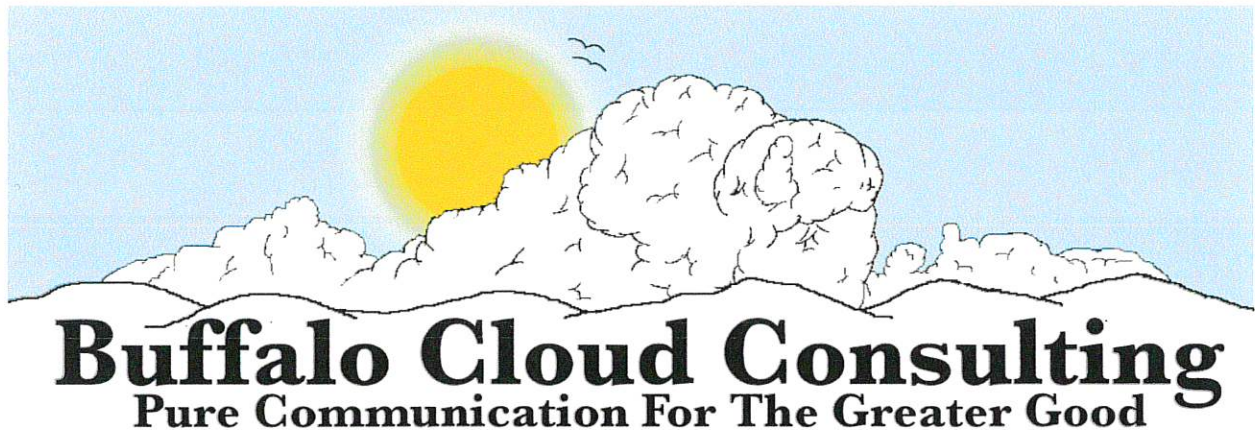


Diversity, Equity, and Inclusion Consulting Services Proposal

Town of Swampscott, Massachusetts

Due Date: November 13, 2023



Proposer and designated contact person:

Dr. Christine A. Moses, CEO

Buffalo Cloud Consulting, LLC

50 Kerr Parkway, Suite 75

Lake Oswego, OR 97035

860-803-5511

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Cover Sheet

We are writing to express our enthusiasm and interest for the partnership between Buffalo Cloud Consulting, LLC (Dr. Christine Moses) (subcontractors Aina LLC (Dr. Kurt Love), Awakening Creatives (Liberty Gonzalez), and Wanda DeLeon) in proposing and implementing a comprehensive set of Diversity, Equity, and Inclusion (DEI)-based services for the Town of Swampscott. It is with great excitement that we present this proposal to support the town's commitment to fostering a more culturally responsive and equitable environment for its staff and residents.

Our partnership brings together a wealth of knowledge and experience to address the unique needs of the Town of Swampscott. Buffalo Cloud Consulting, LLC, will be registered and certified to do business in Massachusetts within 30 days upon acceptance, ensuring that we are fully equipped to support the town's leadership, equity, and engagement initiatives.

We would like to highlight the strengths that each of us bring to DEI-based work. Dr. Christine Moses (she/her), an esteemed communicator and consultant, specializes in high-stakes matters like equity, diversity, inclusion, belonging, community engagement, and communications. Her company, Buffalo Cloud Consulting (BCC), collaboratively crafts equity programs, strategic plans, workshops, and coaching sessions. Christine employs non-violent communication and trauma-informed practices, prioritizing constituents' voices in discussions using Liberating Structures and Courageous Conversation principles. Guided by the Art of Community, she fosters culturally responsive experiences that acknowledge historical injustices. Christine bridges diverse perspectives to promote empathy, fostering understanding of past racial harms and advancing an equity lens to dismantle barriers at individual, institutional, and systemic levels. Christine has worked on dozens of projects over the last decade with a host of positive results across a variety of organizations. Christine has created instruments to deeply evaluate a climate of support for diverse staff. She has led numerous focus groups and steered leadership toward concrete, data-informed plans for improvement. Christine's consultancy products are often more in-depth, informative, and responsive than those from comparable organizations and consultants providing her clients with an optimized informed path forward.

