



CITY OF BOSTON WORKER EMPOWERMENT CABINET

Request for Proposals
Green New Deal Workforce Needs Assessment Study
Issue Date: April 11, 2023
Proposals Due: June 16, 2023, by 5:00 PM
Inquiries: sarah.soroui@boston.gov

Michelle Wu, Mayor
Trinh Nguyen, Chief of Worker Empowerment

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RFP TIMELINE

Request for Qualifications Issued Website: boston.gov/owd-grantmaking	April 11, 2023
Bidder's Conference	April 28, 2023
Submittal of Questions E-mail: sarah.soroui@boston.gov	June 1, 2023, by 5:00 PM
Response to RFP Due	June 16, 2023, by 5:00 PM
Notification of Selection	July 14, 2023, by 5:00 PM
Anticipated Contract Start Date	July 17, 2023

Section I. Overview

Mayor Wu has made a series of public investments that build on her administration's commitment to deliver a Green New Deal and achieve net zero carbon emissions by 2050. Advancing an equitable transition involves a significant scaling of investment in Boston's residents and infrastructure. These include, inter alia, a \$2 billion multi-year plan to overhaul BPS facilities, \$50 million for capital improvement of 526 public housing units, and a plan to electrify the City's vehicle fleet. With these and other measures, the city will make much-needed improvements to critical public services and significantly reduce carbon emissions while accelerating the transition to a greener economy. The green economy is expected to become a significant economic driver in the region, generating thousands of new jobs across almost all industries.

Implementation of the Green New Deal will have profound economy-wide impacts on a range of sectors. Investing in new technologies and infrastructure to climate-proof the economy will stimulate new employment and training opportunities, business opportunities, and industries, contributing to a climate-resilient and environmentally sustainable future for the city and its residents. Recognizing and responding to inevitable disruptions and challenges that economic restructuring brings is critical. The growth of the green economy is expected to occur in parallel to the downscaling of energy and carbon-intensive activities. At the same time, many new jobs are expected to emerge, and existing jobs that demand green skills will become increasingly important as traditional industries - boosted by environmental policies - undergo restructuring to reduce their carbon footprint. Central to the Green New Deal is the importance of coordinating environmental and workforce policies to ensure that public investments made through each area are complementary and that workers and businesses can adjust and transition to a reshaped economy.

A just transition of the workforce and the creation of good jobs are core imperatives of the Green New Deal. A just transition requires workforce and economic policies that are based on sound information about the composition of jobs and skills required in labor market sectors, including the growth/decline of existing occupations, the creation of new occupations, the skills mismatch between the job profiles and the green labor force requirements, and the capacity of existing training systems. Proactive and ongoing efforts toward inclusion and equity are also necessary to successfully realize sustainability objectives through a just transition. Large structural changes in the economy hold the potential to cumulatively benefit a few at the expense of the majority and to reproduce pre-existing patterns of social inequalities. The transition to a new economic era represents an opportunity to leverage policy and regulatory tools to redress historical racial and gender imbalances in occupational representation and mobility.

Toward that aim, the City of Boston seeks a consultant to conduct an assessment that examines the impact of the Green New Deal on the Boston area labor force across multiple sectors. This assessment will serve as a foundation for developing a unified set of workforce policies that address the potential labor shortages, skills gaps, and employment opportunities and threats. It will also support workforce and education policies to ensure that the city's education and training system is fit to supply a high-quality workforce for each job sector affected by the Green New Deal.

The City of Boston will provide up to a maximum of \$200,000 in funding for the execution of this Workforce Needs Assessment study.

