to this RFP.

2.0 Background:

One of the Guilford County Commissioner's core values is Equity and Inclusion. We celebrate diversity and support equitable service delivery and stakeholder inclusion. Guilford County desires to move forward with the purpose of creating, implementing and maintaining a more equitable and inclusive community. This includes immediate actions and long-term systemic change to actualize diversity, equity and inclusion within the County government and community.

With respect to government, the goal is to increase the diversity of its workforce and boards and commissions to deliver services in an equitable, caring, fair and inclusive manner. This means building support for DEI by working closely with people in all county departments, so these goals are integrated into county decision making, policies, practices, procedures and services. We seek to increase County staff's cultural responsiveness through training and discussions to build excellence in communication and customer service for everyone in Guilford County, regardless of race, ethnicity, gender, sexual orientation, age, socioeconomic status, disability, other protected and important classes of people.

With respect to the community, the goal is to institutionalize equity and social justice, reinforce inclusion, affirm diverse identities and experiences, support victims of hate and bias, foster respect among all of us and celebrate differences as this is essential to a shared goal of being a welcoming community where everyone can thrive for all. Disability is aspect of human diversity; because of the high incidence of disability within our community, the perspectives and voices of people with disabilities should be valued within all spaces. As we continue to strive towards social justice, disability demands to be included in our DE&I conversations. To build a more equitable community for all, especially vulnerable people (whether children, older people, those with disabilities, LGBTQ+ residents, and those with lower resources) and Black, indigenous people, and people of color (BIPOC), much work is needed across many areas. This work includes diversifying the County's workforce and its suppliers, more meaningful engagement by those whose input has been at the margins as well as better access by people who speak a language other than English or have disabilities. This means the County will have to identify barriers, dismantle them and create plans and policies and a culture that fosters equity and inclusion. The County must be intentional in its diversity, equity and inclusion actions, ensuring they are data driven, performance towards goals is measured and the work is sustainable.

Advancing equity and creating more inclusion will only be successful if the County partners with residents and community organizations to work together and build understanding relative to the issues, determine the strategies, and act to make lasting change.

3.0 **General Conditions:**

3.1 **Provider Shall:**

- Collect and analyze data to identify the overall needs of the community and county government around DEI, including such areas as allocation of resources; baseline conditions in the County, areas for improvement, and developing a program to measure and assess progress on an ongoing basis.
- Conduct an analysis and develop a baseline report of current organizational practices, services, systems, policies, programs, processes, protocols, initiatives, organization structure, staffing and awareness throughout all county departments.
- Identify and make recommendations to address the concerns and interests of BIPOC County employees and residents, and additional equity seeking groups, including other nationalities, and LGBTQ+ people.
- Provide insight and knowledge on DEI best practices of local governments with a focus on operationalizing equity.
- Provide insight and knowledge on DEI best practices as related to local government human resources department. Recommendations for Guilford County Human Resources Department in the areas of recruiting, hiring, training, promoting, and retaining a diverse and inclusive workforce. Ensuring an inclusive and equitable culture in the Guilford County work environment.
- Develop shared language, a framework, a public statement of principles, and a mission regarding DEI.
- Work with key community members and community leaders to guide the DEI analysis, understand the status quo, and consider possible DEI strategies.
- Make recommendations that identify and address barriers to inclusion and that increase internal awareness, knowledge, and skills.
- Make recommendations regarding long-term monitoring and evaluation that consider several areas, including but not limited to, internal staffing practices, policies and procedures, community partnerships and engagement, and ongoing education for employees. Review and evaluate programming and services provided to disadvantaged residents, particularly in the areas of social services, practices for building an inclusive county government.
- Review and evaluate County initiatives in the business, non-profit and economic development sectors in relationship to DEI including a focus on contracting policies.
- Recommend DEI training including the content, type and quantity of future diversity and inclusion trainings for County employees at all levels, and ensure it is available to all County elected officials.
- Develop a strategic plan that will guide executive leadership in developing, planning and implementing a comprehensive strategy to increase diversity, equity and inclusion that will continue to embrace employees through education, training and outreach. The equity and inclusion plan should incorporate the duties of a Chief Equity and Inclusion Officer.

- Provide a set of organization-wide, continuous learning opportunities that creates a shared understanding of diversity and inclusion and application of its principles in the workplace; increases the ability to recognize, respond and remove barriers to diversity and inclusion that exist within the

workplace; increase the ability to serve, work, and engage with people of different races and backgrounds. Documentation should be provided to demonstrate that the training content is based on recent research and has been proven effective in reducing biased behavior, enabling communication, and improving workplace culture. Resources and analytic tools should be developed to measure progress for ongoing learning, training, and engagement.

- Develop an equity lens ready for use in administration, human resources, development, county operations, health services, and budgetary decisions. This lens should be developed to specifically address Guilford County findings, provide with training and instructions from the consultant.

4.0

Schedules/Timelines:

The project will begin immediately upon contract award and should take between 18 to 24 months for completion.

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QUALIFICATIONS AND SUBMISSION REQUIREMENTS

In order to facilitate the analysis of responses to this RFP, all Respondents are required to prepare their proposals in accordance with the instructions outlined in this section. To be considered for selection, upload your proposed package into the County's Vendor Self Service System and submit all required supplemental information electronically. Proposals should be prepared as simple as possible and provide a straightforward, concise description of the Respondents' capabilities to satisfy the requirements of the RFP. All pages in your response shall be properly formatted and provide the following basic information:

Tab 1: Cost Proposal and Attachments

Include all cost associated with preparing and completing this project as described in this RFP. In addition, submit information under Tab 1 to include hourly rates for assigned staff.

To complete the Items portion of a submittal in Vendor Self Service, open the Items tab to enter pricing for each line. In addition, be sure to download and complete the Cost Proposal Form - Attachment 1 back in the system to your online response. Should there be any discrepancy between the Cost Proposal Form-Attachment 1 and the submission of pricing entered in the items portion of Guilford County's Vendor Self Service automated bidding system, the online submission of pricing shall prevail and control. Therefore, please review your pricing information carefully prior to submission.

Tab 2: Executive Summary

Provide an overview to include company name, corporate history, and number of years in business under the current organizational name and structure, services offered, location of principal place of business and evidence of authority to do business in North Carolina. Specifically, state if you are submitting a proposal as a consulting firm, independent consultant or joint proposal. Describe your interest in this project and the unique advantage your firm and team bring to the project.

Tab 3: Provider's Qualifications

Complete the Provider Qualifications Form - Attachment 2 to provide specific information as requested and upload as an attachment to your response. In addition, list the number of staff assigned to this project. Provide resumes for the Project Manager and for other team members assigned. Briefly describe the role and percentage of time the team member will spend on this project. Include names(s) of sub-consultant and list their role (if applicable).

Tab 4: Proposed Services to be Provided

Provide, in detail, features and capabilities of proposed services to be provided. Summarize how your firm would approach meeting the requirements listed in the scope of work section. Provide a summary implementation that aligns with the scope of work. Provide a draft timeline that aligns with completing the request assessment and implementation as described in the scope of work. If other ancillary services are available that may be deemed pertinent to the process, please describe in full detail.

Tab 5: References

Utilize the References Form – Attachment 3 to provide a listing of references to include phone numbers and contact names.

Tab 6: MWBE Participation Requirements

Respondents are required to submit information about participating MWBEs on the MWBE Affidavit forms provided with this RFP. Utilize the MWBE Affidavit Forms - Attachment 4

Documents to provide with the bid proposal – Under North Carolina General Statutes (N.C. GS 143-128.2 (c) the undersigned bidder shall identify **on its bid** (Identification of Minority Business Participation Form) the minority businesses that it will use on the project with the total dollar value of the contract that

will be performed by the minority businesses. **Also** list the good faith efforts (**Affidavit A**) made to solicit minority participation in the bid effort **OR** (**Affidavit B**) the Provider's statement of the intent to self-perform all work under the contract and sign and notarize the form.

NOTE: A Provider that performs all the work with its own workforce shall submit an Affidavit (B) to that effect **in lieu of Affidavit (A) required above**. The Provider's intent to perform contract with own workforce does not require the Provider to make good faith efforts and the self-performing Provider will not need to submit additional affidavits after the bid opening.

The Minority Business Participation Form must still be signed, notarized and submitted in lieu of Affidavit A even there is zero participation.

Documents to provide after the bid proposal evaluation - Upon notification of being recommended as the most qualified firm for award of a contract, the Provider, if they are not self-performing all of the work, must submit the following to the MWBE Director within 72 hours of the notification:

An Affidavit (C) that includes a description of the portion of work to be executed by minority businesses, expressed as a percentage of the total contract price, which is equal to or more than the established goal of ten (10) percent and documented evidence of all good faith efforts made to meet the ten (10) percent goal and Affidavit D is not necessary **OR** if less than the 10% goal, Affidavit (D) of the Provider's good faith effort to meet the ten (10) percent goal.

The document must include **evidence** of all good faith efforts that were implemented including those identified on Affidavit A. Include any advertisements, solicitation phone, email and/or fax logs, and other specific actions demonstrating recruitment and selection of minority businesses for participation in the contract. Because faxing may be less reliable than email, solicitation outreach via fax should include a follow up phone call to the potential subcontractor.

Tab 7: Other Bid Event Forms

Please download to complete, sign and date the attached forms. Be sure to upload the forms back in the system to your online response. If no Addendum was issued, please indicate N/A for Not Applicable on the Addendum form.

W-9 Form-Attachment 5

Addendum Acknowledgement Form-Attachment 6

Non-Collusion Affidavit – Attachment 7

Affidavit of Compliance (E-Verify) – Attachment 8

Tab 8: Other Attachments

Please reference the following attachments for information purpose only:

- Basic Insurance Requirements
- Sample Contract (**Note: An award of a bid is not an acceptance of the contract terms provided by vendor unless expressly accepted by County**)

[The reminder of this page has been intentionally left blank]

Addendum #1: (Bid 20125 – REBID #1) Questions from Bidders
Diversity, Equity & Inclusion Initiatives

1. Can the sub-consultant that we are working with submit the response, or does the prime consultant need to submit? **Prime**
2. Has the timeline and bid budget been updated to FY23 and FY24, instead of the original FY-22 and FY23 timeline and funds? **No, the budget and timeline remain the same.**

Addendum #1: (Bid 20125 – REBID #2) Non-Mandatory ZoomGov Meeting
Diversity, Equity & Inclusion Initiatives

Online ZoomGov Meeting, February 21, 2023 @ 1:00 PM

Name	Company	Email
Christol Murphy	Guilford County Purchasing	cmurphy@guilfordcountync.gov
Patrick McCray	Guilford County Purchasing	pmccray@guilfordcountync.gov
Tiffany Johnson	Guilford County Purchasing	tjohnso4@guilfordcountync.gov
Chrystal Braswell	Guilford County Purchasing	cbraswell3@guilfordcountync.gov
Williette Moore	Guilford County Purchasing	wmoore2@guilfordcountync.gov
Olga Wright	Guilford County Purchasing	owright@guilfordcountync.gov
Erris Dunston	Guilford County Administration	edunston@guilfordcountync.gov
Amanda McIver	Guilford County Administration - MWBE	amciver@guilfordcountync.gov
Sandie Bateman	JER HR Group	sbateman@jerhrgroup.com
Brenda Thompson	JER HR Group	bthomas@jerhrgroup.com
Dr. Vernessa L. Hoffman	Capital Business Solutions, LLC.	DrV@thecapitolbusinesssolution.com
Tanesha Davis	Hasil Consulting	tia@hasilconsulting.com
Milagros Russell	Riott for Change	mrussell@riottforchangeconsulting.com

John Ham	National Institute of Minority Economic	JHam@TheInstituteNC.org
Dr. Brittany Patrick	Opportunity Consulting	info@opportunityconsulting.com
JaJuan Smart	Maktub Limitless	JaJuan.smart@maktublimitless.com
Dr. Adrian N. Carter	Carter Development Group, LLC.	drcarter@carterdevgroup.com
Eneka Ferguson	Carter Development Group, LLC	Eneka99@icbproductions.net
Ashley Hakizimana	Carter Development Group, LLC.	info@carterdevgroup.com
Marley Bollinger	Innolect, Inc.	marleyb@innolectinc.com
Dr. Paulette Stephens	RAPHA Consulting Group, LLC.	paulette@raphaconsulting.com
Karen Atilas	Life Long Development	karen@lifelongdevelopment.com
Monique Priester	MWSBE Consulting	mpriester@mwsbeconsult.com
Arita Marwah	ACCS Learning Academy	sales@ccslearningacademy.com
Dr. Bellandra Foster	BBFoster Consulting, PC	bbf@bbfosterconsulting.com

Addendum #3: (Bid XXXXX) Bid Due Date Change
Diversity, Equity & Inclusion Initiatives

Date Change for Bid Response
(March 16, 2023 @ 2:00 P.M.)

The Bid Proposal Due Date for this project has changed to Thursday, March 16, 2023. Bid Responses must be received electronically through the Guilford County's Vendor Self Service (VSS) System at <https://guilfordcountync.munisselfservice.com> by the event close date and time on March 16, 2023., Eastern Time.

Addendum #3: (Bid 20125 – REBID #1) Questions from Bidders
Diversity, Equity & Inclusion Initiatives

1. Can we use government social media and New Media channels to solicit feedback from the Guilford County public? **Yes**
2. Did something occur for the Guilford County to start developing a DEI program? Was there an event or survey feedback? **There was not a specific event that occurred. The Board of Commissioners and the County Administration changed in 2020.**
3. Does the county HR department have oversight and employee authority over all the county departments? **The HR is a department within the organizational structure. The authorization department of the organization is the County Manager's office.**
4. Is there a plan for training and sustainment after this RFP? Is this RFP only focused on discovery and consulting work? **It is expected that the consultant will recommend training options based on the assessment and evaluations of the organization.**
5. Is the strategic plan something that is only sought after for internal county employee training or are you looking to involve the community? **We are looking for the plan to address the County organization as well as the community**
6. What is the budget for this RFP? **The cost of the project will be determined through the RFP process based on a thorough review of an applicant's qualifications, experience, and proposed plan to achieve the project's scope. The County has dedicated resources in our current year budget and FY24 budget to achieve the scope as defined in the RFP.**
7. What is your expected timeline to make a decision? **Within 45 days of the due date**
8. What resources will you provide internally to support this project? **Resources will be assess based on the needs of the selected proposal**
9. Do you have a leadership buy-in? **Yes**
10. As of 100% owned and certified diverse business, how would you like us to respond to the MBEWBE form? **A NC HUB certified firm submitting as a Prime may count their participation up to 100% and input their information on Form #1 "Minority Business Participation". If there are opportunities for sub-consultants, input any applicable NC HUB certified firms on Form #1.**
11. Will there be a special consideration for diverser-0wened primes? **Each proposal will be reviewed by our MWBE department**
12. What type of data resources do you currently have available? **At this time, we do not have any DE&I relative data available**
13. How many internal department and external partners do you estimate will be impacted by this project? **Approximately 40**
14. What resources do you have to support change management? **The organization is currently in a change management process.**

15. Are there currently in policies, processes or procedures in place? **The only process and procedure we have are through our MWBE program.**
16. What type of in-person, hybrid, or remote preference is there? **The County is open to all forms of meetings and engagement. We have staff working in-person, hybrid and remote. This would be decided based on the selected consultant.**
17. What is the total approved budget? **The cost of the project will be determined through the RFP process based on a thorough review of an applicant's qualifications, experience, and proposed plan to achieve the project's scope. The County has dedicated resources in our current year budget and FY24 budget to achieve the scope as defined in the RFP.**
18. How many total members of staff and management teams are there? **Approximately 2500 staff member, an executive management team of 4 and an 8-member Board of Commissioners.**
19. Are there any specific binding requirements for the proposal? **In order to facilitate the analysis of response to this RFP, all Respondents are required to prepare their proposals in accordance with the instructions outlined in the Qualifications and Submission Requirements section.**
20. Is there a recording of the information session that we could assess? **No**
21. Has the county determined specific goals as outcomes for its DEI initiative ie increased the number of diverse county employees, or increase the number of diverse employees promoted to more senior roles? **No specific goals have been defined. However, Guilford County has a desire to be considered an equitable employer. Our community is diverse. We recognize the need to ensure we are diverse and inclusive workplaces in an effort earn deeper trust and more commitment from our employees.**
22. Does the County currently track its diversity employee data? **Yes**
23. Is pay equity a consideration for the county's DEI plan? **Yes. The County recently completed a compensation study.**
24. Is DEI a mandate from county officials? What are the drivers for this initiative? **This is not a mandate however one of the County's Core Values is Equity and Inclusion. The driver for this initiative to ensure Guilford County is meeting the needs of the community. The County organization is operating using best diversity, equity, and inclusion practices.**
25. How will the success of the DEI initiative be measured and evaluated, and what key metrics or benchmarks will be used to assess progress and impact? **We would be looking to the consultant to help develop a set of performance measures.**
26. Can you describe any previous DEI-related efforts or initiatives that the County has undertaken, and what lessons have been learned from these experiences? **This is the County's first DEI initiative.**
27. What specific expertise or skills are you looking for in a consulting firm? **We are seeking a firm with capacity to conduct an organizational assessment, capture community input, create a strategic plan, develop an implementation plan, and design a plan evaluations tool.**
28. How will we collaborate with County leadership, staff, and community members throughout the project, and what specific communication channels and reporting will be established to ensure effective project management and accountability? **The County staff and the consultant will set up a mutually agreed up meeting schedule, means of communication and reporting methods.**