As a university professor deeply engaged in education-based courses, including teacher leadership, instructional technology, and advanced pedagogy, Dr. Kurt Love (he/him) is acutely aware of the critical role that diversity, equity, and inclusion play in educational settings and broader communities. Kurt's experience in providing professional development for teachers and administrators on high-level student engagement aligns perfectly with the goals of this partnership, especially pertaining to DEI training and curriculum development. His background in mixed methods data collection, AI-based predictive analytics, and literature- and data-informed recommendations further deepen the consultant products used for DEI training, strategizing, and concrete implementation.

Liberty Gonzalez (they/them), founder of Awakening Creatives LLC in 2014, is dedicated to facilitating liberation and prosperity in communities. They lead a queer-oriented company committed to co-liberation alongside change-makers striving to eliminate oppression, enabling the full expression of creativity. Awakening Creatives collaborates with nonprofits, businesses, entrepreneurs, activists, and cultural healers, guiding them towards aligned lives and purposeful actions for positive change. As a trained facilitator, coach, and community psychologist, Liberty adopts a holistic, human-centered, and system-change approach,

adapting to the unique needs of clients and communities. They advocate for racial and gender equity, disability justice, and various social justice causes, working towards a world free from oppression through rehumanization efforts, including diversity, equity, inclusion, belonging, and justice. This inclusion underscores our commitment to ensuring that all voices and perspectives are heard and considered in the development and implementation of DEI initiatives.

Wanda DeLeon (she/her), fluent in Spanish and English, holds an M.B.A. in Human and Organizational Development from the University of New Haven. Her career focuses on education with an emphasis on Diversity, Equity, and Inclusion (DEI). Currently, she teaches graduate courses at the Universidad Interamericana de Puerto Rico. Previously, Wanda was a Grant Director for Title V at the American University of Puerto Rico, where she developed online programs for non-traditional students. She also served as a program evaluator for the Connecticut State Department of Education, creating an evaluation system for Learning Service Programs. Wanda's work extends to program evaluation for workforce development initiatives in New Haven, producing critical reports for the U.S. Department of Housing and Urban Development and the City of New Haven. Her career highlights her commitment to education and DEI.

All four of us are expertly versed in DEI literature. Christine and Kurt earned their doctorates in DEI-based topics while Liberty and Wanda are currently finishing their graduate work on DEI-based topics for their dissertations. The work that we produce will provide any organization with cutting edge DEI perspectives and data-informed recommendations that are necessary to transform into a thriving community.

We are excited to propose a comprehensive plan that aligns with the request for proposals and addresses the specific needs and goals of the Town of Swampscott. Our collective expertise, dedication, and passion for diversity, equity, and inclusion will undoubtedly make a positive and lasting impact on the town's efforts.

In closing, we want to express our gratitude for considering our proposal. We are genuinely excited about the opportunity to collaborate with the Town of Swampscott and contribute to the creation of a more inclusive and equitable community.

Thank you for your time and consideration.

<p>Dr. Christine A. Moses, CEO, Lead Consultant Buffalo Cloud Consulting, LLC 50 Kerr Parkway, Suite 75 Lake Oswego, OR 97035 860-803-5511 info@buffalocloudconsulting.com www.buffalocloudconsulting.com</p>	<p>Dr. Kurt Love, Managing Director Aina LLC 136 Ference Rd Ashford, CT 06278 860-502-2943 kurt.love@ainathrive.org ainathrive.org</p>
<p>Liberty Gonzalez, MA, Managing Director Awakening Creatives 917-533-0522 liberty@awakeningcreatives.com www.awakeningcreatives.com</p>	<p>Wanda DeLeon MBA, MA Urb. Gran Vista Calle El Prado #55 Gurabo, PR 00778 787-475-6594 wdeleon64@gmail.com</p>

Plan of Service

The calendar of tasks spanning from February to June 2024 is a comprehensive roadmap for a Diversity, Equity, and Inclusion (DEI) initiative within the Town. The key objectives encompass defining DEI, creating a staff position, forming a DEI board, providing resources and training, assessing current practices, and more.