STUDY SCOPE

The aim of the Workforce Needs Assessment is to assess the adequacy of the Boston area labor supply and skills match to meet the Green New Deal objectives and targets (outlined below) and recommend actions to prepare workers to meet these workforce demands, with an eye towards equity, inclusion, and job quality. The assessment will primarily be used to formulate workforce planning and engagement. Specifically, the scope of the assessment will include the following:

1. Map, quantify, and project the employment effects associated with core climate strategies to achieve Boston's long-term climate goals, as outlined in the Green New Deal.
2. Identify the green skills needed for new or growing occupations, new skills for greening existing occupations, and retraining needs for specific segments of the green economy. These new 'green skills' can range from technical to 'softer' skills, such as digital literacy and customer engagement, which can be relevant across key occupations.
3. Identify growth occupations with good working conditions that meet job quality standards for non-bachelor's degree holders.
4. Determine existing training infrastructure and capacity, including where to adapt current training programs and opportunities to create new ones where necessary.
5. Assess the current institutional arrangements for identifying and anticipating skill needs for green jobs.
6. Identify new opportunities to prioritize historically marginalized communities, disadvantaged workers, and other priority populations for training investments.
7. Determine the workforce disruption due to the transition to a low-carbon economy for each affected sector.
8. Identify barriers to mobility between occupations within the same stratum and to skills acquisition for green displaced workers.

The consultant should be familiar with relevant research produced by state and local entities and design the project to complement and develop, rather than duplicate, the current state of knowledge and recommendations.

Section II. Background

BACKGROUND ON GREEN NEW DEAL

Boston's Green New Deal is a long-term vision for a city that thrives from tackling climate change and creating environmental, economic, and social benefits for all Bostonians. The City of Boston is applying the Green New Deal as a policy framework to prioritize citywide coordination at the nexus of:

- Climate: Addressing climate change mitigation and/or resilience.
- Livability: Allocation of resources and actions toward good jobs and health.
- Justice: A commitment to the structural transformation needed to create racial and economic justice.

The Boston Green New Deal, Federal and State laws, and Boston's climate plans identify key climate targets and/or outcomes that collectively provide a baseline for necessary changes on or before 2050:

- Decarbonization of all buildings' operational energy (primarily through efficiency and electrification at the building and district levels)
- Decarbonization of regional energy generation (primarily through renewable energy generation)
- Net-zero carbon industrial energy usage emissions
- Electrification of all personal and fleet vehicles
- Local and regional transit usage necessary to achieve net zero emissions
- Net-zero carbon heavy-duty and industrial vehicle emissions
- Implementation of built and natural infrastructure to protect Boston's 47 miles of coast from sea level rise
- Implementation of built and natural infrastructure for localized and street flooding from precipitation
- Implementation of built and natural infrastructure for extreme heat mitigation

The consultant will use the above goals as guiding factors and context in their analysis and workforce needs projections and work with the City to define target years and climate goals that will be used in the analysis.

DEFINING GREEN JOBS

Categorizing and defining green jobs is a complex exercise. Its definition depends on various contextual factors like industry, outputs (product/services), production methods, occupational profiles, etc. At an industry level, jobs that generate goods or services that benefit the environment are considered green jobs. At the production level, green occupations encompass jobs that utilize sustainable production processes. Green jobs can also be distinguished between those that directly mitigate climate change or improve environmental quality and those that indirectly serve those goals, such as occupations in upstream supplier industries.

This RFP employs a broad definition of Green Jobs as defined by BLS as either:

1. “Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources”
2. “Jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources.

This broad definition encompasses new occupations with distinctive skill sets and competencies, new specializations within existing occupations, and traditional professions and occupations incorporating green core and technical skills that contribute to greening products, services, and processes. The creation of a new occupation versus the greening of a current occupation depends on the extent of the skill change. It is anticipated that the current greening occupations, which involve modifications in the skill profiles of existing jobs, will be far more prevalent than the creation of new occupations. Both the evolution of existing occupations and the creation of new ones will require a significant effort within the training and education sector to develop new curricula; integrate add-on green-skills training modules into training programs; develop new qualification standards that are flexible and validate informal and transferable skills; expand existing training programs and green training facilities; and retrain educators.¹²

Section III. Project Scope & Deliverables:

RESEARCH QUESTIONS & SUB-QUESTIONS³

The goals of the Workforce Needs Assessment are fourfold. First, it will determine the inventory of needed occupations and skills required to meet the projected workforce demand of the Green New Deal. Second, it will inventory and catalog existing workforce development and training in green skills based on current and future workforce needs, specifically focusing on training and workforce opportunities for underserved communities, non-bachelor degree holders, and segments of the population that are underrepresented in the green economy workforce. Third, it will determine the employment effects of achieving the outcomes and milestones of the Green New Deal (GND), including workforce disruption resulting from the transitions to a low-carbon economy in the affected sectors. Finally, it will identify institutional arrangements to support ongoing skills assessments for the green economy, including the skill changes underway, the emerging skills requirements, and the assessment of the availability of skills in the labor market. The final analysis should identify opportunities for workforce development, employer practice change, talent pipeline, and related interventions that might promote more desirable/equitable impacts of GND implementation.

Inventorying and Projecting the Needed Occupations and Skills: What skills and occupations are required now and into the future in key clean energy industries, including construction, transportation, utilities, and others?

1. What occupations are required, now and into the future, in the green economy, and what skills and credentials are needed to fill them?

¹https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---gjp/documents/publication/wcms_459948.pdf

² https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_159585.pdf

³ Some of these research questions were adapted from the ILO's manual "*Anticipating skill needs for green jobs: A practical guide*." The contractors are strongly encouraged to review the guide which can be found here:

https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_564692.pdf

2. Which are new “green” occupations? What are additional skills and credentials needed to “green” existing occupations?
3. For each occupation, how many jobs are currently needed, and how many more will be required?
4. Which occupations are available for non-bachelor’s degree-holding individuals? Those with CORIs? Associate or vocational credential holders?
5. What are the characteristics of the typical job in the occupation, such as demographic profile, median wages, benefits, unionization, opportunities for advancement, etc.? Which occupations offer family-sustaining wages and benefits, career advancement, and strong job growth?
6. What is the existing supply of people with the right skills and training to be recruited without additional training? What is the demographic profile?
7. What is the current flow of newly trained people available to be recruited into green jobs?
8. What flow will be needed in the future to cover the new vacancies and to replace workers who leave their jobs?
9. Are the working conditions favorable – what are the problems and challenges?

Training and Education: What training and education are required now and into the future?

10. What are the sources of reskilling and upskilling opportunities? How successful have those programs been at graduating students and placing them in jobs?
11. What training, education, and certifications/credentials are needed to meet the demand for green jobs?
12. What are opportunities to improve the employability of people who lose their jobs in the greening process? How can the skills be provided?
13. What are the existing initiatives and programs supporting the entry of people with low qualifications or low numeracy, literacy, or English language skills to green jobs? Where are the biggest gaps? How can the skills be provided?

Identifying New Skills

14. What are institutional arrangements to support the early identification of green skill needs and to transmit these findings to occupational profiles, curriculum design, and education and training provision for new green occupations?
15. What are the types of training and workforce programs needed to prepare underserved communities, non-bachelor degree holders, and other hard-to-reach populations to enter jobs requiring these new sorts of job-specific, “hard” skills?

Employment and Skill Effects: How many jobs are involved, now and into the future?

16. Given findings on occupations and skills, what are the aggregate employment effects of meeting the Green New Deal targets?

RESEARCH AND/OR CONSULTANT TEAM DELIVERABLES

The Consultant will produce a report in four parts that maps to the overarching research questions. The report should be accessible to a non-expert audience for presentation to the public, officials, and organizations. The deliverables are:

Output	Deliverables	No. of working days
Inception report with methodology and Work Plan	<ul style="list-style-type: none"> ● Inception document with detailed methodology, schedule of work, and draft data/information collection plan and tools ● Final schedule of work and draft data collection plan and tools 	30
Conduct data collection and analysis	<ul style="list-style-type: none"> ● Data analysis plan and a preliminary report of findings 	150
Draft study report submitted to WEC	<ul style="list-style-type: none"> ● Submission of the study report, which includes all the essential elements mentioned in the objectives/questions 	30
Final study submitted to WEC	<p>Final Study Report incorporating comments from Project Team with the following essential contents</p> <ul style="list-style-type: none"> ● Basic Information ● Executive Summary ● Introduction of the project ● Study methodology ● Findings in accordance with the tasks and deliverables mentioned above ● Recommendations ● Annexes – Methodology tools, study schedule, list of persons OR other stakeholders 	30

	interviewed, and sites visited	
Presentation to WEC and other stakeholders	<ul style="list-style-type: none"> PowerPoint slide presentation of the research findings 	30