29. What is your proposed budget and cost breakdown for the project, and what factors may impact the final cost? **The cost of the project will be determined through the RFP process based on a thorough review of an applicant's qualifications, experience, and proposed plan to achieve the project's scope. The County has dedicated resources in our current year budget and FY24 budget to achieve the scope as defined in the RFP.**
30. Do you require an onsite consulting resource to be located in the county? **We require a consulting resource at readily accessible, but they do not have to be onsite. For in person meetings the consultant possibly be expected to attend.**
31. What type of internal administration support will be offered for this initiative? **This initiative is being led out to the County Manager's Office. An Assistant County Manager is primary staff person for this initiative.**
32. Who in the communication department will be offering support for this initiative? What time availability will they have to support the project? **We have a Communications Department. The Director will assign staff to this initiative as needed.**
33. Does the County have a budget assigned to this project? If so, what is the budget amount? **The cost of the project will be determined through the RFP process based on a thorough review of an applicant's qualifications, experience, and proposed plan to achieve the project's scope. The County has dedicated resources in our current year budget and FY24 budget to achieve the scope as defined in the RFP.**
34. If the bidder has an MWBE partner that meets the 10 percent participation goal, then the bidder is not required to complete and submit Form #3 Good Faith Efforts Affidavit A, is that correct? **This is correct. The MWBE partner must be certified with the North Carolina HUB office to count towards the 10% participation goal.**
35. If the bidder has an MWBE partner that meets the 10 percent participation goal, then the bidder is not required to complete and submit Form #2 Minority Outreach Call Log, is that correct? **All bidders are required to complete and submit Form #2 "Minority Outreach Log, even if the 10% participation goal is met.**
36. Will a bidder be required to meet or exceed the aspirational MWBE participation goal of 15 percent to achieve maximum points in the relevant scoring category? **Attaining a minimum of 10% MWBE participation is required although meeting or exceeding the 15% aspirational goal is desirable.**
37. How can a prospective bidder access the State MWBE source list referenced at A. on page 2 of Form #3 – Good Faith Efforts, Continued/Compliance Requirements? **Vendors must be certified by the NC HUB office. Certification Process: <https://ncadmin.nc.gov/businesses/historically-underutilized-businesses-hub/certifications> Vendor Search: <https://www.ips.state.nc.us/vendor/searchvendor.aspx?t=h>**
38. Form #5 Work to be Performed by Minority Businesses Affidavit C notes that HUB Certification with the state HUB Office is required to be counted toward state participation goals. Does that mean the County requires MWBE partners to be certified with the state HUB office? **Correct, in order for a firm to be counted towards the participation goals, a firm must be certified with the North Carolina HUB office.**
39. Is a recording of the pre-proposal meeting available for viewing? **The Pre-Proposal meeting was not recorded.**

40. Please provide a list of pre-proposal meeting attendees. For bidding documents, please visit Guilford County's Vendor Self Service automated bidding system at:
<https://guilfordcountync.munisselfservice.com>

Addendum #5: (Bid 20125 – REBID #1) Questions from Bidders
Diversity, Equity & Inclusion Initiatives

1. What is the breakdown of employee counts by departments?

Department Director	Level Description	# Budgeted EEs
Robin Keller	Clerk to the Board	3
Michael Halford	Administration	16
Andrea Leslie - Fite	Legal	24
Jason Jones	Human Resources	24
	Budget & Management	
Toy Beeninga	Services	7
Chad Muhlestein	Internal Audit	5
Don Warn	Finance	30
Jason Jones	Purchasing	8
Peter Purcell	Information Technology	50
Ben Chavis	Tax	60
Jeff Thigpen	Register of Deeds	27
Charlie Collicutt	Elections	14
Leslie Bell	Planning	14
Eric Hilton	Facilities	63
Amanda Vutsinas	Security	29
Dwight Godwin	Parks	28
Yvonne Moebs	Risk Management	3
Victor Isler	DHHS Administration	5
Iulia Vann	Public Health	389
Debra Mack	Mental Health	1
Sharon Barlow	Social Services	664
Rosanne Wiley-Hayes	Child Support Enforcement	107
Sharon Barlow	Transportation-Human Services	14
Robert Shelley	Veterans' Services	6
Danny Rogers	Law Enforcement	596
Jim Albright	Emergency Services	273
Matthew Crawford	Inspections	24
Doug Logan	Juvenile Detention	28
Katherine Johnson	Family Justice Center	13
Jorge Ortega	Animal Services	44
Leslie Bell	PLN/Solid Waste	5
Leslie Bell	PLN/Soil & Water	3

Addendum #6: (Bid 20125 – REBID #1) Questions from Bidders
Diversity, Equity & Inclusion Initiatives

1. Kindly provide an idea about the scale of services - size of the department, total number of employees etc. **Please see Addendum #5**
2. We are Minority Owned business registered in California State, would we qualify as MBE? **No. Only NC HUB certified MWBE vendors may be counted towards the goal.**
3. “Provide a set of organization-wide, continuous learning opportunities that creates a shared understanding of diversity and inclusion and application of its principles in the workplace”. Ques - Do we need to provide only training and learning plans or are we supposed to also facilitate the actual learning sessions. And if training is to be done, how many staff /target audiences would be there for training. **To facilitate the analysis of responses to this RFP, all Respondents are required to prepare their proposals in accordance with the instructions outlined in the Qualification and Submission Requirements section. Proposals should be prepared as simple as possible and provide a straightforward, concise description of the Respondents' capabilities to satisfy the requirements of the RFP.**



Request for Proposal (RFP)

Submission

to

Guilford County, North Carolina

Guilford County Purchasing Department

Bid Number: 20125

DIVERSITY, EQUITY AND INCLUSION INITIATIVES

by:

innolect

Kittie W. Watson, Ph.D.

President and Founder

kittiew@innolectinc.com

innolectinc.com

803.396.8500

Woman-Owned Small Business (WOSB)

March 16, 2023

Guilford County Purchasing Department
BB&T Building, Suite 304
201 West Market Street
Greensboro, NC 27401

Dear Purchasing Department:

Innolect, a global leadership and organization development firm, is pleased to submit our proposal for the rebid for partnership with Guilford County, Bid Number: 20125 Diversity, Equity and Inclusion Initiatives.

Working with municipalities, government agencies, corporations, educational institutions and nonprofits, we understand the complex, challenging conditions currently confronting cities and counties across America. We welcome the opportunity to work in partnership with Guilford County to achieve the desired outcomes as stated in the RFP. We understand it is vital to find the right partner to help navigate a culture shift that benefits all stakeholders. As a diverse community of consultants, we believe success depends on three distinct partner requirements:

1. One who is “DEI smart,” known for delivering the outcomes that matter most.
2. One who connects at a core level with diverse groups and across reporting levels.
3. One who deeply listens and collaborates with authenticity and experience from decades of leading strategic culture change initiatives.

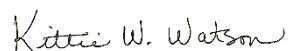
You’ll discover in the following pages Innolect’s passion for making a difference and unique DEI differentiators. Our culture change and leadership experts are published authors of books and research studies, and articles in Harvard Business Review, People+Strategy, Chief Learning Officer, and more. You can count on us to:

- **Deliver award-winning practical, collaborative** high-integrity solutions.
- Design processes to **listen, inclusively engage and support** all key stakeholder groups.
- Provide **customized approaches** to ensure psychological safety within initiatives that achieve the desired impacts.
- Offer expertise from proven **consultants with national reputations as DEI experts**.
- **Equip leaders to think differently**, navigate complexity and achieve core outcomes.

Innolect’s first client is still a client; 98% of our clients invite us back to work with them again.

The following information addresses the objectives and personnel specifications outlined in Bid Number: 20125. We’re prepared to begin immediately to provide professional support to meet the requirements in this solicitation. For questions, please contact Marley Bollinger, Innolect’s DEI Practice Leader at: (803) 396-8500 or MarleyB@innolectinc.com. This proposal shall remain valid for 120 calendar days from the original due date of this RFQ, unless extended in writing.

Best wishes,



Kittie W. Watson, Ph.D. President and Founder, Innolect Inc.

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Tab 1: Cost Proposal and Attachments

Investment

Innolect's understanding is Guilford County has identified:

- Points of contact as: The County Manager and Assistant County Manager.
- Approximately 2500 employees, a four-person Executive Management Team and an eight-person Board of Commissioners.
- Resources to provide administrative support for scheduling of meetings, focus groups, interviews and other logistics.

A – Kick-off: Work and Communication Plan	
<ul style="list-style-type: none"> Project Manager, Engagement Lead and DEI Expert (3 consultants) meet with County's liaisons to learn about current state/clarify roles, expectations and timeline 	\$6,000
<ul style="list-style-type: none"> Finalize roadmap with work/communication plans 	\$3,500
DELIVERABLES: Launch, Orientation, Project Management Preliminary Work and Communication Plans	
B – Discovery: Current State Culture Assessment	
1. Conduct Virtual Interviews – Design/facilitate 20 in-depth interviews (up to 45-minutes) with 1 interviewer and write-up Note: Additional interviews would be \$500 per interview with summary	\$10,000
2. Administer Employee Surveys – design protocol, administer survey, analyze data including 2 open-ended questions with high-level summary	\$20,000
3. Facilitate Virtual Focus Groups/Community Round Tables – 15 groups - 2 diverse facilitators up to 90-minutes	\$15,000
4. Reviews Policies and Procedures using Equity lens	\$12,250
5. Review Supplier Diversity Program (Benchmark)	\$5,250
DELIVERABLES: Complete evaluation of policies/practices, supplier diversity program, employee survey responses, interview data and focus group narratives Note: Ideally, 7-10% of the employee population would participate in interviews focus groups (175-250 employees)	
C – Data/Insights Analysis and Report	
<ul style="list-style-type: none"> Analyze data from all assessments to create insight report 	\$19,250
DELIVERABLES: Preview themes/trends using a SWOT analysis	
D – Recommendations and Best Practices	
<ul style="list-style-type: none"> Use assessments and report to make DEI recommendations for culture change strategy (strategic short- and long-term goals) 	\$10,500
DELIVERABLES: Present DEI Employee Feedback recommendations for goals with report of findings	
E – Stakeholder Review and Strategic Plan	
<ul style="list-style-type: none"> Develop Plan with implementation phases including best practice strategies to achieve desired DEI outcomes/benefits that include equity guidance 	\$17,500

<ul style="list-style-type: none"> • 2 diverse facilitators 	
DELIVERABLES: Finalize strategic plan with roadmap and input from key stakeholders	
F – DEI Training/Learning Opportunities with Metrics	
<ul style="list-style-type: none"> • Evaluate Leadership Development and Training Resources/Priority Topics for DEI Training • Provide KPIs for DEI training and development outcomes – Level 2/3 Measurement 	\$5,250
<ul style="list-style-type: none"> • Executive Management Team (design/deliver 3 DEI virtual training half-days with 2 diverse facilitators) • Board of Commissioners/staff – 2, 2-hour virtual DEI sessions - 2 facilitators • DEI Leadership/Management virtual Group Coaching (3 advisory groups, 8 1-hour sessions) 	\$13,500 \$7,000 \$12,000
<ul style="list-style-type: none"> • Train-the-trainer to cascade DEI modules (2 modules) to total organization <p>Note: Training Plan – Based on the budget allocations and impact, we recommend a cascaded training/development approach with management reinforcement and leaders training leaders in subsequent programs. We offer various training options based on the results of the assessment. We can offer a variety of options from online, microlearning, etc.</p>	\$21,000
DELIVERABLES: Implement training and development plan with targeted learning sessions and distinct evaluation process	
A-F – Communication and Liaison Checkpoints and Review	
<ul style="list-style-type: none"> • Culture Change Guidance/Coaching for two County Leaders (10 hours x 2) • Coordination with County Project Manager (weekly meetings – 60-minutes x 4 months) • Coordination with Communication Liaison (bi-weekly meetings – 30-minutes x 3 months) 	\$10,000 \$7,200 \$3,500
DELIVERABLES: Ensure work and communication plans are tracked and monitored; provide ongoing change and communication guidance	
DEI Culture Change Support for Department Directors (virtual consulting hours)	\$10,500
Administrative Support (100 hours)	\$4,500
Subtotal	\$213,700
Project Management (7%)	\$14,959
Total	\$228,659

Recommended Options

Illoominus DEI KPI Online Reporting Dashboard Pilot	
<ul style="list-style-type: none"> • Illoominus Platform Licensing Fee for DEI Dashboard pilot for 1-year • Current configuration (employee journey tracking including sourcing, hiring, retention, promotion and engagement metrics) • Includes implementation and data preparation costs to track and display DEI 	\$20,000

KPIs and metrics visually with easy reporting; offers access across County departments	
<ul style="list-style-type: none"> • Illoominus Platform Licensing Fee for DEI Dashboard pilot for 1-year • Includes customized department reporting, benchmarking, configurations to meet unique needs of the client and forecasting • Includes implementation and data preparation costs to track and display DEI KPIs and metrics visually with easy reporting; offers access across County departments 	\$30,000
Discovery Interviews	
<ul style="list-style-type: none"> • With 40 internal and external community partners, additional interviews may be desirable 	\$500 per interview
<ul style="list-style-type: none"> • There are advantages to having a diverse team conduct interviews with certain Executive Leaders, Department Director Representatives and members of the Board of Commissioners - for two diverse interviewers Note: If the budget allows, a best practice is to have diverse facilitation teams for interviews, focus groups, training and strategic planning activities 	\$1,000 per interview
Additional Change Guidance/Coaching	
<ul style="list-style-type: none"> • Change Champions and other key County Leaders may need additional support (10 hours per engagement) • Supplier Diversity Program Support 	\$5,000 per leader

Role	Minimum Education	Years of Experience	Onsite Rate	Virtual Rate
Engagement Lead/ Project Manager	Advanced Degrees/DEI Certifications	15	\$4,000 per Day	\$3,500 per day
Practice Leads/ Senior Consultants/ DEI Facilitators	Ph.D. or Master's Degree	15	\$4,000 per Day	\$3,500 per day
Administrative	Associate degree	20		\$45 per hour

Tab 2: Executive Summary

Innolect Inc. is a global leadership and organization development consulting firm dedicated to building inclusive cultures, growing leader capacity, developing strong talent pipelines and improving workplace performance. For over 22 years, Innolect has designed and delivered award-winning DEI strategies and solutions for government/civic entities, Fortune 500 companies, educational institutions and nonprofit organizations spanning diverse industries.

We have built a strong reputation for exceeding client expectations while demonstrating appreciation for cultural, ethnic and individual differences. By *listening* first and then offering unique solutions for lasting impact, our clients will tell you that we think differently and serve as outstanding collaborative partners. Clients engage Innolect for our thinking and they tell us that they value our partnership because of our people.



As a nationally recognized, widely published thought leader, Innolect equips organizations with the tools to build the talent and capacity required to support successful DEI outcomes: develop inclusive leaders, manage culture change, sustain DEI goals and outcomes, and navigate long term complexity and challenges in today's rapidly changing world.

Thought Leadership: Sample Research and Publications



Thought Leadership: Proprietary Books, Assessments, Simulations and Tools



Corporate History

Founded in 2000, Kittie W. Watson, Ph.D., President and Founder, merged her successful communication and management development consulting firm, SPECTRA Inc., located in New Orleans, LA with another woman leader's firm to found Innolect, Inc. Headquartered in the Carolinas, the founders engaged industry practitioners and thought leaders to approach client engagements from a systems perspective. As Innolect, we anchored our services and products in a proprietary *Innovative Intelligence*® consulting approach focused on cultures of inclusion and equity.

In 2008, Dr. Watson acquired Innolect and brought together a team of consultants to support her new vision – *To Better the World by Growing Leaders and Building Creative, High-integrity Workplaces*. Under her leadership, Innolect has developed a community of credentialed experts and executive coaches who advise, design and facilitate enterprise-wide change and transformation strategies at the individual, team and system levels. Beginning in 2008, Innolect donates a percentage of all profits to nonprofit organizations to address communities in need and to advance social justice issues.

As a 100% woman-owned business, Innolect is WBENC-certified and SBA Woman-owned Small Business (WOSB) certified. On our first submission, Innolect has received distinction as a small business when **Awarded a Silver Medal by EcoVadis** in Recognition of Innolect's Sustainability Achievements (ESG). This achievement places Innolect among the top 25 percent of the 100,000 companies assessed by EcoVadis worldwide.



Additional recent awards include being named 8 Who Innovate for “Bridge-builders for Social Justice” by the Diversity Alliance for Science, Top 100 woman-owned business by WBE Magazine, Goldman Sachs 10,000 Small Businesses Babson College Scholar and as a Business Star by the Women's Business Enterprise National Council (WBENC). Innolect has also received Diversity Supplier Awards for our persistence, innovation and quality.

Innolect's Commitment to Diversity, Equity, Inclusion and Belonging

For over 22 years, Innolect has been committed to building diverse, equitable, inclusive workplaces. *Our first client is still a client today and 98% of our clients engage us to partner on new initiatives.* The specific deliverables outlined in Guilford County's executive leadership team RFP align with Innolect's approach and the working framework. Innolect brings a wealth of expertise to create customized DEI roadmaps that include work and communication plans for culture change.

Our award-winning customized DEI consulting, assessment and training services are designed and developed in response to senior leaders' and HR/OD professionals' growing desire to have DEI efforts stem from a strategic and disciplined framework of proven effectiveness. We offer compelling, intentional, experiential methods to design and deliver results.

<https://www.youtube.com/watch?v=PJAcJRalqIE>

Innolect's DEI Commitment:

- Influence with a spirit of reconciliation and appreciation of cultural, ethnic and individual differences.

Innolect's Vision:

- Better the world by growing leaders and building creative, high-integrity workplaces/cultures.

Innolect's Mission:

- Achieve business results using Innovative Intelligence® and *Listening ArchitectureSM* tools to engage, assess, develop and retain talent.
- Serve as trusted advisers and unparalleled developers of cultures.
- Inspire leaders to bridge the talent gap and navigate transformational change creatively.