- In February, the groundwork begins with a review of existing policies and research into exemplary DEI programs. Survey development and planning for interactive community workgroups are initiated.
- March sees the launch of public and employee surveys and the commencement of community workgroups, focusing on trust-building and open dialogue.
- April involves thorough data analysis and further engagement with the community to gather insights and experiences.
- May is dedicated to refining the assessment and drafting the DEI Strategic Plan, which outlines specific goals and action steps.
- In June, the DEI Strategic Plan will be finalized, incorporating feedback from stakeholders. Short-term and long-term action plans are developed, along with a one-year calendar of education and training programs.

Throughout this process, clear and ongoing communication with stakeholders is maintained. The final written assessment, DEI Strategic Plan, and education and training plan are presented to the Select Board for approval.

This calendar represents a systematic approach to instilling DEI principles within the Town's organizational structure, policies, and practices. It aims to foster a more inclusive and equitable environment for the community while addressing unique challenges and opportunities specific to Swampscott.

Throughout this process, we will maintain transparent communication with stakeholders, prioritize feedback, and ensure that the plans developed align with the Town's unique characteristics and needs.

Overview of Tasks & Deliverables Calendar

Below is a table describing the tasks and deliverables scheduled for each month.

Month	Tasks & Deliverables
February 2024	<p>Overall goal:</p> <p>Meet with town-level entities, gather initial information and views, finalize design of data collection instruments, analyze town-level documents and bylaws</p> <ul style="list-style-type: none">• Initial meetings with Select Board and other identified designees to share implementation plan, DEI definitions and framing, and inquire about initial views

	<ul style="list-style-type: none"> • Design and finalize data collection instruments for DEI, and provide details for data collection process and plan for ensuring broad participation • Initial meeting with Human Resources; Review and analysis of recent and current job postings • Meet with town-level entity leaders for DEI Organizational data collection, review of DEI materials, review of DEI operations, and inquire about initial views • Assessment of Town's workforce • Monthly reporting to HR
March 2024	<p>Overall goal:</p> <p>Data collection from town-level staff and residents.</p> <ul style="list-style-type: none"> • Meet with town-level entity leaders for DEI Organizational data collection, review of DEI materials, and review of DEI operations (if needed for those that could not meet in February) • Implement first community survey • Implement town employee survey • Implement town-level focus groups 1, 2, 3, 4, 5 • Implement first public focus • Monthly reporting to HR
April 2024	<p>Overall goal:</p> <p>Data collection from town-level staff and residents.</p> <ul style="list-style-type: none"> • Review procurement process • Assessment of ability hire, train, retain, and promote BIPOC staff • Implement second community survey • Implement town-level focus groups 6, 7, 8, 9, 10 • Implement second public focus group • Monthly reporting to HR
May 2024	<p>Overall goal:</p> <p>Data analysis from town-level staff and residents and writing of reports.</p> <ul style="list-style-type: none"> • Compile and analyze data from surveys and focus groups • SWOT analysis of current DEI practices and procedures • Monthly reporting to HR
June 2024	<p>Overall goal:</p> <p>Finalizing of reports and dissemination.</p> <ul style="list-style-type: none"> • Monthly reporting to HR (if needed)

	<ul style="list-style-type: none"> • Final assessment, findings, and recommendations (and all materials) to Select Board <ul style="list-style-type: none"> ◦ Short-term and long-term DEI strategic plan delivered to Select Board and/or designees ◦ One-year plan for education/trainings to Select Board ◦ Recommendation and description of potential DEI board (or comparable) ◦ Recommendation and description of DEI town-level position (with description and organizational map) ◦ DEI training plan/manual (with resources) and appropriate departmental-level reports to Select Board and department heads or designees. Included will be DEI framework, DEI assessment findings, training practices and recommendations, onboarding and retention recommendations based on DEI framework ◦ Recommendations for hiring practices supporting DEI principles to HR and Select Board ◦ Procurement recommendations to Select Board and designee ◦ Program recommendations for increasing civic participation on municipal committees and building trust with BIPOC peoples ◦
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Deliverables Calendar

Below is a table of deliverables only following the same calendar as above.