REPORT DESIGN AND DATA VISUALIZATION

The user-friendliness of the Report is crucial. Graphics and data visualization should convey information clearly and meaningfully, simplifying important points through visual language.

DESIRED PROJECT TIMELINE

Request for Qualifications Issued	April 11, 2023
Bidder's Conference	April 28, 2023
Submittal of Questions Email: sarah.soroui@boston.gov	June 1st, 2023, by 5:00 PM
RFP Response Due	June 16, 2023, by 5:00 PM
Notification of Selection	July 14, 2023
Anticipated Contract Start Date	July 17, 2023
Research Completed	March 2024
Project Completed	April 2024
Presentations to stakeholders and others as requested	June 2024

DESIRED SKILLS AND EXPERTISE OF CONSULTANT TEAM

- Deep knowledge of the components, challenges, and opportunities of the green industries, green occupations, and the “greening” of other economic sectors;
- Deep knowledge of education to career pathway development and the community college/higher education sector.

- Demonstrated experience designing and implementing research methodologies, data collection, data analysis, and comprehensive reporting on green industries, green skills, and green jobs with a strong equity lens.
- Familiarity with other relevant national literature and research studies.
- Skill in summarizing and translating data findings clearly in writing and in person.
- Expertise working with and mapping green jobs/economy sector data.
- Demonstrated experience in suggesting effective approaches to report dissemination and end-use.
- Strategic knowledge of workforce development policies that incorporate historically underserved populations.
- Commitment to the equity and inclusion principles of the City of Boston.

Section IV: Proposal Guidelines

1. One-Page Executive Summary

A one-page Executive Summary that summarizes the consultant/team's understanding of the project goals and deliverables and how your approach, experience, and relationships would successfully address them.

2. Agency Background and Organizational Capacity

Briefly describe your agency's overall history and previous experience in providing the proposed research. Describe your experience and expertise in the related fields of clean energy/green economy, labor market analysis, or education in the context of a career pathway model. Include information about your partnership, briefly describing each partner's roles and responsibilities under this RFP.

3. Research Design

- Describe in detail your proposed design, including an explanation of the proposed research timeline and schedule.
- Provide a list of suggested data sources.
- Provide a timeline of all tasks, activities, and milestones to project completion.
- Provide an outline of the roles and responsibilities of the consultant/team.
- Provide an outline of the final study.

4. Staffing

Identify staff responsible for each component of the proposed program. Discuss staff qualifications, skills, and experience. Identify the staff who will act as a liaison between the OWD and the research team. Provide resumes for each staff member who will be assigned to this project.

5. Fee Proposal and Required Forms/Attachments

Provide a detailed fee proposal for all activities, fees, and expenses, including hourly rate, not to exceed **\$200,000** (TO BE SUBMITTED IN A SEPARATE EMAIL TITLED EXHIBIT A).

6. Provide project references, including a list of past project examples.

Section V. Terms of Procurement

APPLICATION DEADLINE

OWD must receive responses to this RFP by **Friday, June 16, 2023, at 5:00 p.m.**

Technical (narrative) proposals must be submitted via email to: Sarah Soroui, Director of Research, Evaluation and Analytics, Mayor’s Office of Workforce Development, sarah.soroui@boston.gov.

Price proposals must be submitted separately via email to: Abigail Cross, Assistant Deputy Director, Special Initiatives & Grants Management, Mayor’s Office of Workforce Development, abigail.cross@boston.gov.