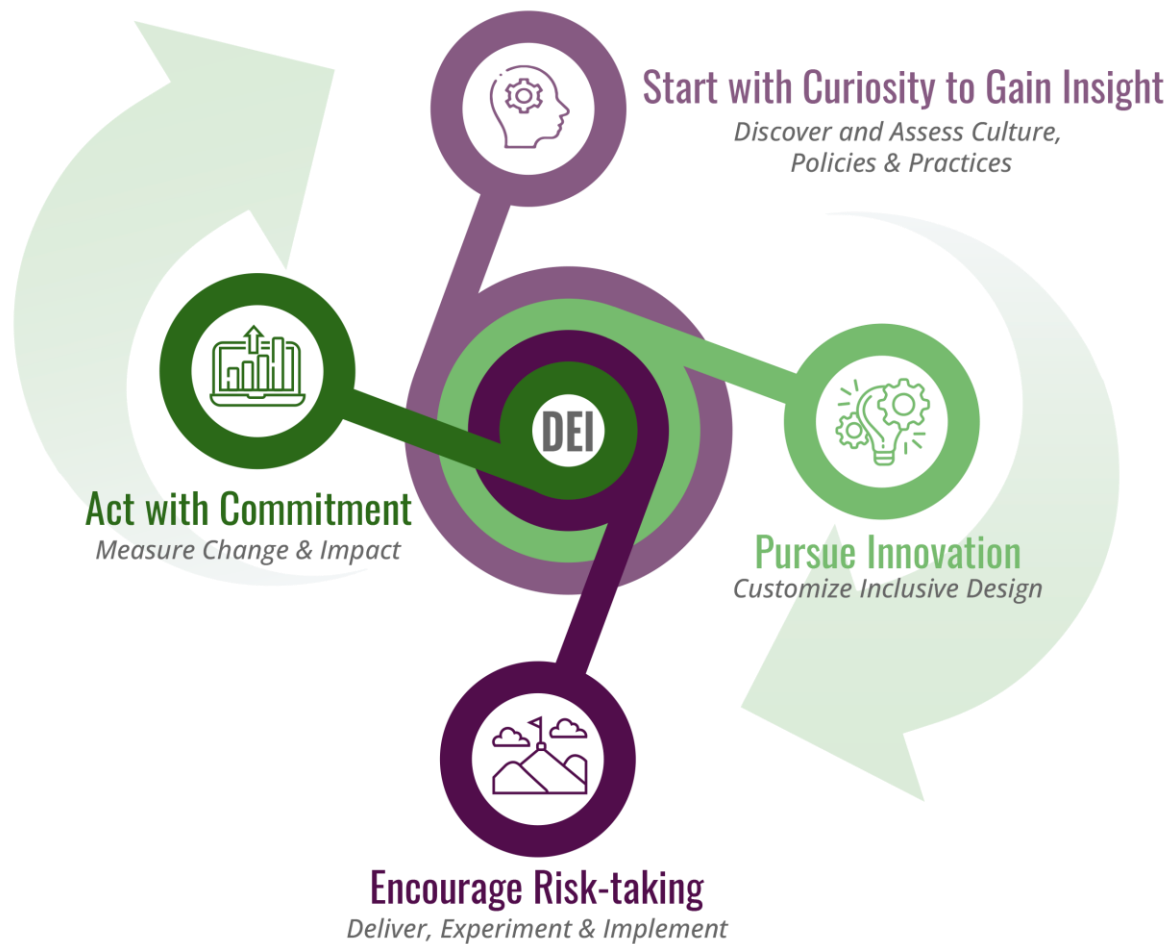
Innolect is committed to helping organizations design and build cultures where each person, regardless of their differences, is valued, included, and treated equitably so that they feel they belong. *Marley Bollinger, Innolect's Diversity, Equity and Inclusion Practice Leader*, is an innovative change leader who serves on the Board of Trustees of a North Carolina HBCU and served as Chair of the Strategic Planning Committee focused on Centers of Innovation in Social Justice and Entrepreneurship.

Innolect's diverse team of DEI consultants serve as strategic partners and change guides to provide fresh, results-oriented initiatives that prepare leaders and their teams to navigate a range of organizational changes, from new competencies and new business imperatives that target equity, to navigating the related complexity and uncertainties of resistance to change, so organizations can evolve to have respectful high-performance teams who collaborate effectively in the culture of belonging they have created.

Using our ***Full Circle DEI StrategySM*** we work to create cultures of respect and civility. We know the importance of listening first to understand what is unique about the Guilford County culture, building strong collaborative relationships with our client partners and focusing on what matters most to Guilford County as we work to create customized processes to support leadership success. We will:

1. Start from a place of curiosity to gain insight about the unique Guilford County culture before assisting in how best to clarify DEI awareness and understanding of definitions.
2. Pursue innovation in partnership to identify and overcome barriers to DEI Success using customized approaches and designs for Guilford County.
3. Encourage risk-taking using insights from industry best practices that provide “safety” guardrails to experiment with new possibilities that deliver actions and changes required for sustainable change.
4. Act with commitment to ensure meaningful systems for deliverables and actions that are measurable and impactful.

Circle DEI StrategySM



Our culture change and leadership experts are authors of books, research and articles published in Harvard Business Review, People+Strategy, Chief Learning Officer, etc. Through collaborative client partnerships, we:

- **Deliver award-winning practical, collaborative** high-integrity DEI solutions.
- Design processes to **listen, engage and support** all key stakeholder groups.
- Provide **customized approaches** to ensure DEI initiatives achieve the desired impact.
- Offer expert, proven **consultants with national DEI reputations**.

Evidence of Authority to do Business in NC

Innolect has served the Carolinas for over 20 years and provided DEI consulting services extensively in *North Carolina* for organizations such as: the City of Wilmington, the City of Charlotte, Charlotte-Douglas International Airport, Compass Group, Premier, Atrium Health (Carolinas Healthcare), Credit Human, Ingersoll-Rand, Novant Health, Duke Energy, Zoetis, Bank of America, Pfizer, Wachovia and Wells-Fargo. In addition, we have and/or currently provide board service and pro-bono consulting services to St. Augustine's University (a North Carolina HBCU), McColl Center for Visual Arts, Queens University, Winthrop University, Habitat for Humanity, and Greater Women's Business Council.



North Carolina Department of The Secretary of State

Invoice Number: 19640972

Billing Information

Innolect, Inc.
2764 Pleasant Road #11503
Fort Mill, SC 29708-7213

Contact: Innolect, Inc.

Invoice Number: **19640972**

Customer Id Number: **201357829**

Invoice Date: 3/7/2023

Account Type: Payment upon Delivery

Ship Via: Online

Invoiced Items

Description	Certificate Number	Customer Reference	Qty	Pages	Item Cost	Sub Total	Amount Due
Online Annual Report Innolect, Inc.							
1210 0511 435900061	115740567		1		\$18.00	\$18.00	Paid
Electronic Transaction Fee							
2120 0502 437993	115740568		1		\$3.00	\$3.00	Paid

Payment Details

Credit: Cart for \$21.00, MC Acct XXXXXXXXXXXXXXX4372, TXId:

			1		\$21.00	\$21.00	Payment
							\$0.00



NORTH CAROLINA

Department of the Secretary of State

CERTIFICATE OF AUTHORITY

I, ELAINE F. MARSHALL, Secretary of State of the State of North Carolina, do hereby
certify that

INNOLECT, INC.

having filed on this date an application conforming to the requirements of the General
Statutes of North Carolina, a copy of which is hereto attached, is hereby granted
authority to transact business in the State of North Carolina.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set
my hand and affixed my official seal at the City
of Raleigh, this 22nd day of April, 2021.

Elaine F. Marshall

Secretary of State

Document Id: C202109908428
Verify this certificate online at <https://www.sosnc.gov/verification>

Submission Information

Innolect Inc. is an S-corporation located in Fort Mill, SC and is submitting this proposal as a professional services consulting firm. Innolect's single point of contact is Marley Bollinger, Innolect's DEI Practice Leader: MarleyB@innolectinc.com. Innolect's person with Binding Authority is Kittie Watson, Ph.D., President and Founder: KittieW@Innolectinc.com

Tab 3: Provider's Qualifications



Kittie W. Watson, Ph.D.
Engagement Lead, President and Founder



Marley Bollinger, LCSW, ACC, LMC
Project Manager, DEI Practice Lead



John Gregory
DEI and Law Enforcement Expert



John Furcon, MBA
Human Resource and DEI Expert



Bonita Mackey, MA, PCC
Bridge-builder for Social Justice Practice Lead



Randy Chittum, Ph.D.
Transformational Practice Lead



William J. Makell, Jr.,
DEI Program Expert



Natalie Parker
DEI, Human Resource and Risk Analysis Expert



Shirley Ginwright
Community Engagement and DEI Expert



Glenda Thomas, MBA
Supplier Diversity Expert

Consultant Team

Innolect's team of consultants work as a coordinated team to provide seamless expertise, experience and the right talent to meet the unique needs of Guilford County. The Engagement Lead and DEI Project Manager will identify team members who are best for each stage of the SOW. Marley Bollinger, Project Manager, will devote 50% of her time to the Guilford County initiative.

Kittie W. Watson, Ph.D.
President and Founder, Engagement Lead



Kittie W. Watson, Ph.D. is President and founder of *Innolect Inc.*, a global leadership and organization development firm that prepares executives and their teams to succeed in high-performance, high-integrity workplaces. With over twenty-five years of strategic culture change experience, Kittie has been a trusted advisor to Fortune 500 C-suite officers seeking to accelerate positive business results today and create legacies of excellence for the future.

Under her leadership Innolect has developed a community of credentialed experts who advise, design and facilitate strategies that rewire an organization and drive outstanding leadership at each stage of executive advancement. Innolect prepares its clients to compete more effectively in diverse marketplaces by building skilled leaders and collaborative teams that drive productivity, inclusion, enterprise agility and engagement. Kittie brings a deep appreciation for the challenges faced by executives in high-stakes settings and works exceptionally well with mission-critical business needs. Focused on creating more inclusive cultures, she quickly sizes up the crux of difficult situations and provides leaders with powerful solutions that pay off for themselves and their stakeholders.

With a passion for social justice, she leads initiatives that bridge gaps to create more inclusive, equitable and diverse workplaces. Kittie has worked with the top leadership teams of Fortune 500 companies, educational institutions, government agencies and non-profit organizations. She has extensive experience in orchestrating assessment and change initiatives in industries such as pharmaceutical/healthcare, financial services, energy/utilities and manufacturing organizations.

An internationally known communication and listening expert, she advises senior leaders how to serve as Key Communicators. The youngest Department Chair at Tulane University, she is the author of 16 books and listed as one of the top 25 most prolific women writers in communication. Her assessment tools are used globally to enhance individual and team effectiveness. Her co-authored book, ***Listen Up!***, has been published in eight languages. She has been featured on *ABC's 20/20*, *Money*, *Glamour* and *Home Office Computing*. Her research has been published in *Harvard Business Review*, *People+Strategy*, *American Medical News*, *SHRM*, *Chief Learning Officer* and *Journal of Christian Nursing* to name a few.

Kittie is a nationally recognized business leader. Recent awards include 2020 Diversity Alliance for Science – 8 that Innovate award, 2019 WBEs Who Rock by DBE Magazine, 2017 Top 100 woman-owned business, 2016 Goldman Sachs 10,000 Small Businesses Babson College scholar and as a 2015 Business Star by the Women's Business Enterprise National Council (WBENC). Also recognized with Diversity Supplier Awards for Innolect's persistence, innovation and quality. She serves as Vice-Chair of the WaterStone Foundation and Habitat for Humanity Boards. She is a member of WBENC's Leadership Forum and co-founded The Institute for Intrapersonal Processes (ISIP), a 501c3 nonprofit that promotes research and development for under-represented groups and underprivileged individuals. Committed to "Pay it Forward," a percentage of Innolect profits support and advocate for social justice issues worldwide.

Marley Bollinger, MSW, LCSW, ACC, LMC
Diversity, Equity and Inclusion Practice Lead
Senior Consultant, Project Manager



Marley Bollinger, who's been the subject of a Harvard Business School Case Study, has a passion for partnering with leaders and teams to discover the "more" of who they can be when they build cultures of inclusion, equity, and belonging. Her special interest is working with leaders to take the transformative journey to achieve higher levels of performance and employee engagement. Marley supports organizations in expanding their leader and team capacities to navigate complex change, embrace diversity, engage in deep listening, resolve conflicts, analyze and change system-wide policies of inequality, and then to sustain the positive outcomes and learning the organization has achieved through their collective strategic efforts.

Applying the Full Circle DEI framework, she offers industry best practices that focus on building an inclusive belonging culture and just as importantly, assessing and addressing systemic disparities in the organization's policies and practices. She has collaborated with leadership across corporate, government and non-profit organizations from Apple and Disney to the Public Defender Service for Washington DC to Habitat for Humanity. She designs custom solutions to achieve the outcomes that matter most and leads engagements in strategic planning, in-depth leadership development, group and focus group assessment, stakeholder surveys, and facilitating teams in appreciating differences, deep listening, effective communication, empathy, and conflict resolution. In training, Marley creates a space of authentic respect, trust and safety while building on individual strengths. Known for in-the-moment creativity, she establishes a climate for innovative solution-architecting that achieves rewarding outcomes. She integrates impactful experiential activities in training and workshops to ensure that the insights and tools gained are relevant to each organization's challenges and desired outcomes.

Experiences in higher education include Marley's appointment to boards in the University of North Carolina system and current service on the Board of Trustees at St. Augustine's University (SAU), a Historically Black College and University (HBCU) founded in 1867 in Raleigh, NC. As Chair of the SAU Board's Committee for Strategic Planning, she also serves on the Personnel and Advancement Board Committees and Co-Chaired the Presidential Search Committee. As a member of the Re-imagining Committee with community stakeholders, she is collaborating to design a new model for a 21st century HBCU with Centers of Innovation in Social Justice, Entrepreneurship and STEM. Most recently, Marley received the Harvard Kennedy School Executive Education Certificate: Racial Equity in the Workplace. She's been a trainer at the University of Louisville Graduate School of Social Work and as an adjunct faculty member at Spalding College.

As an Executive Coach, Marley is a Certified Leadership Maturity Coach (LMC) for the Harvard-tested Maturity Assessment Profile (MAP) and is certified in the MBTI assessment tools. A member of the International Coach Federation, she has earned the Associate Certified Coach Certification (ACC). Having completed the Post Graduate Practicum at the Gestalt Institute of Cleveland, she has a special interest in Polarity Work and each leader's integrative journey toward wholeness.

John Gregory
Law Enforcement and DEI Expert
Senior Consultant



John Gregory, a Consultant with *Innolect Inc.*, uses his expertise in leadership law enforcement, diversity and inclusion to coach individuals and teams to maximize their personal influence within organizations as well as within their daily lives. Working with formal and informal groups, his leadership experience as a 40-year law enforcement professional is in high demand. With high credibility, deep leadership and a seasoned reputation, John is sought-after to offer his perspective on ways to address today's social justice issues. He is adept at navigating how to build bridges and facilitate dialogue to increase public consciousness and explore the growing mistrust of law enforcement.

As former Chief of Police of the Rock Hill, SC Police Department, John was a change agent who raised expectations for individual accountability and professionalism while advancing crime reducing strategies. Under his leadership, the department made major strides in equity, diversity, and inclusion along with substantial improvements in the public's trust. In his previous roles in law enforcement and advancement from a cadet through the ranks to Chief of Police, he developed the leadership, coaching and mentoring skills that he uses today to develop others. He understands that "Sometimes the leader within is not discovered until he/she finds a reason why."

As a leadership instructor with FBI Law Enforcement Executive Development Association (FBI-LEEDA), training command, and executive-level staff in leadership, he developed and mentored other leaders. John managed over 200 agencies in the Mid-Atlantic Region of the United States as Program Manager for the Commission for Accreditation for Law Enforcement Agencies (CALEA). Working with business leaders, government officials, university professionals as well as pastors and ministers, John finds teaching and facilitating learning about Servant Leadership as one of his most interesting and rewarding experiences.

John holds a bachelor's degree in criminal justice from Shaw University. He has earned additional training and certifications from the Southern Police Institute, Yale University's Leadership and Team Effectiveness, the FBI Academy LEEDA, and US Secret Services' Dignitary Protection programs. John serves on the board of Directors of Habitat for Humanity of York County, a founding member, and Vice Chair of the Black Economic Leadership League of Rock Hill (BELL of Rock Hill)501(c)3, a presentation coach with "One Million Cups" of York County and a mentor with Venture Mentoring Services (VMS) in the Rock Hill Technology Incubator.

John Furcon, MBA
Human Resource and DEI Expert
Senior Consultant



John Furcon is an executive coach and leadership development and organization transformation consultant based in Chicago, IL. He diagnoses client situations and designs and implements structures, processes and action strategies to build individual, team and organization-wide capability. His assistance has produced measurable results in assignments ranging from the seasoning of high potential individuals up to and including impacting the mindset and skills of thousands of leaders, to facilitate needed enterprise change. John has led consulting and training projects resulting in improved diversity, inclusion and equity performance in both private sector and public sector organizations.

John focuses on a variety of private sector industries, including professional services, consumer products, financial services, energy and manufacturing. In addition, he is recognized as a preeminent consultant in working to improve police and public safety organizations at the municipal, county, state and national level. Representative private sector clients include BNY Mellon, Gillette, Kraft, McDonald's, Pratt & Whitney, TIAA-CREF and United Technologies. Representative public sector clients include the U.S. Dept. of Justice, Illinois State Police, Los Angeles County Sheriff's Office and major city police departments such as Chicago, Detroit and Miami.

His career has embraced both private sector and academic research leadership roles, including serving as a partner/principal at Harbridge House, PriceWaterhouseCoopers and Buck Consultants, and divisional leadership at the University of Chicago and Northwestern University.

John's recently co-authored book (with Duncan Ferguson and Toni Pristo), entitled *Best Boss! The Impact of Extraordinary Leaders*, lays out a five-factor framework for 1:1 leadership, which, in the view of one reviewer, "is at once simple to grasp but profound in its impact." Other publications include "Workforce Engagement and Retention in the United States" (Global View), "Building 21st Century Senior Leaders" (President and CEO Magazine), and "Job Requirements Audit" (Human Resources Center, The University of Chicago).

John is an active member of the Society of Industrial and Organizational Psychology, the Human Resource Management Association of Chicago, the International and Illinois Associations of Chiefs of Police, and the Police Executive Research Forum.

He earned the MBA, with emphasis on organization behavior, at the Booth School of Business, The University of Chicago, and the MA in psychology at DePaul University. John is recognized in *Who's Who in America* and *Who's Who in the World*.