February 2024	<p>METHODOLOGY:</p> <ul style="list-style-type: none"> • Review all Town personnel and department policies (Ongoing). • Identify municipalities/organizations with exemplary DEI programs (Ongoing). • Initiate the development of public and employee surveys. • Begin planning interactive workgroups for community members.
March 2024	<p>METHODOLOGY:</p> <ul style="list-style-type: none"> • Continue the review of Town policies. • Finalize the structure and content of public and employee surveys. • Continue planning and scheduling interactive workgroups with community members. <p>REPORTING:</p> <ul style="list-style-type: none"> • Start providing monthly updates to the Human Resources Director.

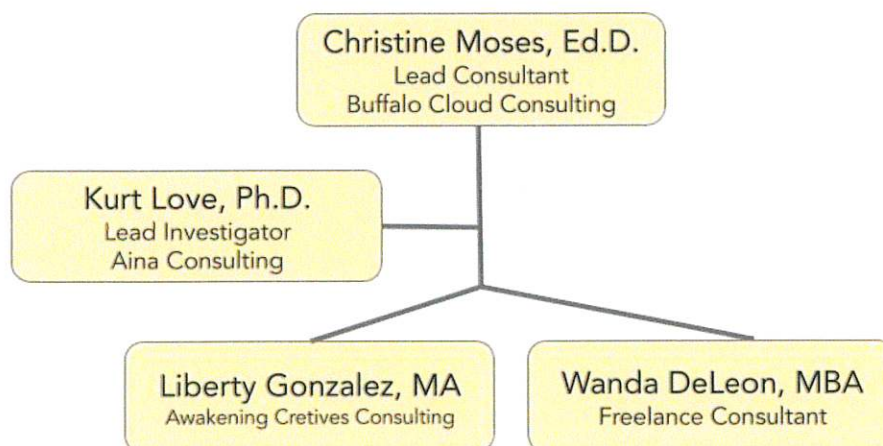
April 2024	<p>METHODOLOGY:</p> <ul style="list-style-type: none"> • Complete the review of Town policies. • Launch public and employee surveys. • Begin facilitating interactive workgroups with community members. <p>REPORTING:</p> <ul style="list-style-type: none"> • Monthly update to the Human Resources Director.
May 2024	<p>METHODOLOGY:</p> <ul style="list-style-type: none"> • Collect and analyze survey data. • Continue facilitating interactive workgroups with community members. • Begin drafting the short-term plan, covering goals and benchmarks achievable within six months and one year. • Begin developing the long-term plan, covering a maximum five-year period and incorporating methods for long-term monitoring and evaluation. • Map out a one-year calendar of education and training programs for employees, elected, and appointed officials. <p>REPORTING:</p> <ul style="list-style-type: none"> • Monthly update to the Human Resources Director. • Share draft assessment and draft plan updates with the Town Administrator or designee.
June 2024	<p>METHODOLOGY:</p> <ul style="list-style-type: none"> • Conclude data analysis and synthesis. • Finalize interactive workgroups with community members. <p>DEI ASSESSMENT REPORT:</p> <ul style="list-style-type: none"> • Deliver the final written assessment, including a comprehensive report and presentation to the Select Board. <p>STRATEGIC PLAN:</p> <ul style="list-style-type: none"> • Finalize the DEI Strategic Plan, ensuring alignment with identified goals and action steps. <p>SHORT-TERM PLAN:</p> <ul style="list-style-type: none"> • Refine and complete the short-term plan, focusing on specific short-term objectives and benchmarks. <p>LONG-TERM PLAN:</p> <ul style="list-style-type: none"> • Continue the development of the five-year plan, emphasizing substantial and sustainable changes. <p>EDUCATION & TRAINING:</p> <ul style="list-style-type: none"> • Finalize the design and content of the education and training programs, ensuring alignment with DEI goals and benchmarks (see note below).

Note: The following year of training sessions can be implemented by BCC (and the subcontractors). A separate contract pertaining to that set of trainings would be offered beyond this proposal.

Experience & Resources

Overview of the Firm

Christine Moses (she/her) will be the lead contact for this project and will oversee all activities. She will take responsibility for all contract billing and quality control of all work products. She will ensure the equity framework is applied across all portions of the project. She will be the point person for regular check-in meetings, and will provide presentations to government groups and organizations.



- *Kurt Love* (he/him) will be the lead investigator. He will set up meetings, be a participant in meetings with Christine, design instruments, collect data, analyze data, and write reports. He will partner with Christine during meetings.
- *Liberty Gonzalez* (they/them) will provide support for instrument design, survey analysis and report writing. Liberty will be present in meetings when needed.
- *Wanda DeLeon* (she/her) will provide support for instrument design, survey analysis and report writing. Wanda is a fluent, native Spanish speaker and will assist with promotional literature for the community. Wanda will be present in meetings when needed.

Examples of DEI Assessments and Trainings

DEI Assessments/Plans:

- Ecology DEIR Agency Assessment
72-item survey instrument with findings and recommendations
Washing State Department of Ecology
262-page document
Link: <https://tinyurl.com/yfvuub4f>
- Belonging Survey Post Process Report
Nelson\Nygaard
167-page document
Link: <https://tinyurl.com/4ytxtpmw>
- School Resource Officer Outreach and Review Report
Gresham-Barlow School District:
52-page document
Link: <https://tinyurl.com/mwht4au2>

Below is a summary of the main action items that occurred with Washington State Department of Ecology. We are including this summary to show the workflow in a more concise manner. The same information (and much more is present in the link provided above in the bulleted list, though.

Washington State Department Ecology Equity Assessment Overview

October - December 2022: For the first three months, the BCC team and the Ecology equity team spent our time delving deeply into relationship building, level setting our knowledge of where Ecology is on its equity journey and building trust amongst the participants. BCC team members worked directly with the Laura Schlabach and Justine Asohmbom to create the engagement plan which consisted of the following:

January 2023: The recruitment and training of volunteer staff to be Equity Champions of the agency assessment. Nearly 40 Ecology staff members volunteered to answer staff questions and engage staff members in taking the agency assessment.

The script writing, review, and creation of five different videos of agency staff discussing their equity journey provided needed context and depth in order for staff to participate in the

survey. Each participant modeled a level of vulnerability that invited survey participants to speak their truth.

A 72-item survey was created by BCC in collaboration with the project team. The assessment was based on two different surveys. The first 44 questions are informed by the work of the Government Alliance for Race Equity (GARE).¹ The questions were modified to fit Ecology's needs. The second part of the survey are Ecology specific questions that the DEIR team wanted to know in order to answer the question: Are there substantial differences in the employee experience based on one's identity? The final part of the survey are questions modeled from the School Belongingness Survey; a tool used within the education field. The survey questions were modified to reflect a workplace environment.²

As part of this work, an agency-wide communications plan that supported managers and supervisors with talking points, timelines, and suggestions for when and how staff could participate in the assessment. This included supporting staff with 90 minutes to complete the survey. The assessment questions were distributed ahead of time to ensure people knew what was being asked of them.

February 1 - March 10, 2023: The survey was launched to all Ecology staff via email on February 1, 2023, and was open until March 10, 2023. More than 1,300 Ecology staff responded, a 75% participation rate. The average time spent was 42 minutes with a completion rate of 64%. This is a strong level of participation as compared to other similarly sized organizations.³

March - August 2023: Survey analysis

June 2023: Four focus groups illuminated staff experiences about race and racism within the agency. Three white and 23 global majority staff participated in the facilitated focus groups.