Bonita Mackey, MA, PCC
Bridge-builders of Social Justice Lead
Senior Consultant



Bonita Mackey is a Senior Consultant and Executive Coach with *Innolect Inc.* who partners with leaders and organizations to deliver business results during constant organizational and market changes. She is especially skilled in supporting organizational initiatives designed to develop inclusive leaders who maximize the potential and performance of all employees. She is recognized for her ability to link people development to business results. Her intention while working with organizations and individual leaders is to build systemic change that is sustainable. Her success in delivering results derives from real-world experiences while holding leadership positions at both IBM and Verizon.

Bonita has demonstrated masterful platform/delivery skills, having facilitated and led successful leadership development classes throughout the U.S., Europe and Asia. Courses led include Unconscious Bias, Developing Inclusive Leaders, Leading Change, Leading High Performing Teams, Impactful Presentations, Leadership Foundations, Building Inclusive Teams and Women's Leadership Development. She has received several qualified instructor/facilitator certifications including Cook-Ross's certified facilitator recognition for their Unconscious Bias Program and Franklin Covey for Delivering Effective Presentations.

Bonita's corporate experience as a Talent Development Director/Internal Coach/Organizational Consultant and Corporate Trainer provides her a base of knowledge to understand an organization's challenges and the experience needed to help develop the right solutions. Some of her key client engagements have focused on Leadership Development, Diversity and Inclusion initiatives and Change Management strategies.

As an external consultant and coach, Bonita's representative clients include The Gap, Nestle, Verizon, Adobe, Pfizer, International Monetary Fund, Teach for America, Novant Health Systems, Ernst Young, Morgan Stanley, Airbnb, Boston Beer, USAA, Starbucks, State of Nebraska, Dallas Children's Hospital, BioMarin Pharmaceuticals and Sprout Social.

She is a member of the St. Louis Organizational Development Group and International Coaching Federation where she sits on the board of Directors. She has also been an adjunct psychology professor and coach at San Francisco's Golden Gate University. Bonita received her master's degree in psychology from Southern Illinois University. She lives in Ballwin, Missouri and co-founded the non-profit, Motherless Daughters, whose mission is to support women in gaining the personal and professional skills needed to advance their careers and strengthen their families.

Randy Chittum, Ph.D.
Transformational Leadership Practice Lead
Senior Consultant



Randy Chittum, a Senior Consultant with *Innolect Inc.*, has spent his 25-year career working with leaders and executives worldwide in a variety of organizational settings in government, corporations and nonprofits. He works at all levels of the organization, specializing in organization development (team and system level interventions) that focuses on strategy planning and sustainable change. His leadership transformation methodologies (individual/team coaching and training) engage leaders to expand their capacity for learning while building skills needed in today's complex environments to think differently.

Randy is at his best when “playing in traffic”, a metaphor he uses to describe his coaching, teaching and consulting approach. He enjoys getting in the middle of that which matters most to the organization. From this place he and organizational leaders are best positioned to consider what is emerging for the leader as well as the organization.

His intention while working with leaders is to create sustainable change through mindful practice. Randy believes that a leader's ability to slow the action and reflect on one's internal landscape is the key to leading effectively in a world often characterized by uncertainty, volatility, ambiguity, and increasing complexity. Leaders in today's world must become comfortable in the paradox of “being still while in motion.”

Randy recently served as Vice President, Leadership Development at a publicly traded company, where he reported to the CEO and coached executives, created and managed succession planning programs, taught leaders, and worked with intact teams to enhance performance. After nine years this company was acquired, and Randy's role and commitment shifted to supporting leaders as they engaged in the very challenging work of continuing to lead during the biggest change most of them had encountered.

Randy currently serves on the faculty of the Georgetown University Leadership Coaching program in the Institute of Transformational Leadership where he is the Program Director for the Executive Development program and teaches in the Leadership Coaching program. He has previously taught leadership and organization development at both the undergraduate and graduate level at Georgetown University, among others. He is a contributing author to *On Becoming a Leadership Coach* (2012). Clients include the City of Charlotte, Prisma Health, Novant Health, Bayer, US Army, Federal Reserve Bank System, City of Leesburg, VA, Wells-Fargo and Credit Human.

**William J. Makell Jr., CDP, ACC
DEI Program Expert
Senior Consultant**



William Makell is an accomplished speaker, trainer, and International Coaching Federation credentialed executive leadership coach with demonstrated success across the military, government, and corporate industries. Leveraging extensive experience in program management for military organizations, he is a valuable resource for companies requiring enhanced skills with leading workforce recruiting & retention, diversity & inclusion strategic development, workplace culture improvement and leveraging technology. He is equally skilled at coaching and training clients seeking assistance with personal and professional development and has presented at national conferences across the country.

Throughout his career, William has held several executive leadership positions; CEO of a private company, Deputy Director of Health, Safety & Work-Life; Director, SAPR Military Campaign Office; and Chief, Office of Diversity & Inclusion with the U.S. Coast Guard. He's been responsible for advising three different Commandants [CEOs] of the Coast Guard on cultural and gender issues and leading a team that drastically reduced sexual assault against women by 33% over a two-year period. He also proved instrumental in providing diversity strategy training and enhancing diversity leadership skill sets across the Coast Guard.

After 33 years of military service as an officer and decorated Coast Guard helicopter pilot saving mariners in distress at sea, William now thrives on utilizing his skills helping leaders create sense out of uncertainty in their lives and business to achieve targeted results. He is especially capable in assisting executives after leading more than 1,400 employees, managing budgets up to \$415 million, ensuring medical readiness of 42,000 people, and innovative re-engineering projects saving millions of taxpayer dollars.

William relates to leaders at all levels and has worked with organizations across the country including Guardian Quest, The Wynne Resort & Casino, NASA, Central Intelligence Agency, BAE Systems, Sodexo, colleges, churches and non-profits. People have stated "He has the unique ability to connect on a level that instantly changes people's lives! And the best thing is that William comes from the heart and truly cares about making a positive difference in the lives of others!" His motto, "You can fly higher than you ever dreamed possible" is a testament to his belief and real-life example of resilience and perseverance as he triumphed over several remarkable challenges to attain the highest levels of leadership.

William holds a BS in Mathematics and Computer Science from the United States Coast Guard Academy, as well as an MS in Computer Information Systems from the University of Phoenix. He also possesses an Executive Certificate in Diversity Strategy and Leadership Coaching certification from Georgetown University, is a Certified Prosci Change Management Practitioner, and a Certified Diversity Professional (CDP) with Diversity Training University International. Finally, William is a Legion of Merit medal recipient and has been recognized with two national awards: the BEYA Career Achievement for the Government Sector and the prestigious Stars & Stripes award honoring senior African American executive leaders in the military.

Shirley Ginwright
Community Engagement and DEI Expert
Senior Consultant



Shirley Ginwright specializes in building sustainable, trusting relationships between local communities and public safety agencies. In this capacity, she consults with and assists police departments in identifying issues that could have a negative community impact and recommends and implements solutions for positive change.

Shirley provides training to help identify and understand racial bias. She helps to organize community members, organizations and leaders in reviewing and developing policies, procedures and programs, in support of the police department and assists with implementation of recommendations from President Obama's Task Force for 21st Century Policing. Shirley has assisted the Fairfax County Police Department in implementing recommendations from the Ad Hoc Commission for the Review of Police Policies and Procedures.

Shirley, in conjunction with the Fairfax County Chief of Police, Chief of Fire Department, Sheriff and Chairman of the Board of Supervisors, established the Communities of Trust Committee (COTC) to build and enhance positive relationships between public safety agencies and the communities they serve, with a focus on law enforcement. Due to strong leadership and outreach skills, the membership increased to include local, State and Federal law enforcement, faith groups, businesses and organizations.

To understand what was creating education inequities and how to eradicate the issues, Shirley became a substitute teacher. Shirley has over 40 years in building or reconstructing sound processes for businesses and community engagement. She has an extensive background in creating and maintaining a diverse and inclusive workforce, including serving as a Diversity Manager. Shirley can often be heard or seen on television or radio programs, podcasts or conference panels, teaching a class or giving impromptu remarks. She has spoken at conferences sponsored by the Police Executive Research Forum (Perf), and the Federal Bureau of Investigation. She is recognized, by her community, as a leader and is often called upon when there are issues or concerns to help advocate on their behalf.

Shirley served as Fairfax County NAACP president, member of the Fairfax County Police Department Chief of Police Diversity Counsel, and Commissioner on the Ad Hoc Commission for the Review of Police Policies and Procedures where she chaired the sub-committee for Recruitment, Diversity, Vetting and Retention. She is a member of the Fairfax County Criminal Justice Advisory Board, Chair of the Communities of Trust Committee, former chair of the Criminal Justice Committee of the VA State Conference NAACP and Board member of the National Organization for the Reform of Marijuana Laws (NORML). She also served on the Commonwealth Commission for Diversity, Equity and Inclusion, the Commonwealth African American Advisory Board and the Fairfax County Chairman's Task Force on Equity, appointed by the Governor.

Shirley meets with National, State and Local officials to initiate support for criminal justice reform. She has created a model to help build community trust and sustainable relationships that can be implemented throughout the country.

Natalie Renee Parker
DEI, Human Resource and Risk Analysis Expert
Senior Consultant



Natalie Parker, a Senior Consultant with *Innolect Inc.*, works with leadership teams to design high performance cultures of achievement focusing on talent management and inclusion.

With more than twenty years of experience in five different industries, she is regarded as a champion of organizational health. She draws from her skills as both a master facilitator and certified coach to diagnose, build strategy, and drive teams to owning and achieving their improvement initiatives. She is skilled at unearthing the people challenges that affect the organizational bottom-line. She believes that the job of a consultant, facilitator or coach is not to provide an answer, but to use challenging and supportive leadership to help the client confront opportunities with values-based authenticity; by knowing oneself, clients can best recognize the answers within themselves to unearth the solutions to their challenges.

Her ability to quickly garner trust allows her to get to the heart of key issues and bring a diversity of views to the table to help the team or organization grow. Understanding that there is no “one-size-fits-all” approach for organizational interventions, she balances her experience and intuition to create a solution. One key to her success is her ability to excavate unspoken issues through authentic communication and mutual accountability. Her experience in lean manufacturing allows her to guide teams to solutions with a system thinking approach that makes long lasting positive business impact.

Natalie’s last corporate role was leading Talent Development and Diversity at a fin-tech where she designed and delivered key people systems such as performance management, leadership development, succession planning, and engagement. Her philosophy is that diversity shouldn’t be just a program, but more so the metric-driven fabric that is woven throughout all of a company’s people systems. She fundamentally believes that “...by baking in evidence-based Diversity, Equity, Inclusion, and Accession (DEIA) strategies into all of your systems, organizations are able to see the impact of their efforts more evidently in their cultures”.

In her extensive experience she has designed enterprise-wide efforts for performance, leadership development, succession planning, employee coaching, conflict resolution conversations, and accountability management. As a best practice, when implementing new talent management solutions, she helps the organization to identify key performance metrics that include diversity and inclusion.

Natalie has been an adjunct faculty member at Bennett College, where she currently serves as Secretary on the Board of Trustees. Some of her notable clients include Abt Associates, New Indy Container Board, and Platinum Technologies.

Glenda S. Thomas, MS
Supplier Diversity and Supply Chain Advisor
Senior Consultant



Glenda S. Thomas, a Supplier Diversity and Supply Chain Advisor for *Innolect Inc.*, offers extensive experience in supply chain management contract management, supplier diversity, prime supplier engagement and implementation strategies. In her current role, Glenda is the Supplier Diversity Manager for Southern Company Electric Operations with responsibility for leading the supplier diversity initiatives for Alabama Power, Georgia Power, Mississippi Power & Southern Nuclear. As a key strategist in CRM, Prime Supplier engagement and supplier diversity best practices, she designs and curates programs to achieve client current and future business objectives.

Glenda's community presence has expanded the reach of Supplier Diversity throughout the Southeast region of the U.S. as she strategizes with government agencies, nonprofits, funders, companies and suppliers. Her leadership effectiveness has been recognized by both utility and professional organizations. She received the Edison Electric Institute - Supplier Diversity Executive Leadership Award for her innovative initiatives for small and diverse businesses.

With expertise in various industries, including roles in business analytics and operations, within the utility industry, Glenda has managed the supply chain activities for Nuclear Operations major projects including new nuclear construction and Power Delivery construction. In Transmission, Contract Management & Supplier Diversity, she's provided compliance and process improvements, financial analysis as well as metrics to ensure Power Delivery suppliers are performing within contract specifications.

An advocate for all diverse suppliers and small businesses, she designed and implemented an impactful mentoring program to assist diverse suppliers navigate the complexities of business development, succession planning, innovation and utility best practices. Generous with her expertise, Glenda lends her talents to affiliations such as EEI's Supplier Diversity Committee, American Association of Blacks in Energy; South Region Minority Supplier Development Council, Supplier Diversity Chair, World Games (2022) Birmingham, AL, Georgia Minority Supplier Development Council (GMSDC), National Minority Supplier Development Council (NMSDC), Greater Women's Business Council (GBWC), Technical Women in Georgia, Association of Utility Professionals and the National Contract Management Association. A few of her awards include Advocate of the Year & Board Co-chair for WBEC-South.

Glenda earned a BS degree in Accounting with a minor in Computer Science from Alabama A&M University as well as a Master of Science degree in Project Management from George Washington University. She is also Six Sigma Green & Black Belt certified.

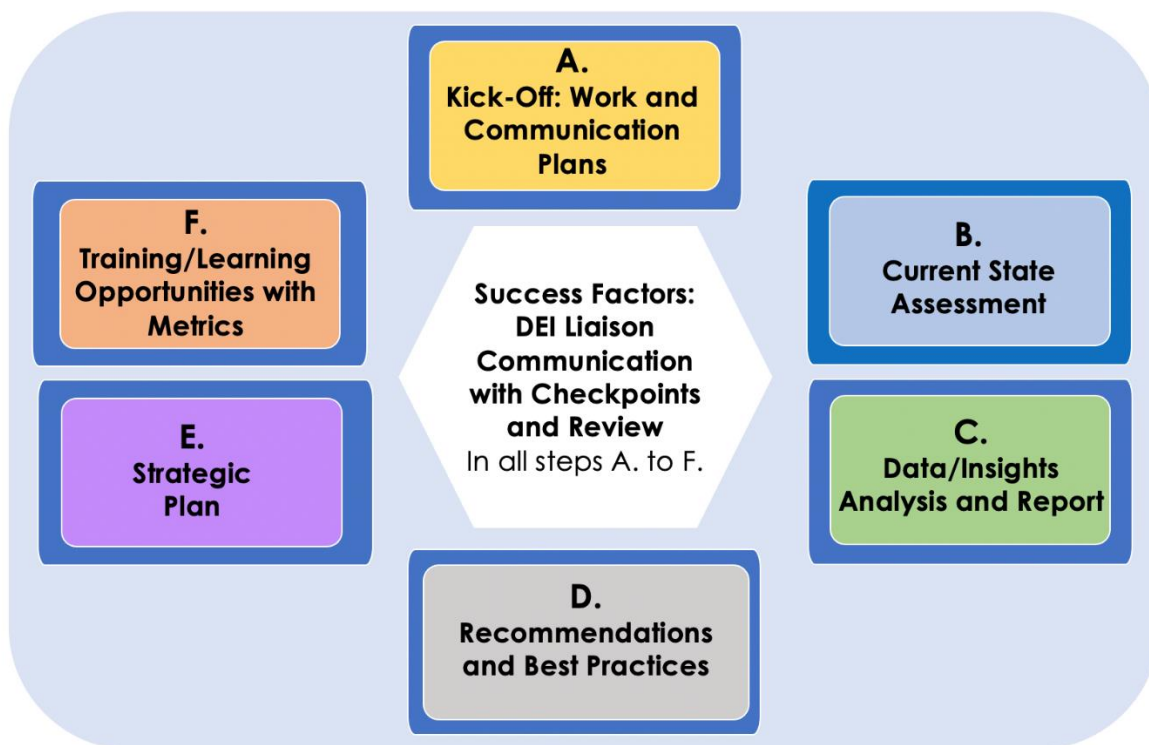
Tab 4: Proposed Services to be Provided

Overview – Innolect Scope of Work

Innolect proposes to provide the services described in the thirteen bullet points within Section 3.1 of the Guilford County RFP. We will describe in detail how all of those points are addressed within each of six sections, A thru F, in the Scope of Work as shown. Innolect has added a 7th section of work (shown in the center of the diagram below) titled “Success Factors: DEI Liaison Communication with Checkpoints and Review.” This describes the ongoing processes around expectations, communication and project management that ensure a highly functioning partnership. These processes will apply to every step of the engagement which is divided into two phases:

Steps A. and B. will comprise Phase 1 – DEI Assessment

Steps C. thru F. will comprise Phase 2 – DEI Strategic Plan



Scope
of
Work

Success Factors: DEI Liaison Communication with Checkpoints & Review
(This is part of every step in the Scope of Work)

The Success Factors described below will be part of our focus and dialogue throughout the engagement, with the first discussion about these factors occurring during the Kickoff meeting.

To ensure success of DEI initiatives, effective communication and listening between and among stakeholders is critical. Being well-informed and updated on the status, resource needs, responses, etc., will allow for a seamless coordination of the work. We believe that communication is the most important element for ongoing effectiveness, accountability and sustainability.

The initial work and communication plans, created first upon Kickoff, will need to be updated in later phases with a review of target dates, checkpoints and monitoring. We will also work with the County Communication liaison to suggest key messages and cascades of information throughout the initiative. Here is an overview of the four Success Factors for the engagement, with details below.



Ongoing DEI Liaison Communication with Checkpoints and Review

Being well-informed and updated on the schedule status, resource needs, responses, etc., will allow for seamless coordination of the work. We believe these components of our communication will ensure ongoing effectiveness, accountability and sustainability:

- Engage employees in the initiative at all levels.
- Communicate regularly to build trust and demonstrate transparency.
- Provide key stakeholders with consistent key messaging.
- Offer practical short-term and long-term recommendations that address specific themes related to **diversity, equity, inclusion, belonging and access** for people needing accommodations for certain physical limitations.