March – November 2023: Executive Leadership Team Education

BCC led multiple learning opportunities for the Executive Leadership Team (ELT). ELT resources included the [Racial Healing Handbook](#) by Anneliese Singh and [White Supremacy Culture Characteristics](#) by Tema Okum. Workshops built personal and institutional knowledge about racial equity for the team to receive the results of this assessment without defensiveness.

¹ Information on GARE can be found here:

https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf
<https://www.racialequityalliance.org/tools-resources/communication-tools/1-052018-gare-comms-guide-v1-1-2/>

² Information on the School Belongingness Scale can be found here:

<https://link.springer.com/article/10.1007/s12187-016-9414-y>

³ What is a good employee survey response rate?

<https://www.cultureamp.com/blog/what-is-a-good-survey-response-rate#:~:text=In%20small%20companies%20or%20teams,of%205%20people%20on%20average.>

September – October 2023: Thriving Conversations

BCC asked ELT members to initiate conversations with their direct reports about having conversations about thriving. BCC modeled a thriving conversation for ELT members who then created a pathway for managers and supervisors to have conversations with staff about what staff need to thrive within the organization. Ecology staff created a Thriving Conversation Toolkit to support managers throughout the organization.

October – November 2023: Making Meaning Meetings

BCC presented the high-level findings to 300 managers and supervisors at an in-person meeting that was the capstone to a 2-day equity summit. Participants were able to make meaning from the data, ask questions, and begin to internalize the findings through facilitated table conversations. DEIR Design Team staff and ELT members led the table conversations.

BCC also presented the findings to Human Resources and the DIER Design Team to give them space to make meaning from the findings, process their feelings, and to remind them there is no shame, blame or guilt needed in this process...although they may feel these things along the way.

December 2023: Final Report

This final report will be delivered to WA Ecology in PDF form. An all-staff meeting will deliver the findings and next steps in January 2024.

DEI Education and Trainings

- *Organizational Equity*: DEI Training Session (Sample A)
Eugene Parks, Recreation, and Open Spaces
30 slides
Link: <https://tinyurl.com/yh78nw9r>
- *Racial Tokenism*: DEI Training Session (Sample B)
Public Defenders of Marion County, Inc.
21 slides
Link: <https://tinyurl.com/yjr5jkm5>
- *Introduction to Allyship*: DEI Training Session (Sample C)
Markowitz-Herbold PC
14 slides
Link: <https://tinyurl.com/ycxe2wzm>

Conflict of Interest

There are no conflicts of interest.

Multilingual Skills

Two of the members speak additional languages in addition to English. Liberty Gonzalez speaks German and Spanish. Wanda DeLeon is a native Spanish speaker.

Diversity in Firm

Christine Moses is a multiracial woman with a wide range of experiences working with people across backgrounds and identities. Liberty Gonzalez is part of the LGBTQIAA+ community (identifies as nonbinary) with a multilingual background. Wanda DeLeon is part of the LGBTQIAA+ community (identifies as lesbian) and is a native of Puerto Rico. Kurt Love is part of the LGBTQIAA+ community (identifies as bisexual/ polysexual). All members of this group have worked with a variety of people across backgrounds in professional settings and academic settings. All members have focused on issues of diversity, equity, and inclusion in their professional work including conference presentations (peer-reviewed), publications (peer-reviewed), teaching, trainings, and curriculum development.

Past Five Years of Similar Service

1. EnviroIssues, a premier community engagement company based in Seattle. Equity expertise, workshops, thought partnership, strategic planning, and coaching. Jan 2020 - present.
2. Washington Department of Ecology: Agency-wide equity assessment, strategic planning, and executive leadership coaching. Oct 2022 - present
3. Nelson\Nygaard: A national transportation consulting firm based in Seattle. Equity Director thought partnership, lead equity education module creation and delivery, support equity team with planning, design, administration, and analysis of agency-wide equity assessment. Sept 2021 - present
4. City of Gresham, OR: Equity workshops and healing workshops for Equity Steering Committee. January 2023 - present
5. Feeding America: Infusing equity perspectives and use of equity lens in marketing communications; equity coaching and ghost writing for VP of Equity. October 2022 - present