DEI Culture Change Guidance

Innolect consultants serve as strategic collaborative partners and *trusted advisors* for leaders leading and driving change. Throughout the engagement, we work collaboratively to examine the DEI issues and decisions needed to achieve sustainable objectives. With intentionality and experience, our advisors help leaders consider the messaging and dialogue needed to build credibility and trust at each stage of the DEI journey.

- Position and communicate DEI strategy/goals
- Deliver messages that build the business case and tell the story
- Apply analytics to influence and build trust
- Build a listening leader culture and toolkit

It is critical for County leaders, especially the County Manager and the DEI Liaison, to both understand and actively engage in the culture change process. Our DEI culture change experts serve as change guides to support and offer targeted guidance to ensure success of the initiative.

It is also very important during the DEI engagement to prepare and support trained Key Communicator Representatives within the County to be sources of reliable and transparent information about the DEI assessment and strategic planning phases. The key to achieving positive results for employees, customers and the community is building alignment on what DEI is and is not throughout the organization through a continuing cascade of communication about progress through each step of the DEI engagement. The goal is for **all** employees and leaders to gain insight, understand and thereby be better prepared over the coming months to be equipped to apply consistent practices that demonstrate Guilford County's commitment to DEI outcomes in:

- Policies/practices for recruitment, selection, onboarding, inclusive access and promotion
- Leadership and employee development
- External partnerships with vendors/suppliers and other entities
- Community and outside stakeholder engagement

Accurate Benchmarking Data

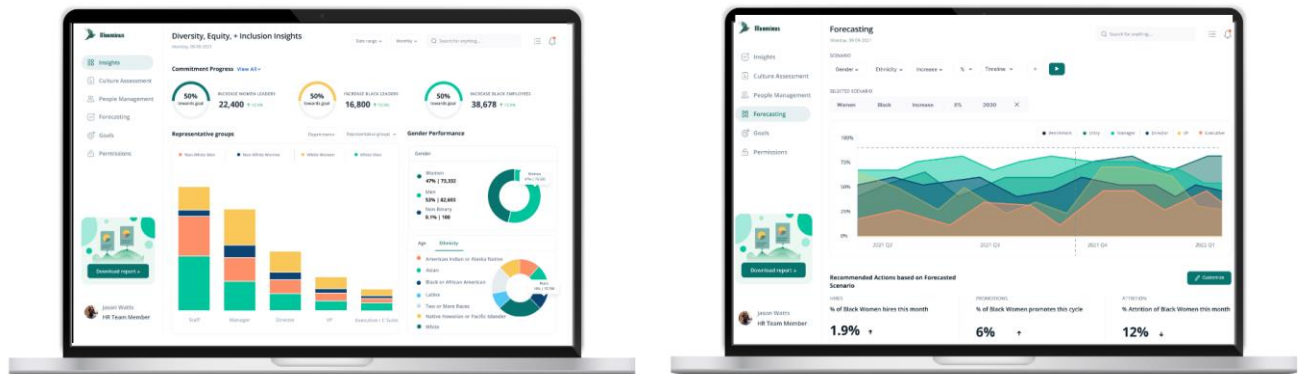
Another key success factor in conducting a DEI assessment is the ability of HR teams to provide Innolect with information from integrated data sets to help us fully understand the current state and DEI-related trends. With clear, clean, disaggregated benchmark data, Guilford County will be in an optimal position to establish a DEI dashboard, identify goals and track KPIs using data analytics for trends in hiring, promotion, resignations, access for those with disability needs, training, career development, etc. across various demographic factors.

We believe...

What has been done in the past must be affirmed and honored before people are willing to commit to a desired, unknown future. We help people see future possibilities are extensions of past achievements, and that where we can go is connected to where we have been.

Guilford County is in charge of its work and its decisions. It is most important that the County views itself as owning the experience. We use processes that give the project team control over what and how work gets done. Innolect's role involves co-creating and facilitating a process that leads to outcomes the County chooses and commits to achieve.

Note: If current data isn't readily available, with Innolect's strategic alliance partner, *Illuminus*, we can help simplify and accelerate the County's process by bringing your inclusion-related data into one place to map inclusion across the entire employee journey leveraging the County's data capabilities. This approach connects, normalizes, and visualizes data from major HR systems (HRIS, Talent Acquisition, Employee Engagement, and Performance) to better understand the current state of DEI at Guilford County and where to prioritize efforts. If the County chooses to have *Illuminus* support this simple implementation process, it would take all data preparation work for the DEI Assessment off Guilford County's plate.



Project Management and Quality Control

Innolect recognizes that Project Management excellence is a mission-critical component of any engagement. When a client places their trust in Innolect, they gain our commitment to be in partnership at every step of the process. Thoughtful, intentional planning and communication are key to the initiative's success. We have earned a reputation for building strong ongoing client relationships and exceeding expectations by:

*Ensuring work deliverables are done on time, within budget
and according to SOW specifications.*

Monitor Assessment Tasks and Activities. Innolect's Project Management involves four key activities, all occurring within a consistently responsive communication loop of prompt accessibility among Innolect's Project Manager and Guilford County's liaisons with Innolect DEI consultants. For this initiative, the Project Manager will design a customized project plan that encompasses:

1. *Scope Management* – the plan provides guardrails and direction on how to manage the scope throughout the initiative. It ensures there is oversight of all change requests and approvals from an integrated systems perspective to reduce confusion and reduce risk.

“The Innolect team spearheaded by founder Kittie Watson and DEI Lead and Project Manager Marley Bollinger is truly best in class.”
- Deputy Position
NC Government Organization

2. *Schedule Management* – the plan establishes agreements (integrated with scope management) for how to develop, manage, execute and complete deliverables on time.
3. *Quality Management* – the plan identifies quality requirements and success factors (at the engagement launch) for deliverables with an evaluation process of regular check-ins as described above (in addition to interim report) and feedback loops to ensure excellence.
4. *Risk Management* – the plan ensures inputs and processes are supported and performed effectively over the DEI initiative’s life cycle.

Detailed Scope of Work

Details for each of the six Scope of Work sections A. through F. will be addressed below with Innolect’s approach to fulfill the County’s RFP requirements including a description of high-level delivery elements.

Detailed Scope of Work Phase 1: DEI Assessment

This section – Phase 1 DEI Assessment – describes key steps in the first phase of work for steps A. and B. related to Kick-off and the in-depth DEI Assessment of the current state.



Phase 1: DEI Assessment to Inform the Report



Scope
of
Work

A. Kick-Off Meeting: Work and Communication Plans
(Addresses RFP 3.1, Bullet 6)

Kickoff Meeting. To launch the engagement, Innolect will meet with the Guilford County liaisons to design a “true collaborative partnership” as a design/planning team. We recommend this meeting include key individuals such as your Liaison/Project Manager, sponsor(s), communication lead and any others whom Guilford County selects to meet with two of Innolect’s diverse and experienced senior consultants to listen and confirm your goals, identify concerns, and ensure understanding for the approach to our collaboration.

The goals of the Kick-Off Meeting are to:

- Gather data and insights about the current state and baseline information.
- Gain insight about key stakeholder groups and individuals, barriers, cultural norms, etc.
- Clarify roles among members of the strategy team including Innolect.
- Confirm consulting services scope and deliverables with target dates and deliverables (Full-Circle DEI StrategySM).
- Allow for opportunities to gain insight from key County Stakeholders and begin Innolect’s sharing of best DEI practices.

“We appreciate our Innolect partnership and Marley Bollinger’s excellent service as Project Manager. Innolect is the expert we look to for everything DEI.”

- National DEI Manager
at a leading Global
Biotech Company

Develop Work and Communication Plans for the Initiative

Once the Design/ Planning Team meets and agrees on timing for deliverables, Innolect will co-develop:

- A comprehensive Work Plan.
- A targeted Communication Plan with specific roles, responsibilities and due dates, including communication touch points for County approvals/sign-off.

With agreement from County design and project team members, these two plans will serve as guides to outline progressive steps for the work. The Communication Plan will be designed to:

- Ensure the right stakeholders get the right information at the right time through the right channels (efficiency and effectiveness).
- Ensure alignment and consistency among County Planning Team members and Innolect.
- Build confidence in the initiative as an opportunity to learn ways to enhance performance and effectiveness across the organization.

Scope
of
Work

B. Current State Assessment

(Addresses RFP 3.1, Bullets 1, 2, 3, 10)

To achieve the goals of intent for the RFP, the DEI Assessment process will seek to identify perceptions of strengths, concerns and interests of County employees, residents and equity-seeking groups. The baseline analysis will evaluate current organizational practices, services, systems, policies, programs, processes, protocols, initiatives, organizational structure, staffing and DEI awareness throughout county departments as well as elements of the community. In addition, the Assessment will include and evaluate perceptions of County initiatives in the business, non-profit and economic development sectors in relationship to DEI.

Innolect's 4-Step Assessment Process for DEI Data Analysis:

1. Conduct Individual Interviews.

Innolect will conduct a comprehensive interview process to gain greater insights, understanding and an orientation to the environment. We create a “true partnership” using appreciative inquiry to listen first. Working with the County’s Design Team, Innolect will help organizational leaders explore a relevant range of questions such as:

- What is the understanding among different levels of the organization about the “why” of this initiative for diversity, equity, inclusion, belonging and access?
- What cultural strengths enable positive change within the County?
- What barriers have gotten in the way of sustainable DEI culture change in the past?
- What are past and current DEI initiatives, positioning, and capacity, with a high-level review of current initiatives? How has success been measured to date?
- What are key insights into the risks, rewards, and impacts of current DEI approaches?

Innolect’s data-gathering goes beyond the surface level of known issues to gain new insight that uncovers the emotional needs and sometimes unspoken organizational culture influences that drive behavior. We create spaces of psychological safety in communication so we can discover the unarticulated dynamics that are impacting perceptions of inclusion and equity across levels.

Guilford County Interview Role	Innolect Interview Role
<ul style="list-style-type: none"> • Approve interview protocol/process • Recommend/approve interview names • Ask Leadership to communicate support of the purpose and benefit of interviews • Administer invitations, oversee scheduling and logistics • Implement the communication plan for sharing interview status key messages 	<ul style="list-style-type: none"> • Design interview protocol/process • Initiate discussion of potential challenges in the interview process and explore possible solutions • Match facilitators to interviewee • Conduct the interviews • Analyze content of the interviews • Integrate preliminary topline interview summary into final report

- 2. Design Employee Inclusion, Equity and Access Surveys.** There are numbers of survey platforms available depending on the desired outcomes and formats and/or whether the County plans to administer yearly surveys and/or pulse surveys periodically. Since confidentiality and anonymity are the key to receiving meaningful data for this Assessment, we strongly recommend that Innolect administer this survey. Whether the journey has been established or is just beginning, survey results help the County to:
- Engage and capture the authentic voices of all stakeholders.
 - Determine initiatives needed to create more inclusive workplaces.
 - Prioritize key DEI initiatives to implement.

Based on the identified goals and intent of the County, Innolect would work to identify ways to increase survey response rates, provide benchmarks, provide detailed analysis for solutions and implementation strategies based on the critical, underlying issues identified from survey results. We are prepared to provide turnkey survey hosting, survey design, administration of the confidential survey, analysis and recommendations. The following outlines our understanding of roles for the County and Innolect.

Guilford County Survey Role	Innolect Survey Role
<ul style="list-style-type: none"> • Review Protocol/Process • Review Questionnaire • Identify and provide stakeholder lists • Co-establish key metrics and success factors for the survey process • Communicate with workforce and promote survey participation • Review draft of Topline Survey Summary (quantitative) content • Design messaging for various communication channels to reach all employee and stakeholder groups • Implement communication plan for keeping employees informed 	<ul style="list-style-type: none"> • Design Protocol/Process • Design Questionnaire draft • Set-up survey with demographic variables in platform • Co-establish key metrics and success factors for the survey process • Analyze the data (qualitative/quantitative) • Draft preliminary Topline Survey Summary (quantitative) to share with County liaisons to integrate into final report • Identify survey insights to be addressed in more depth in focus groups

As we review Survey results, we analyze and make connections among the various data points in the responses. We make hypotheses about the nature of the results and identify key DEI themes. Having an initial view on what the data is saying is critical because it will show the direction in which the County's additional data collection efforts should focus. Innolect will suggest what follow-up surveys, pulse checks or other measures might be beneficial.

***Option:** Since the County may elect to include and gain insight from community voices through a Community Survey, one option is for Innolect to design a Community Survey for the County to administer. Innolect would support the county in analyzing the results based on assessment of current programs and initiatives provided by the County.*

- 3. Conduct Employee Focus Groups.** Focus groups are an effective way to gain deeper insights into what employees and community members are experiencing. The goal is to create a safe place for a maximum of 8-12 County employees to express their feelings and perceptions with those who might share similar experiences or traits. Innolect's expert facilitators create a comfortable, open and accepting space to have confidential conversations and gain more depth of understanding about some of the topics that are of interest to employees. In using facilitators who are not part of County government, Innolect ensures that any comments shared in Focus Groups will be 100% anonymous. This way, participants have more ease in speaking honestly.

Innolect uses deep listening techniques that build trust and create a safe group culture for exploring real experiences and issues to:

- Assure interviewees or group members of confidentiality.
- Ensure the climate is grounded in authenticity and empathy.
- Provide to each participant an experience of being "seen and heard."
- Create a partnership so each participant sees how their input is valued and how it can have a meaningful impact on organizational change going forward.

Guilford County Focus Group Role	Innolect Focus Group Role
<ul style="list-style-type: none">• Review focus group protocol/process• Approve affinity focus group design• Invite workforce to volunteer for focus groups with leader approvals• Administer invitations, sign up and selection communication for focus group volunteers• Review Draft of high-level Focus Group Summary• Implement communication plan for the survey results with key messages	<ul style="list-style-type: none">• Design focus group protocol/process with a minimum of six focus groups• Initiate discussion of potential challenges and explore options• Create an affinity focus group design• Match facilitators to fit affinity groups; engage two diverse master facilitators per focus group• Facilitate the focus groups• Analyze content of the focus groups• Integrate focus group summary themes into final report

Conduct Community Roundtables. While the DEI Current State Assessment has a primary focus on County employees, the County understands how critical it is to gain insights and opportunities from selected residents and corporate/civic entities that call Guilford County home. With the County's commitment to build trust in partnership with the community, we will conduct two focus groups with civic and business leaders. As a component of the discovery process, Innolect would conduct at least two community roundtables to gain insight about the perceptions of the 1) business community and 2) civic community stakeholders.

4. Review Documents, Reports, Assessments: Evaluate Current Competency

To meet the goals of the Initiative as reflected in the RFP, our experience suggests that the County needs effective, relevant HR policies to govern and ensure consistency in DEI deployment of its daily functions such as recruitment, selection, performance management, promotions, training, etc. While policies may promote compliance, equally as important, they must be evaluated using an equity lens to ensure standards for all employees are fair.

To be effective, policies and procedures must list actions needed to complete a task, be written in a format that minimizes the potential for confusion or misunderstandings regarding actions to be taken and consider the intended user as well as the users' skill sets and responsibilities. Most recently, we performed a DEI assessment of current state operations for a city in NC with an analysis of over 300 policies and procedure-related documents.

With skill in supporting transformation and change, we work with your leadership and key stakeholders to determine how the policies and procedures could better reflect future operation requirements and DEI best practices with an inventory of:

- roles and responsibilities, and
- policies and procedures with a GAP analysis using a DEI lens.

Innolect will review Guilford County policies using an equity lens with a process that analyzes or diagnoses the impact of HR policies and procedures and where opportunities may exist. Our goal is to help reduce barriers for under-served, marginalized, and diverse individuals and groups and to identify and potentially reduce or eliminate barriers to equity. We look for:

- Evidence of a policy or practice's unintended consequence or disparate impact.
- How new policies are introduced and evaluated prior to broad implementation.

With more equitable policies and a commitment to consistently applying policies, County leadership will then have the necessary baseline for measuring DEI progress for accountability going forward. In addition to the policy and procedures review, the assessment process will include a review of County contracting policies.

5. Conduct DEI Review of MWBE Program

To achieve the desired outcomes, the assessment process will also include a DEI review of the MWBE program. Innolect's Supplier Diversity expert(s) will assess in the Current State by reviewing the MWBE Program Policy Guide, the Administrative Manual, the Disparity Study Findings, current program activities and any other documents and/or feedback modality that is deemed meaningful for analysis. We will then utilize a SWOT analysis to identify strengths and opportunities that will inform DEI Recommendations for the MWBE program.

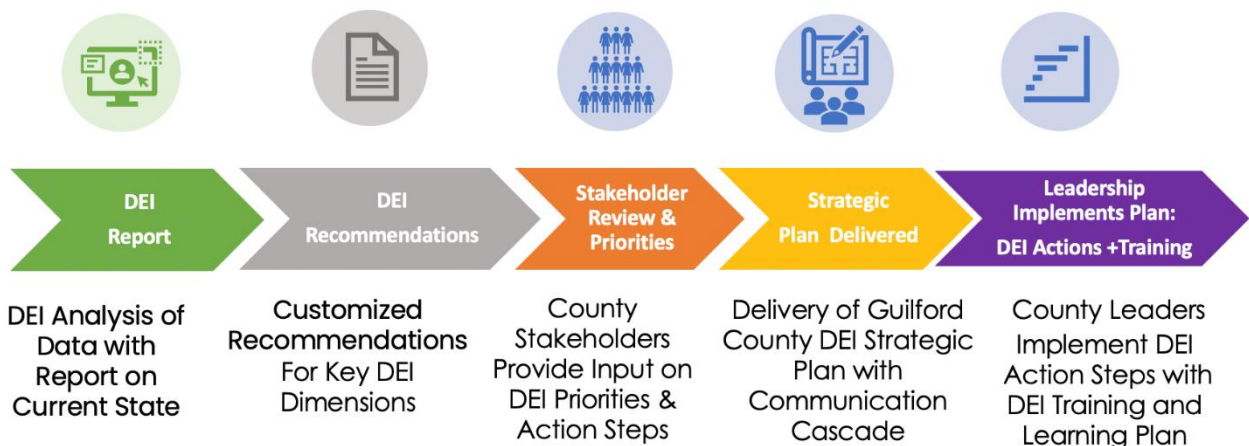
Note: Prior to the delivery of the full Assessment Report in Phase 2, interim high-level assessment insights and updates will be provided by Innolect at mutually agreed upon intervals during the assessment steps so leadership and key stakeholders are informed of learning and key insights real time. With Step C, the next phase of the DEI engagement begins.