6. Eugene Parks and Recreation, OR: Equity training using the National Equity Framework for Recreation and Parks, Jan 2022 - present
7. BerryDunn: Subcontractor to national consulting firm for City of Gresham, OR, County of Tompkins, NY, and DuPage County, IL strategic planning with an equity lens. June 2022 to present
8. Public Defenders of Marion County, OR: Equity workshops for staff, coaching for leadership, policy and job description review, ideation support for holistic defense model creation, crisis communications support, and mediation services. Sept 2021-present
9. Gresham-Barlow School District: Community engagement and report on the use of School Resource Officers. Jan - July 2022
10. Kone Consulting: Sub contractor on City of Renton strategic planning with an equity lens, County of San Diego facilitation; County of San Mateo facilitation. In addition, BCC provides quarterly equity workshops to Kone staff. August 2021 - present
11. Portland Police Accountability Commission: Facilitate public meetings via zoom twice a week of 20 City Council appointed commissions in the creation of the Police Accountability Office and Bureau. Jan 2022 - present
12. Massachusetts Sierra Club: Equity workshops and coaching for executive director. Sept 2021 - Mar 2022
13. Oregon Department of Veterans' Affairs: Provided equity education workshops and coaching for staff and leadership. Dec 2020 - Jan 2022
14. Oregon Health Sciences University: Emergency Neurology department equity assessment, focus groups, and report recommendations. July 2021 - July 2022
15. Waldorf School, Eugene, OR: Provided equity workshops for staff and teachers. Oct 2019 - June 2020
16. Community Roots School: Equity workshops for staff and leadership, strategic planning with an equity lens, coaching for executive directors. Sept 2019 - Mar 2022
17. Sheridan School District, Lebanon School District, Monroe School District: Community Engagement for SSA Oregon state funding Oct 2019 - Mar 2020
18. Oregon Department of Transportation: I-5/Rose Quarter advisory group facilitation. Mar 2020 - Sep 2020
19. Oregon Department of Transportation: Tolling advisory group facilitation. May 2020 - Dec 2020
20. Ecumenical Ministries of Oregon: Equity education workshops and leadership coaching. Oct 2020 - Sep 2021
21. Lake Oswego School District: Communications Director. Thought partner to equity director. Provided crisis communications around equity and diversity issues within the community. Volunteer facilitator for Respond to Racism LO. June 2017 - Sept 2019
22. Caritas of Austin: Co-created equity workshops for staff and leadership. Conducted interviews with past board participants on their experience. Research equity-based partnerships for board members. Sept 2014 - May 2017.
23. Austin Independent School District: Community engagement for the creation of the HUB (Historically Underutilized Business) office. Engaged prime construction contracts to develop buyin for the HUB program. Hosted matchmaking events for subcontracts to get to know primes. Oct 2014 - Feb 2015

24. Connecticut State Department of Education engaged BCC to ideate and launch a statewide engagement program to inform and receive feedback from school officials, parents, and educators in order for the Board of Trustees to adopt the Next Generation Science Standards. BCC synthesized and delivered political research, survey research, communication tools, ambassador training, and policy advice. Results: achieved overwhelming community support for state's adoption of new science standards within a five-month campaign window. Oct 2014 - Feb 2015

References

Hannah Aoyagi, Ph.D. (she/her)

Organizational Equity Manager

Office of Equity and Environmental Justice | WA Department of Ecology

Hannah.Aoyagi@ecy.wa.gov | 360-890-0600

How to pronounce my name

Ecology hired BCC to conduct an agency assessment to help the organization "create a more diverse, equitable, inclusive and respectful organization where employees from all backgrounds feel valued, appreciated, included and supported" and to identify "DEIR-related successes, gaps, and areas of growth." The purpose of the agency assessment is to answer the question: Are there substantial differences in the employee experience based on one's identity?