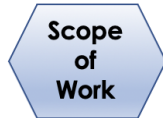
Detailed Scope of Work Phase 2: Report Results and Build DEI Strategic Plan

Upon completion of the Assessment steps, Innolect's team will begin Phase 2 of the DEI engagement.



Phase 2. Report Results & DEI Strategic Plan





C. Data Insights Analysis and Report (Addresses RFP 3.1, Bullets 2, 10)

Phase 2 commences with Step 3. with its analysis and integration of the data and insights from the DEI Interviews, Survey, Focus Groups, Community Roundtables, Policies/Practices Review and Supplier Diversity Review to prepare the final DEI Assessment Report. The Report will summarize all findings, according to key themes, including areas where marginalized populations face structural inequities that are not being effectively and equitably addressed by current policies and practices.

In reviewing results, we use sophisticated data techniques to analyze and make connections among varied research data points. We will integrate data and findings from the stakeholder Survey with the more finely tuned insights that resulted from the employee perceptions and reported experiences in the Focus Groups, Community Roundtables and Individual Interviews.

Included in that Assessment Report there will be five SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses of:

- DEI themes from Individual Interviews
- DEI themes from Employee Survey
- DEI themes from Focus Groups and Community Roundtables
- DEI themes from Policies/Practices Review
- DEI themes from Supplier Diversity/MWBE Contracting Review



For County leadership to benefit from hearing the voices of large numbers of stakeholders in this deep and intentional listening process, the Report will also include anonymous, (non-identifiable) and representative employee/stakeholder quotations in the Report Appendix with quotes organized by DEI themes.

A final element in the Report will be identification of the County's overall DEI Maturity State, utilizing the globally researched Bersin DEI Maturity Model that compares eight hundred organizations and 80 different practices that promote key DEI outcomes. By identifying the County's current level, leadership can then prioritize strategies to advance the County to the next level of DEI maturity. In understanding the current level, leaders can also identify potential "early wins" to target as goals for the County.

Integrating the insights and learning from the assessment data with evaluation tools like the Bersin model above, the DEI Assessment Report and the Recommendations will serve as the foundation for the development of Guilford County's DEI Strategic Plan with measurable goals and objectives.

DE&I Maturity Model



Bersin, 2021



D. DEI Recommendations

(Addresses RFP 3.1, Bullets 4, 5, 8, 9)

Recommendations Grouped by Thematic Dimensions. After the comprehensive assessment analysis and DEI Assessment Report is finalized, the DEI Recommendations will be grouped into key categories called “Dimensions” based on their common themes, with identification of specific related actions to achieve DEI outcomes. Recommendations, grounded in industry best practices and research, will be fully supported by the extensive assessment analysis from input by employees, community stakeholders and leadership.

Recommendations With Action-Focused Detail. The detailed DEI Recommendations – customized to leverage Guilford County’s unique strengths - will address specific gaps along with growth opportunities for achieving visible, measurable DEI progress, starting from the County’s current state. The DEI Recommendations will address the themes most strongly supported by the data, which are also aligned with Guilford County’s goals, values, and objectives. Within a single category of recommendations, there will be specific action-targeted recommendations to support the building of a County roadmap for DEI progress and success.

Practices to Implement an Equity Lens. Our goal is to present recommendations and guidance to Guilford County that will offer a practical and customized framework for building an Equity Eco-System within the County’s culture and policy structure. Below are equity strategies that could be explored with the County to promote and sustain the application of an equity lens in the day-to-day practices most meaningful to the County. As we tailor applications of an equity lens to County needs, the intention will be to leverage the County’s unique strengths while

targeting gaps that are most impactful on the County's equity outcomes. The equity roadmap for the County may include these and/or other equity-focused action steps:

- Bridges to Equity
- Equity Gap Matrix
- Priority Policies for an Equity Lens
- Equity KPIs
- Equity Decision-Making Tool
- Listening for Equity



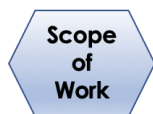
Equity Eco-System

Rather than treat equity as only a mission or policy, an Equity Eco-System applies a set of customized initiatives working in concert for relevant and measurable systemic DEI outcomes.



* *Bridges to Equity* includes phases of layered change initiatives from storytelling/mindset shifts to building alignment around DEI definitions, goals, policies and systemic changes that impact equity.

** *Equity Gap Matrix* Includes excavating and openly exploring underlying barriers in the culture and within interaction loops that may impede speaking about or addressing inequities.



E. Stakeholder Review and Deliver Strategic Plan (Addresses RFP 3.1, Bullets 7, 12)

Strategic Planning Expertise

Innolect's strategic planning and analysis process for DEI was developed with a think-tank of senior consultants with extensive experience designing DEI initiatives in educational, government, policing, corporate, and nonprofit organizations. Integrating best practices with our acclaimed **Innovative Intelligence®** Approach, we offer innovative, customized strategies to address inequities and ensure accountability for lasting learning, with the deep engagement, belonging and productivity that comes from inclusive change.

In a world increasingly complex and rapidly changing, it is more important than ever to build an effective plan for resilience and agility. Innolect achieves the best results in strategic planning by starting broad and progressively narrowing the focus during engagements and learning sessions to identify strengths and identify new skills to be introduced and practiced using a Five-Phase DEI Planning Process.

“Innolect put their brilliant strategic abilities into action to deliver an innovative collaborative approach to engage and develop leadership at every level of our organization and provided our transformation the best opportunity for sustainable success...”

VP, Customer Experience Strategy

Innolect’s Customized Strategic Planning Framework:

- Provides a DEI vision, goals and long-term plan, based on the comprehensive assessment.
- Socializes and gains consensus, input and commitment among all stakeholders.
- Delivers a proactive, comprehensive strategy with action plans and tactics to address and anticipate changing DEI needs (virtual engagement, resource requirements, etc.).
- Serves as a reference for evaluating and monitoring results and progress long term.
- Promotes the implementation of consistent work processes and quality standards across the system that support key equity outcomes guided by the strategic plan.
- Includes a long-term plan of sustainability with a forecast of annual investments needed.
- Supports steps to ensure sustained DEI success with key metrics and a data dashboard.

The custom plan helps the organization move from surfacing and sorting ideas to identification of the optimal DEI strategic actions and prioritization for their stakeholders. The broad start decreases risk and increases leader and team commitment and community support.

Based on the data, Innolect will partner with County leaders and stakeholders to architect the optimal DEI Strategic Plan which targets Guilford County’s DEI needs and priorities as identified in the assessment. Based on Strengths-Gap Analysis and Risk/Reward Matrix, the Plan will identify relevant tools and best practices to achieve outcomes and it will recommend trainings, communication strategies, coaching/mentoring and policy changes.

Innolect’s collaborative partnership model assures an optimal design grounded by continuing feedback and refinement input from the County. Our methods are grounded in field-tested research in how to effectively build organizational readiness to adapt to DEI needs. Innolect helps organizations identify those unspoken norms and policies that may hinder equity success and guides your leaders in facilitating inclusive dialogue with individuals, teams, and systems.

Design is the most critical dimension that determines the success of Innolect’s DEI initiatives translating into memorable, sustainable impact and change. We start from a place of curiosity and wonder; then we collaboratively design experiences and activities to help participants gain insight, seek innovation, encourage greater risk-taking and act with commitment.

Scope
of
Work

F. DEI Training/Learning Opportunities with Metrics
(Addresses RFP 3.1, Bullets 8, 11, 13)

Once the current state assessment and strategic planning process is complete, Innolect will have a wealth of data for addressing the DEI learning, education and training needs for employees and elected County officials. This learning will serve as a baseline from which the County can build capabilities and new skills.

Since recent research reports suggest that 75% of organizations make mistakes when they introduce DEI training, we will prepare County leaders and employees to deeply listen first, understand what they hear and then act to meaningfully advance toward a culture of equity. With best practices approaches applied to DEI training and learning opportunities, employees demonstrate increasing DEI awareness, knowledge and skills.

Innolect is known in the industry for award-winning, dynamic, motivating DEI programs that engage leaders and employees in learning. Practicing, integrating and reinforcing new skills and tools. Our results demonstrate that as employees gain understanding of both everyday behaviors and organizational and structural barriers to DEI, they gain greater insight into what it takes to be truly inclusive in their actions. We deliver customized, engaging, participative, blended learning experiences in *60-minute to multi-day formats*. Our interventions:

- Facilitate conversations among diverse employee groups.
- Expand understanding about racial bias to build racial equity.
- Equip leaders with listening, radical empathy and inclusion tools.
- Apply and practice the ACT model - what to say and how to say it.
- Model methods to create a "safe" space for continued listening and learning.

We are well equipped to design, deliver and/or train others within the County to facilitate DEI learning as well as to develop the KPIs for measuring learning and employee development outcomes. Like Guilford County, we understand how important it is to go beyond awareness to achieve build and sustain inclusion behaviors and practices. (See Appendix D)

Innolect Training and Learning Approaches

- **Leader Development.** Our experience suggests that it is most critical to begin with County Executive Leaders and Officials to ensure that they have a clear understanding of DEI terminology. Leaders must be fully prepared to deliver key messages (the DEI Why). In addition, all leaders and particularly middle managers are the carriers of the culture as they model, cascade and reinforce the DEI vision, goals, process and benefits to all employees and the community as culture change, leaders and managers.



Based on Guilford County beginning the DEI journey, we design learning to ensure DEI principles and concepts “stick.” Our webinars and face-to-face workshops integrate the latest research and thought leadership from DEI scholars, practitioners and Innolect’s own DEI experts. (See Appendix B) Using the culture assessment, recommendations and strategic plan, we will propose topics to include with a schedule.

- **Culture Change Guidance** – monthly sessions with County Manager and DEI initiative Project Manager (with the option to add other leaders). As culture change guides, Innolect consultants serve as strategic collaborative partners and *trusted advisors* for leaders leading and driving change. We work collaboratively to examine the DEI issues and decisions needed to achieve sustainable objectives. With intentionality and experience, our advisors help leaders consider the messaging and dialogue needed to build credibility and trust.



- How to position and communicate DEI strategy/goals
- How to deliver messages that build the business case and tell the story
- How to apply analytics to influence and build trust
- How to build a listening leader culture and toolkit

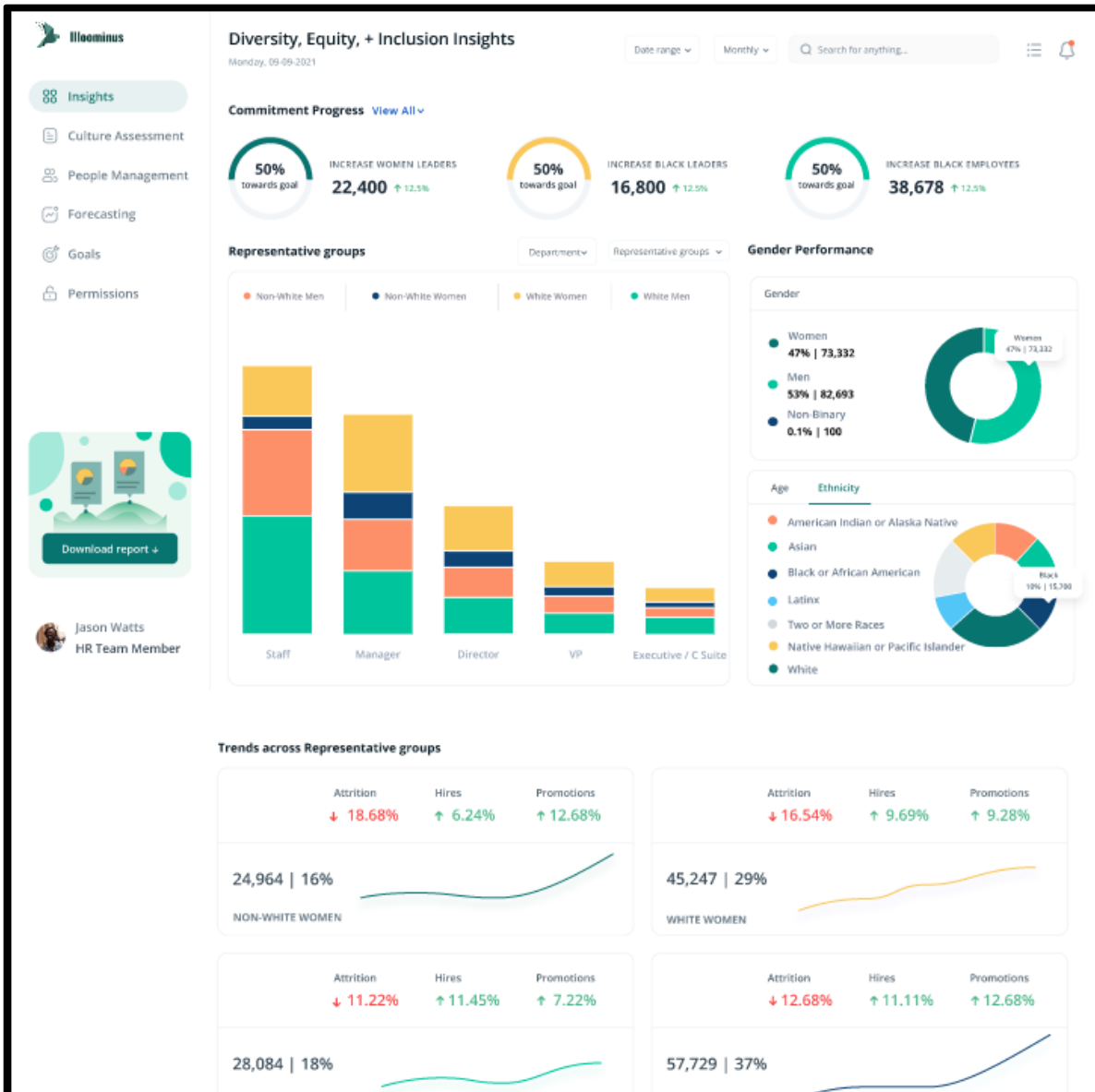
- **DEI Learning/Training Modules** – one approach to training may be to design three foundational DEI learning modules to cascade to employees that might include:
 - Overcoming Unconscious Bias and Microaggressions
 - Understanding Covering in the Workplace
 - Psychological Safety and Growth Mindset
 - Story-listening to Build Empathy and Foster Cultures of Inclusion
 - Speak UP: What to Say and How to Say It
 - Micro-inequities and Micro-interventions
 - Inclusive Leadership Toolkit
 - Empathy and Trust for Teams
 - Giving and Receiving Feedback
 - Equity in Decision-Making

DEI Train-the-Trainer. To build internal capability for ongoing training and development, Innolect is often asked to work with a select group of internal employees as learning facilitators to train other employees. The training serves as a development opportunity for employee growth, to increase employee engagement and to build the County’s internal DEI capabilities. The goal would be to equip employees to cascade DEI learning content and activities throughout the County.

Potential trainers would go through a selection and vetting process, and then receive a customized training program for facilitating/teaching each module. Each module would include the specific training content (facilitator guide, participant materials, etc.) and County trainers would work with Innolect as co-facilitators to practice the effective delivery of this training content to other County employees.

- **Offer DEI Group coaching and practice sessions for managers** of others which might include:
 - Building Psychological Safety: Strategies and Behaviors
 - Deep Dialogue: How to be Comfortable Being Uncomfortable
 - Allyship and Mentoring
 - Bridge-builders for Social Justice: 3rd-Party Advocacy & the Courage to ACT
 - Radical Empathy and the Courage to Listen
 - Living Room Conversations: Top Three Challenges Facing Diverse Employees, etc.
- **Ongoing Learning and Change Agility.** Innolect has designed and implemented DEI change initiatives for over 22 years. (See sample case studies – Appendix A). Some of the approaches we've used:
 - Serve as DEI Change Guides for senior leaders
 - Offer DEI Department Leader coaching
 - Design and develop DEI learning tools and applications that focus on each organization's gaps and priorities
 - Conduct a DEI organization network analysis
- **Metrics/KPIs.** Based on Innolect's broad experience, we understand that measurement is the key to ongoing DEI learning and success. In collaboration with the County, we will determine the measurement outcomes desired at the beginning of the initiative to support the overall outcomes. The qualitative and quantitative metrics establish a baseline and set well-defined targets, accountabilities and create an objective basis for progress reports. We also schedule after-action reviews after each key deliverable to make any adjustments for future interventions.

Innolect recommends that the County consider utilizing *Illuminus* or one of the easy-to-use, online KPI Dashboards to display DEI KPIs and metrics in a visual way that offers access across County departments. A dashboard will deliver key information to track DEI goals, so you know where you are on the equity continuum and where you want to be. (See Appendix E)



For each KPI, we will partner with the County to set targets for the level of performance that the County wants to achieve. Next the measuring method will be identified with the data source and a County lead person will be assigned responsibility to analyze that KPI data and track performance.

DEI Project Timeline Year One – Phases 1 & 2

This is an initial draft for a proposed DEI Project Timeline for Year 1, subject to discussion and revisions based on the County’s feedback during the Kick-Off step of the DEI initiative.

Timeline Year 1 – DEI Assessment & DEI Strategic Plan



Tab 5: References

Please see Attachment 3 – References.

Tab 6: MWBE Participation Requirements

Please see Attachment 4 – MWBE Affidavit Forms.

Tab 7: Other Bid Event Forms

Please see:

Attachment 5 – W-9 Form

Attachment 6 – Addendum Acknowledgement Form

Attachment 7 – Non-Collusion Affidavit

Attachment 8 – Affidavit of Compliance (E-Verify)

Tab 8: Other Attachments


Innolect acknowledges the Basic Insurance and Sample Contract attachments provided for informational purposes.