In addition, the assessment data collected is the foundation for an equity strategic plan that will enable the agency to move from a driving force of competition and efficiency to one of thriving. We want Ecology to move from a place of "the myth that 'If you gain, I lose,' which fosters competition over cooperation, masks the costs of inequity (the reality that racism is sapping the strength of the whole society through the waste of human resources), and hinders efforts to grow the pie.

Seventy-five percent of staff participated in the assessment, (1337 of 1700). More than 25 staff participated in focus groups, and the Executive Leadership Team participated in facilitated conversations with their managers on what thriving means to the organization and to staff. The report and communications plan for the release of the report will be delivered in November 2023.

Naomi Doerner

Equity Director, Principal

Nelson\Nygaard

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Nelson\Nygaard contracted with BCC to provide thought partnership for the Equity Director, develop and deliver three educational workshop modules, and support the Equity Team when the director was on leave. During the director's leave, the equity team crafted and deployed an equity audit of the entire firm. More than 80% of staff participated. BCC has recently delivered the audit report and recommendations to the Leadership Team.

Andy Fernandez

T. Andy Fernandez, CTRS, CPRP
Section Manager, Senior/Adult & Adaptive Recreation Services
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BCC is providing monthly Zoom-based coaching and training opportunities for 165 Eugene Parks, Open Space, and Recreation staff using the [National Recreation and Parks Health Equity Framework](#). The monthly meetings with staff provide reinforcement for the Health Equity Framework, a safer container for leaning into discomfort when discussing race and equity topics and coaching for staff leaders who are managing the work. The budget for the 2.5 year contract is approximately \$58,000. Outcomes will include an understanding by all staff why equity is important, the ability for staff to have difficult conversations, and the beginning of a review of HR policies. Program managers will be able to build authentic relationships with their staff to identify and remove systemic and individual barriers to equity.

Shannon Wilson

Executive Director
Public Defender of Marion County
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swilson@pdm Marion.org

Christine is providing a multi-year equity engagement through her company, Buffalo Cloud Consulting, to Public Defender of Marion County, a multi-million-dollar nonprofit organization that provides public defense services to Marion County, Oregon. The organization engaged Christine to help staff become aware of the implicit bias, provide a safer space for difficult conversations to occur, support staff in their growth to becoming anti-racist, and help staff build resiliency to address systemic racism in an adversarial system that was created to marginalize, intimidate, and incarcerate people who are BIPOC, who experience poverty, and who are under resourced and undervalued.

Minority/Women's Business Enterprise Certification



STATE OF WASHINGTON

OFFICE OF MINORITY AND WOMEN'S BUSINESS ENTERPRISES

1110 Capitol Way South, Suite 150 • PO Box 41160 • Olympia, WA 98501

(360) 664-9750 • Toll free 1-866-208-1064 • Fax (360) 586-7079

June 5, 2023

Buffalo Cloud Consulting, LLC
50 Kerr Pkwy
Suite 75
Lake Oswego, OR 97035

Dear Christine Moses,

Congratulations! Your firm has been recertified by the Washington State Office of Minority and Women's Business Enterprises (OMWBE) as a/on Minority/Women Business Enterprise (MWBE). Information about your business is published in the OMWBE Directory located at <http://bit.ly/2uu1z112>.

Certification Number: M3F0026797

Renewal Date: June 10, 2026

Please review each of the following:

- Every three years before your anniversary date, you must submit an "Affidavit of Continued Eligibility." This form confirms there have been no changes that would affect your firm's ability to remain certified, such as changes in ownership, control, size, management responsibility, scope of work, or personal net worth. OMWBE will send you an email 75 days before your anniversary date.
- You must inform the OMWBE in writing within 30 days of the any of the changes listed above by logging into our system at <http://omwbe.wa.gov/certification>. Failure to notify our office of these changes may affect your firm's eligibility for the program.
- This certification shall remain valid unless and until it has been removed in accordance with procedures set forth in WAC 326-20-172.

We are pleased to certify your firm and wish you much success. If you have any questions or need assistance, please contact us at (360) 664-9750.

Sincerely,

Elika Mendoza
Certification Analyst