Appendix A: Selected Case Studies


Civic Municipalities, Government Agencies and Fortune 500 Corporations. Innolect's team brings unique expertise to support local government and community diversity, equity and inclusion efforts. Since 1995, through long-term client relationships, we have designed and facilitated DEI initiatives. Each of these *organizations has invited us back to perform additional work.*

We combine our nationally known expertise in DEI, listening and communication to create a solid foundation for effectively engaging leaders and teams in ways that promote lasting learning and DEI change. As our case studies prove, **Innolect learning approaches are more productive, participants are more engaged, and content retention is higher, always surpassing expectations.** Innolect's proprietary products and services have received multiple international recognition and awards.

Similar Projects (*Confidential*)

Client	Project Description
Examples of Three Similar Projects in the Last Five Years	
 (Contract 2021-2022) Key Staff: <ul style="list-style-type: none">• Marley Bollinger, Project Manager• Kittie Watson• Randy Chittum• Bonita Mackey• John Gregory• John Furcon• Shirley Ginwright	<p>Innolect was selected in a competitive process to collaborate with the City of Wilmington to engage our Full Circle DEI strategy and conduct a DEI organizational cultural assessment designed to engage employees and key stakeholders in providing feedback about its culture, policies and practices.</p> <p>Objectives</p> <ul style="list-style-type: none">• Assess culture and policies and practices.• Customize an inclusive action-focused design with DEI Recommendations across 6 Priority Dimensions.• Assist in implementing the design with best action alternatives.• Measure change and impact on DEI goals and objectives. <p>Phase 1 Approach Collaborating with City Manager, Deputy City Manager and selected staff in the discovery process, Innolect designed and:</p> <ul style="list-style-type: none">• Created work and communication plans with check-ins to guide the DEI process and stay on track with objectives.• Conducted Individual interviews to gain insights into the culture and DEI readiness.• Administered Employee DEI Culture Assessment to engage all employee voices and provide City DEI baseline.

Client	Project Description
	<ul style="list-style-type: none"> Facilitated confidential employee Focus Groups and Community Round Tables to gain deeper insights into workplace culture and community relationships. Offered change guidance to leadership, onboard new team members and build internal capabilities. Analyzed assessment data with policies, practices and trend data using an equity lens. <p>Phase 2</p> <ul style="list-style-type: none"> Initiated Phase 2 – facilitating a prioritization process to review DEI recommendations for short-term, medium-term and long-term implementation. Engaged in an ongoing process to equip senior leaders and middle managers (most needed) in how to communicate and engage the workforce for next steps.
 <p>(MSA – multi-year for multiple locations globally and in USA – 2012 to present)</p> <p>Key Staff:</p> <ul style="list-style-type: none"> Kittie Watson Marley Bollinger William Makell Bonita Mackey Randy Chittum Harry Hutson John Gregory Aimee Gibson 	<p>Since 2012, Innolect has been partnering with various global divisions to implement DEI initiatives. Current engagements:</p> <ul style="list-style-type: none"> Facilitating four-hour Inclusive Leadership workshops for 1500 leaders across the United States <i>and global training sessions</i>. Collaborating to create a vision and strategic plan for a Pharmaceutical division to build a DEI and access culture. Design and/or facilitation of town hall meeting(s) to listen to team member stories and experiences. Cascade listening strategies to implement Listening ArchitectureSM. Conducting “office hours” to coach leaders in how to handle sensitive and/or challenging situations. <p>Culture Change Initiative Objectives (Case Study)</p> <ul style="list-style-type: none"> Partnering with Executive Leadership Team and HR to evaluate Inclusion and Diversity after EEOC incidents. <ul style="list-style-type: none"> Operationalize I&D definitions with values and DEI goals. Strengthen employee resource groups, coaching, learning experiences for teams/leaders to accelerate DEI progress and build momentum and sustainability. <p>Approach</p> <ul style="list-style-type: none"> Conducted discovery process (interviews and focus groups) to provide baseline feedback and recommendations. Offered phased approach to gain insight and offer guidance.

Client	Project Description
	<ul style="list-style-type: none"> Formed Steering Committee to engage as champions, provide guidance, create metrics, approve goals & evaluate progress. Formed Design Team to serve as advisors to represent the “voice” for all site employees. Delivered series of face-to-face and virtual training sessions for supervisors to use and reinforce immediately. <p>Results</p> <ul style="list-style-type: none"> Decreased EEOC grievances. Built ownership among employees for the process, content, and consequences of DEI Code of Conduct. Enhanced communication channels, timing and clarity.
<p>MONSANTO </p> <p>(MSA – multi-year 2018-2019)</p> <p>Key Staff:</p> <ul style="list-style-type: none"> Kittie Watson Bonita Mackey Harry Hutson <p>Note: Merged with Bayer in 2019</p>	<p>Built inclusive process with employees and leaders to assess, design and implement a multi-year strategy to build the business case and strategy to enhance DEI capabilities.</p> <p>Objectives</p> <ul style="list-style-type: none"> Develop and implement a comprehensive I&D strategy. Build an inclusive, civil and respectful workplace with employee development and safety with employee input. Institutionalize sustainable “Shaping Our Culture” process. <p>Approach</p> <ul style="list-style-type: none"> Offered a phased approach to gain insight, monitor progress and offer recommendations. Formed Steering Committee to engage as champions, provide guidance, create metrics, approve goals & evaluate progress. Conducted discovery process to review policies and procedures, gain employee input (interviews and focus groups) to gain baseline data for recommendations. Facilitated leadership team sessions to engage, develop DEI capability, design a strategy and prioritize actions. Provided best practices and learning experiences cascaded throughout the organization to develop skills and capabilities. Built internal capacity with key employees to serve as facilitators, advocates and champions for change. Established Workplace Task Forces with sponsors and leads. Offered executive DEI coaching and support to key leaders.

Client	Project Description
	<p>Results</p> <ul style="list-style-type: none"> Implemented communication plan to build ownership among employees for the process, accountability for equitable expectations and consequences of DEI (Employee Handbook). Increased incident reports on the site as well as terminations for bad behavior; employees gained “hope/voice” for change. Reduced litigation events and increased retention. Implemented I&D values cascade facilitated by employees for employees within 3 months with high net promoter scores. Workplace survey (75% response rate); by year two increased response rate by 10% with increasing positive results.
Current Representative DEI Initiatives	
<p>Charlotte-Douglas International Airport (CLT) - City of Charlotte, NC (MSA – 2020 to present)</p> <p>Key Staff:</p> <ul style="list-style-type: none"> Randy Chittum Kittie Watson Becky Ripley 	<p>Competitively selected to work with executive leadership team to design and deliver supervisor and leadership development initiatives integrating DEI into all programming.</p> <p>Approach</p> <ul style="list-style-type: none"> Interviewed each of the seven executive team members to gain insights and focus areas. Engaged employees using focus groups. Designed and developed supervisor cohort training programs with executive participation and management reinforcement to ensure sustainability and skill-building. Reviewed HR policies and procedures and applied a best in practice approach to ensure application for all supervisors (used a train the trainer approach).
<p>Federal Reserve System (MSA – multi-year with renewals to 2024)</p> <p>Key Staff</p> <ul style="list-style-type: none"> Kittie Watson Bonita Mackey Randy Chittum Marley Bollinger William Makell 	<p>Competitively selected to provide executive coaching, training, assessment and leadership development and DEI training for multiple locations across the United States.</p> <p>Approach</p> <ul style="list-style-type: none"> Provided customized teambuilding workshops for intact workgroups to address and build inclusive leadership skills. Served as facilitators for multiple 1-year Leadership cohort programs which includes an Include Pillar that offers multiple sessions on topics such as: covering, bias, etc. Provided DEI executive coaching for diverse groups. Presented DEI topical webinars offered to all employees.

Client	Project Description
Sample DEI Government Initiatives with Program Leads	
Municipal Police Department Lead: <ul style="list-style-type: none"> John Gregory 	<ul style="list-style-type: none"> Developed a DEI strategic plan for a municipal police department to build inclusion and assess the current culture. Redesigned the organizational structure reflective of current DEI needs, developed new leadership capacities and culture. Over a 5-year period, provided recommendations to increase minority members of the department with an over 200% increase in numbers of minorities/people of color in supervisory or command positions.
VA Board of Supervisors – County Government Lead: <ul style="list-style-type: none"> Shirley Ginwright 	<ul style="list-style-type: none"> Built “Communities of Trust” initiative with membership increase of over 200%. Public Safety Days increased from 1x year to 4x year. Number of “listening sessions” increased from 2 to 5 within a one-year period. The number of community complaints against the county and the police force significantly declined as positive police and community engagement and open communication increased. The program was recognized with multiple awards.
County Sheriff’s Department Lead: <ul style="list-style-type: none"> John Furcon 	<ul style="list-style-type: none"> Designed a process to create a more respectful workplace, ensure equity, eliminate employee-on-employee sexual harassment, and meet Federal consent decree requirements. The initiative had two major 5-year goals to be achieved - develop and implement needed gender equity education programs and facilitate equity values culture transformation. Created a one-day educational workshop on equity issues and procedures, entitled “Respect-Based Leadership. 93.4% offered correct replies to a 17-item mastery of content quiz. A strong majority reported favorable reactions for being better prepared to work under the policy, recognize, prevent and address work-related disrespect, and more comfortable reporting experienced or observed harassment.

Appendix B: Innolect DEI Differentiators

Innolect has been committed to building diverse, equitable, inclusive workplaces and cultures since we were founded in 2000. Our award-winning customized DEI consulting, assessment and training services have focused on achieving results that are: inclusive, respectful, equitable and accessible to all employees. Our customized DEI strategies and designs stem from a strategic and disciplined framework of proven effectiveness and results.

Innolect DEI Differentiators

- **Listening ArchitectureSM - Deep Listening is Core Element of our Methodology.** Our field-tested, practical tools and measures such as: team-briefing cascades, stay interviews, town hall sessions, etc. build effective, ongoing employee engagement. Our qualitative and quantitative listening tools and strategies offer a deliberately planned approach for ensuring that employees are listened to, understood and see action.
 - Shows employees' voices are relevant and heard
 - Improves the employee experience and efficiency
 - Strengthens key stakeholder and customer relationships
 - Reduces resignations and attrition
 - Provides *qualitative* and *quantitative metrics* at the individual, team and system levels



Innolect is the industry leader in listening with Dr. Kitty Watson's international reputation as a keynote speaker and expert on listening research, listening publications, and validated listening assessment tools that have been featured on ABC's 20/20 and used effectively by clients at NASA, US Army, US Treasury, City of Charlotte, City of New Orleans, Credit Human, etc.

- **Assessment and Measurement Expertise.** Innolect has distinct capabilities in assessment and evaluation methodology. We provide a variety of assessment solutions and methods to meet client needs. Our consultant team combines impressive academic research and credentials with practical business applications. Kittie Watson, Ph.D., our President and Founder, co-authored the Allyn-Bacon book, *Objectives for Instruction and Evaluation* and this ensures use of methodologies best suited to the desired goals and outcomes.
 - Facilitating in-depth interviews and focus groups
 - Evaluating current DEI policy and procedure practices
 - Devising employee surveys with measurement and accountability protocols
 - Collaborating on defining success metrics
 - Assessing culturally competent service delivery
 - Reviewing questionnaires with data insight-based guidance
 - Validating data with focus groups and interviews
 - Advising on gaps/needs tied to specific DEI training topics
 - Translating research-driven insights into procedural justice action plans
- **Culture Change and Transformation Expertise.** As experts in strategic and transformational change, Innolect consultants serve as guides and partners to offer roadmaps for DEI challenges and opportunities. Randy Chittum, Ph.D., one of Innolect's Practice Leaders, is a national expert in organization transformation and change. As co-developer and facilitator of Georgetown's Global Transformational Leadership Program, Randy knows that too often, organizations – despite best intentions – realize that the “why” of their chosen interventions have not been clearly communicated or that the tools and programs don't “stick” or achieve the desired outcomes. Innolect is committed to ensuring that DEI initiatives are launched and sustained with continuing review and support to assess the impact, ensure outcomes, and manage risks.

We equip leaders with the tools needed to facilitate diversity, equity, and inclusion dialogue. Our tools help leaders plan for and lead discussions, listen nondefensively, respond effectively, make accurate observations and model openness.



“Randy Chittum has a truly special way of connecting with the leadership team and getting us to stretch our talents in new ways.

I'm grateful to have worked with such a great leader, mentor and gentleman.”

- Senior Operations Vice President
Health Care Supplies Company
(A \$2 billion publicly traded national entity)

- **Leadership Development Expertise.** A key ingredient for the success of DEI strategy is to have highly skilled leaders who are advocates for the approved Actions and DEI implementation. William Makell, Innolect Senior Consultant and military veteran, provides valuable expertise with developing the leadership skills required for DEI workforce recruiting & retention, diversity & inclusion strategic development, and workplace culture improvement. Our experience suggests that many leaders, especially on the frontline, may lack the specific skills required to facilitate and address diversity, equity and other sensitive topical conversations effectively. Innolect's award-winning executive coaching, integrated within the engagement process, helps leaders:

- Gain self-awareness and insight about their individual leadership strengths as well as opportunities for improvement.
- Develop options and skills to practice and address current and emerging needs, capabilities and competency requirements.
- Integrate the most important skills and tools into the requirements and goals of DEI.



"William Makell led an extremely helpful program. I now better see myself and have the tools to continue improving myself and my professional relationships."

- Battalion Commander
25th Signal Battalion

- **DEI Training Design and Facilitation Expertise.**

Innolect DEI consultants are sought-after for our action learning and experiential activities to help participants gain awareness, new behaviors and skills to ACT with courage to respond to sensitive situations/behaviors. Creating psychological safety, participants learn to take personal responsibility for building and sustaining productive, inclusive, safe workplaces and apply what they learn back to the job. Using face-to-face and virtual platforms, we'd engage state-of-the art learning strategies and techniques. Based on our discovery process, we customize each learning event (workshop/webinar) to the needs of your leaders and team with built in reinforcement strategies. We have over 20 areas of focus that would be customized for Guilford County. Sample topics include:

- Allyship and 3rd Party Advocacy
- Trust-building: Listening, Empathy and Radical Empathy
- Speak Up: What to Say and How to Say It
- Listening and Courage to ACT
- Consciously Overcoming *Unconscious Bias and Finding Your Voice*

**Bridge-builders
for Social
JusticeSM Award**



Bonita Mackey, a senior consultant and executive coach, leads Innolect's award-winning *Bridge-builders for Social JusticeSM* Practice to help organizations and their leaders go beyond awareness to design and implement sustainable strategies for transformational

change. Bonita has facilitated inclusive leadership development initiatives across the U.S., Europe and Asia. Unfortunately, according to Harvard Business Review, 75 percent of DEI training efforts have unintended negative outcomes. Innolect is committed to ensure that DEI employee training and development initiatives are launched and sustained with continuing vigilance and supportive structures to assess the impact, outcomes, risks and rewards in a continuing pattern of accountability, meeting shifting needs. We guide leaders in how to facilitate inclusive dialogue with individuals, teams, and systems around those policy changes. We offer tools and interventions that help leaders create safe spaces to solicit and listen to employee concerns without defensiveness. As leaders and employees practice new skills while wearing the equity lens, they are more prepared to act from a position of inclusiveness and expanding trust and cultural competence.



"Bonita Mackey provided an engaging presentation to our medical staff on Unconscious Bias and Inclusive Leadership. It provided our team useful information about bias and an opportunity to engage in valuable conversations about its impacts on our assumptions about each other and our patients."

- Julie Guethler, Practice Manager
St. Louis Dermatology Associates

- **Civic Municipalities and Government Agency Expertise (airports, police and fire).**



"John Gregory is a consummate law enforcement professional who sets the bar high for others to follow. He is an excellent evaluator of law enforcement agencies, policies, procedures, personnel, and community involvement. John has led the way for a number of years regarding community engagement and diversity. He is a champion of law enforcement."

- Dean Crisp, Retired Police Chief
National Training Director for FBI-LEEDA
Founder, CEO of Leaders Helping Leaders Network

Innolect's team brings unique expertise to the interface of local government, policing and community engagement. Innolect consultant John Gregory has "walked in the shoes" of police officers and consulted with law enforcement agencies for decades as a police chief and a CALEA program manager for over 200 mid-Atlantic region accredited agencies. He supports cities in their compliance with national standards and measurable change in inclusion and effectiveness. John, along with other consultants in our community, lead large-scale organization strategy implementation and culture transformation projects for major cities and their police departments around the country.

- **Employee Resource Groups (ERG) Expertise.** While the County doesn't currently have ERGs, Innolect is fully prepared to collaborate to charter, design, develop and implement successful initiatives if identified as beneficial. We find that employee involvement in ERGs often provides great opportunities for networking, mentoring, peer coaching, leadership development and community engagement.



Using the engagement of ERGs, Innolect addresses ways to retain, engage and develop diverse talent as well as the factors that increase optimism about career advancement and a commitment to stay. Our tools and programs help identify gaps and guide actions to retain diverse talent.

- **Supplier Diversity Expertise.** Guilford County is in the process of enhancing their MWBE program with the results from their 2023 Disparity Study and hiring a new MWBE program director. Innolect's team is prepared to support the County to expand the reach of Supplier Diversity throughout the organization with strategies and best practices used with government agencies, nonprofits, funders, companies and suppliers.



As an equity strategy, the County can discover and implement new approaches to educate, train and offer outreach to diverse businesses and within their community of vendors. Innolect has experienced Supplier Diversity Resources to help with the design and implementation of Supplier Development Programs, development of Strategic Supplier Diversity Recruitment Strategies, Supplier Mentoring, assessment of existing Supplier Diversity Programs and Supplier Diversity Leadership and Team Development Initiatives across the country with organizations such as MassMutual, Wells Fargo, Disney, etc.

With our vision to “better the world,” Innolect combines our nationally recognized consultant expertise, DEI differentiators, successful DEI track-record and passion for working with clients to create more inclusive, equitable cultures for sustainable change.

Appendix C: Representative Client Testimonials

"Innolect intently listened to our needs and helped us design unique interventions for diverse situations. In addition, I have witnessed Innolect courageously approach sensitive topics and situations in way that helped people quickly gain comfort and allowed all the voices to be heard."

Manufacturing Site Lead

"It is a pleasure to work with and learn from Innolect, your guidance in this work is going to help us become better "listening leaders" and a more cohesive and collaborative team on this journey."

Healthcare Executive

"I'm glad we did this and made time. Looking forward to more D&I. This is IMPORTANT!!!"

Program Participant

"Thank you for the opportunity to hear the perspective of other leaders in the organization, we all seemed to come out of the training with enhanced tools to lead in our IDEA cultural shift."

Pharma Leader

"I highly recommend Innolect if your organization is looking for professionals to provide a customized approach for organizational development. Many providers offer "off the shelf" materials, but Innolect truly gets to know an organization, deliberately involves you in each step of the program design process, and jointly delivers measured results. They care and routinely follow-up, establishing long-term partnerships."

Global Pharmaceutical Leader

"The facilitators did a nice job of being respectful for a challenging topic that affects each individual differently."

Breakout Group Participant

"I will say that this is the first time that I have worked with consultants who engage authentically,... gained the trust of the team and took personal interest in the outcome."

Utility CEO

"Innolect has been a trusted advisor and sounding board for us for many years. I value their advice and counsel immensely. As innovative and creative transformational change leaders and visionary strategists, their technical skills are masterful and their signature tools are marked by their practicality and simplicity...Innolect's broad based skills are only matched by their compassion and their capacity to strengthen others. Any organization or individual would benefit from their "listening ear" and professional expertise."

Employee Experience Leader

"It has been an absolute pleasure working with Innolect these past three years. Your team has made a tremendous impact in improving the leadership skills of numerous Army leaders that will have a positive impact for our Army for years to come."

General US Army

"I would strongly recommend Innolect for any project that focuses on raising awareness of sensitive matters that are impactful to teams and communities."

Financial Health Center Executive

Appendix D: DEI Training: Going Beyond “Building Awareness” to Real Inclusion

1. Identify the County’s Priority for Specific, Observable Behaviors to Grow Inclusion.

Research has identified over 15 management practices and underlying behaviors that drive inclusion in the workplace, yet leaders and teams can’t focus on that many behaviors at once. Based on the Assessment, Innolect will help identify key behaviors and practices Guilford County uniquely will choose to prioritize and then link those back to the Strategic Plan’s strategy and values. This way, employees see that adopting and practicing these inclusion tools is a natural extension of the County culture and not “extra work.” Having those same specific and observable inclusion behaviors evaluated in performance reviews reinforces the County’s commitment to reward those who are building an inclusive culture.

2. Provide Clarity on County Workplace Functions Where Inclusion Matters Most.

The transition from learning about inclusion tools into using those tools can become a reality more quickly if the workforce has clarity about which recurring work functions are a priority for applying a DEI lens. Examples of those functions might include interviewing candidates, onboarding new hires, leading team meetings, conducting performance reviews, interacting with colleagues or providing feedback. By translating inclusion into concrete examples of job functions, employees are clear on where to channel their DEI efforts.

3. Ensure That Training/Learning Opportunities Focus on Application and Practice.

With the County’s number of different departments, a multi-modal training/learning program can be tailored and scaled to accommodate the varying needs of different employee groups. Innolect will collaborate with the County to design concrete and contextual learning modules that have the right balance of data, role-playing practice and small group sharing about lived experiences, while also building in practical, post-session support elements to sustain employees’ new learning and measure the effectiveness of DEI development modules.

4. Integrate and Model Listening Architecture Across Training/Learning Modules.

For an inclusive culture and especially amidst any change process, the critical grounding element is to be a listening organization, so employees and stakeholders can count on being seen and heard – and then to see relevant action related to concerns. One of Innolect’s key strengths is providing the tools and support to quickly ramp up listening capacity within the County since this will be a fortifying strength to elevate employee engagement in the County’s DEI efforts.



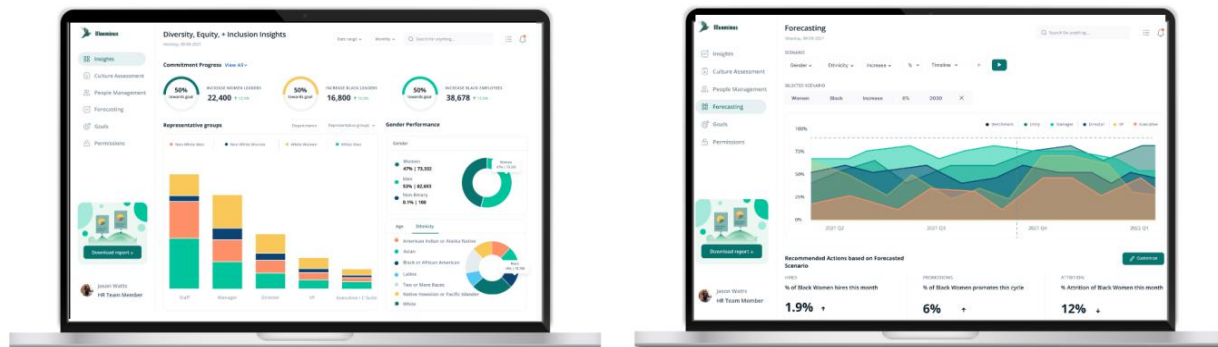
Bersin, 2021

Appendix E: Illoominus Capabilities

Innolect launched a strategic partnership with Noelle London, Founder + CEO of Illoominus, a firm and team that offers additional data tracking and reporting capabilities to our clients. As Guilford County invests in DEI, Illoominus's easy to implement data analytics tool can support tracking and measurement of Guilford County's progress toward achieving inclusive and equitable practices.

- **Better understand what drives results.** Illoominus data platform is the first affordable, and turnkey solution that empowers organizations to manage their DEI programs more easily.
- **Technology that accelerates + simplifies DEI.** Our data solution connects, normalizes, and visualizes data from major HR systems (HRIS, Talent Acquisition, Employee Engagement, and Performance) to tell the whole story. We can directly integrate to some HR systems or upload data through csv/flat files without requiring data preparation.
- **Insights that ignite real change.** We're here to help Guilford County to drive a more integrated, informed, and targeted approach to creating a culture of measurement and equity.

Illoominus offers an annual software license for the Illoominus platform, which empowers HR professionals with a data and insights platform to grow diverse employees into leadership positions and help workplaces manage diversity commitments. Features include a user-friendly: insights and dashboard page, goals tracking, benchmarking, and reporting. Illoominus can provide automated reporting and a County-wide view but also filter by Departments and Divisions to support the County in developing tailored responses and investments.



Noelle London, Illoominus Founder and CEO has extensive experience in working with local government with Invest Atlanta and the Economic Development Authority of the City of Atlanta.

Appendix F: Selected Research and References

Books, Articles and White Papers

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Bersin, J. (2022). *Employee Experience in 2021 and Beyond: Listening at Scale*.
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Ward, L. (2020). *What an Anti-Racist Strategy Looks Like*, *Harvard Business Review*.
Watson, K. & Ripley, R. (2020). *Accelerate the Growth of Diverse Leaders*. MBE.
Wilkerson, I. (2020). *Cast: The Origins of Our Discontent*. New York: Random House.

Harvard Business Review

[How to Best Use Data to Meet Your DEI Goals \(hbr.org\)](https://hbr.org/2023/02/how-to-best-use-data-to-meet-your-dei-goals)
[Why compassion is a better managerial tactic than toughness, \(hbr.org\)](https://hbr.org/2023/02/why-compassion-is-a-better-managerial-tactic-than-toughness)
[Help Your Employees Be Themselves at Work\(hbr.org\)](https://hbr.org/2023/02/help-your-employees-be-themselves-at-work)
https://hbr.org/2023/02/what-is-psychological-safety?utm_medium=email&utm_source=newsletter_weekly&utm_campaign=insider_activessubs&utm_content=signinnudge&deliveryName=DM254154

McKinsey

[Diversity wins: How inclusion matters \(mckinsey.com\)](https://www.mckinsey.com/diversity-and-inclusion/our-work/diversity-wins-how-inclusion-matters)
[Race in the workplace The Black experience in the US private sector \(mckinsey.com\).](https://www.mckinsey.com/diversity-and-inclusion/our-work/race-in-the-workplace-the-black-experience-in-the-us-private-sector)
[A first step to racial equality? “Fundamentally Improve Job Quality” \(mckinsey.com\).](https://www.mckinsey.com/diversity-and-inclusion/our-work/a-first-step-to-racial-equality-fundamentally-improve-job-quality)
<https://soundcloud.com/mckinsey/listen-to-the-article-diversity-equity-and-inclusion-lighthouses-2023>

Society for Human Resource Management

<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingemployeecareerpathsandladders.aspx>

Miscellaneous

[Chief Diversity Officer: The Toughest Job in Business \(joshbersin.com\)](https://www.joshbersin.com/blog/2020/07/20/chief-diversity-officer-the-toughest-job-in-business/)
[Risk for COVID-19 Infection, Hospitalization, and Death by Race/Ethnicity \(cdc.gov\)](https://www.cdc.gov/raceethnicity/2020/07/20/risk-for-covid-19-infection-hospitalization-and-death-by-race-ethnicity/)
[The Politics of Potential: How Organizational Politics Are Poking Holes in Your High-Potential Program, \(hoganhipo.com\)](https://www.hoganhipo.com/blog/the-politics-of-potential-how-organizational-politics-are-poking-holes-in-your-high-potential-program/)



COST PROPOSAL FORM

In accordance with the attached instructions, terms, conditions, and Scope of Services we submit the following proposal to the Guilford County.

TOTAL PROPOSED COST

DEI Consulting Fee: \$ 228,659

Should there be any discrepancy between this Cost Proposal Form and the submission of pricing entered in the Items portion of Guilford County's Vendor Self Service automated bidding system, the online submission of pricing shall prevail and control.

I certify that the contents of this proposal are known to no one outside the firm, and to the best of my knowledge all requirements have been complied with.

Date: March 16, 2023

Authorized Signature: Kittie W. Watson

Kittie W. Watson, Ph.D.
Name

President and Founder
Title

Innolect Inc.
Firm Name

ADDENDUM ACKNOWLEDGEMENT

Diversity, Equity and Inclusion Incentives

Title of Project

20125 (REBID #1)

Bid Number

Receipt of the following Addendum is acknowledged:

Addendum no. 1 Date 2/17/23

Addendum no. 2 Date 2/22/23

Addendum no. 3 Date 3/01/23

Addendum no. 4 Date 3/05/23

Addendum no. 5 Date 3/06/23

Addendum no. 6 Date 3/08/23

Signature: Kitti W. Watson Date: March 16, 2023

Title President and Founder

Innolect Inc.

Name of Firm

FORM #1
Minority Business Participation
Attach To Bid/Proposal

I, Innolect Inc.
(Name of bidder/proposer)

do hereby certify that on this project, we will use the following HUB certified minority business enterprises as construction subcontractor, vendors, suppliers, or providers of professional services.

Firm Name, Address and Phone#	Work Type	*Minority Certification	Ethnicity	Amount	Percent
Innolect Inc., 2764 Pleasant Rd. #11503, Fort Mill, SC 29708	Professional Services	WOSB, WBENC, NC HUB certification application submitted	Caucasian		100%
TOTAL					100%

* HUB Certification with the NC State HUB Office required to be counted toward state participation goals.

The total dollars on which minority business participation is calculated (\$)_____

The total value of minority business contracting will be (\$) _____

The total percentage of minority participations is (%) 100 %

FORM #2

Minority Outreach Call Log

Attach To Bid/Proposal

Project Diversity, Equity and Inclusion Initiative

Prime Contractor: Innolect Inc.

Use additional sheets as are necessary

Company Name Address & Phone		Date	Time	Diversity Category	Trade	Comment	Follow Up
Name:	Innolect Inc.	2.17.23		woman- owned		Innolect is 100% minority owned. With a commitment to build a diverse workforce to serve our clients, Innolect has secured contractors with WBE and MBE certifications.	
Phone #:	803.396.8500						
Address:	2764 Pleasant Rd. #11503						
State/Zip	Fort Mill, SC 29708						
Name:							
Phone #:							
Address:							
State/Zip							
Name:							
Phone #:							
Address:							
State/Zip							
Name:							
Phone #:							
Address:							
State/Zip							
Name:							
Phone #:							
Address:							
State/Zip							
Name:							
Phone #:							
Address:							
State/Zip							
Name:							
Phone #:							
Address:							
State/Zip							

FORM #4
SELF PERFORMANCE
AFFIDAVIT B
Attach To Bid/
Proposal

Affidavit of Innolect I nc.
(Name of Bidder/Proposer)

I hereby certify that it is our intent to perform 100% of the work required for the contract:
Diversity, Equity and Inclusion Initiatives
(Name of Project)

In making this certification, the Bidder/Proposer states that the Bidder/Proposer does not customarily subcontract elements of this type of project, and normally performs and has the capability to perform and will perform all elements of the work on this project with his/her own current work forces; and

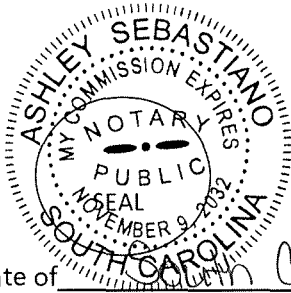
The Bidder/Proposer agrees to provide any additional information or documentation requested by the owner in support of the above statement. The Bidder/Proposer agrees to make a Good Faith Effort to utilize minority suppliers where possible.

The undersigned hereby certifies that he or she has read this certification and is authorized to bind the Bidder/Proposer to the commitments herein contained.

Date: 3-9-23 Name of Authorized Officer: Kittie W. Watson

Signature: Kittie W. Watson

Title: President & Founder



State of South Carolina, County of York

Subscribed and sworn to before me this March day of 9 2023

Notary Public Ashley Sebastiano

My commission expires 11/9/2032

STATE OF NORTH CAROLINA

AFFIDAVIT

COUNTY OF GUILFORD

I, Kittie W. Watson (the individual attesting below), being duly authorized by and on behalf of
Innolect Inc (the responding entity hereinafter "Employer") after first being duly sworn hereby
swears or affirms as follows:

1. Employer understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with NCGS §64-25(5).
2. Employer understands that Employers Must Use E-Verify. Each employer, after hiring an employee to work in the United States, shall verify the work authorization of the employee through E-Verify in accordance with NCGS §64-26(a).
3. Employer is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in this State. Mark "Yes" or "No":
 - a. YES ____; or,
 - b. NO ✓
4. Employer's subcontractors comply with E-Verify, and if Employer is awarded a contract for this project Employer will ensure compliance with E-Verify by any subcontractors subsequently hired by Employer.

This 9 day of March, 20 23

Kittie W. Watson

Signature of Affiant

Print or Type Name: Ashley Sebastiano State of

North Carolina County of Guilford

Signed and sworn to (or affirmed) before me, this the 9th

day of March, 20 23.

My Commission Expires:

11/9/2032

Ashley Sebastiano
Notary Public

(Affix Official/Notarial Seal)



NON-COLLUSION AFFIDAVIT

STATE OF (North Carolina)

COUNTY OF (Guilford) **) SS.**
I, Kittie W. Watson, President Innolect, of the Municipality of
FORT MILL, In the County of YORK and the State of
South Carolina, of full age, being duly sworn according to law on my
oath depose and say that:
I am Kittie W. Watson, of the firm of
Innolect Inc., making the Proposal for the
above- named authority.

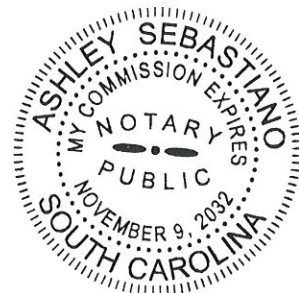
My submission of a response to this event certifies that I agree to the non-collusion agreement contained below:

1. The submitter of this document is acting as an agent for their company who is the respondent that has submitted the attached bid response.
2. The undersigned person is fully informed concerning the preparation and contents of the attached response and of all pertinent circumstances related to it, and is authorized to sign this affidavit. This affidavit is given under penalty of perjury as provided by law.
3. Such bid response is genuine and is not collusive or sham in anyway whatsoever.
4. Neither the person responding nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including the signer of this affidavit, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other respondent, firm or person to submit collusive or sham response in connection with the contract for which the attached response has been submitted or to refrain from responding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other responder, firm or person to fix the price, or cost to secure through collusion, conspiracy, connivance or unlawful agreement any advantage against the Board of County Commissioners, Guilford County or any person interested in the proposed contract.
5. The price or prices quoted in the attached response are fair and proper and are not derived by any collusion, conspiracy, connivance or lawful agreement and on the part of the respondent or any of its agents, representatives, owners, employees, or parties in interest.

Innolect Inc.
(Name of Contractor)
Kittie W. Watson President & Founder 3-9-23
Signature (Type or Print Name) Title Date

Subscribed and sworn to before me on this 9th day of March, 2023.
Ashley Sebastiano Ashley Sebastiano
Signature (Type or Print Name)

Notary Public of the State of South Carolina My
Commission expires November 9, 2032.




GUILFORD COUNTY, NORTH CAROLINA

Request for Diversity, Equity and Inclusion Initiatives Provider QUALIFICATIONS

Information about the Supplier

- I. Firm Name _____
- II. Legal Name (if different) _____
- III. Years in Business _____
- IV. Number of years providing similar services _____
- V. Contact Person _____
- VI. Full Mailing Address _____
- VII. Telephone Number _____
- VIII. Fax Number _____
- IX. Email address of contact person _____
- X. Number of full time employees _____
- XI. Name and experience of proposed point of contact for this project _____



Request for Taxpayer Identification Number and Certification

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the
requester. Do not
send to the IRS.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. INNOLECT INC		
2 Business name/disregarded entity name, if different from above		
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ► _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>	
5 Address (number, street, and apt. or suite no.) See instructions. 2764 Pleasant Rd #11503	Requester's name and address (optional)	
6 City, state, and ZIP code Fort Mill, SC 29708		
7 List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number										
			-				-			
or										
Employer identification number										
5	6		-	2	1	9	6	9	2	9

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign
Here

Signature of
U.S. person ►

Katherine W. Watson

Date ► January 6, 2023.

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)
Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.