It is the sole responsibility of the responder to ensure their proposal is complete and submitted on time. No responses will be accepted after the due date and time. OWD reserves the right to reject any or all bids. The award of a contract for services requested by this RFP shall be subject to the approval of the Board of the Economic Development and Industrial Corporation (EDIC) of Boston.

BIDDERS’ CONFERENCE

Organizations interested in bidding on the RFP are strongly encouraged to participate in the scheduled Bidders; Conference Friday, April 28, 3 PM EST. All Q&A from the Conference will be made available to the public on the OWD website at boston.gov/owd-grantmaking no later than May 5. The Bidder’s Conference will be conducted via Zoom. Please register at this link: [here](#).

SUBMISSION OF INQUIRIES

Questions regarding this Request for Qualifications should be submitted in writing to Sarah Soroui, Director of Research, Evaluation and Analytics, via email: sarah.soroui@boston.gov. Phone calls will not be accepted. The deadline to submit questions is **June 1, 2023, by 5:00 PM.**

Responses to questions received during the procurement process will be posted on the OWD website at boston.gov/owd-grantmaking. It is the bidders’ responsibility to check the website for updates and postings.

OWD is an Affirmative Action/Equal Opportunity Employer. Auxiliary aids and services are available upon request to individuals with disabilities.

PROPOSAL SPECIFICATIONS

Applicants should ensure their proposals comply with the following requirements:

- A response to each section of the RFP is required and should follow the guidelines and sequences specified in the Proposal Guideline section (Section IV). Each section should be labeled.
- Every section of the Request for Proposals should be completed in full. If funded, the proposal will provide the basis for contract negotiations, and final negotiated terms will be incorporated within the contract as the Statement of Work.
- Proposals should be typewritten, double-spaced, in 12-point Arial font with one-inch margins.
- The proposal narrative may not exceed 10 pages. The page limit does not include the cover sheet, budget forms, or any required attachments.
- Some sections require appended material. All forms should be completed in full.

- **The fee proposal must be submitted separately from the narrative/technical proposals.** Absolutely no responses will be accepted after the due date and time. OWD reserves the right to reject any or all bids. The award of a contract for services requested by this RFP shall be subject to the approval of the EDIC Board.

EVALUATION OF PROPOSALS

Minimum Evaluation Criteria

All proposals received by OWD will first be reviewed to determine whether the proposal meets all minimum criteria identified in the RFP. Minimum evaluation criteria reflect those standards or attributes that OWD considers essential to the performance of the contract.

Comparative Evaluation Criteria

Proposals that have met all minimum evaluation criteria will be evaluated according to the comparative evaluation criteria that follow in this section. After reviewing, the evaluation team will prepare written evaluations for each proposal. The evaluators will assign a rating of ‘highly advantageous,’ ‘advantageous,’ or ‘not advantageous’ to each criterion.

For each section outlined below:

- Evaluators will view a proposal as being ‘highly advantageous’ if it meets all the listed requirements.
- A proposal will be considered advantageous if it meets most of the listed requirements.
- A proposal will be viewed as ‘not advantageous’ if it fails to meet most of the listed requirements.

The team will use the comparative evaluation criteria to evaluate each responder’s overall qualifications. All comparative evaluation ratings will be determined by the evaluation team. Price proposals will be evaluated separately from the technical proposals. The evaluation team will not see the price proposals until after the technical evaluations are complete. Service and supplier diversity will be a vital part of our procurement process and will be considered when selecting a consultant.

The following criteria will be used to rate the proposals:

1. **Agency Background and Organizational Capacity:** The proposal demonstrates that the consulting project team assembled has significant experience with relevant projects and research initiatives.
2. **Research Design:** The project proposal demonstrates an extensive and thorough understanding of the scope of services and provides a creative approach to the requirements of this RFP; provides a comprehensive and well-organized work plan to deliver on the proposed approach and recommends a well-conceived and/or includes innovative work items which supplement the scope of services as outlined in this RFP.
3. **Staffing:** The proposal demonstrates that the consulting project team assembled has significant experience with relevant projects and research initiatives.

4. Fee Proposal (TO BE SUBMITTED IN A SEPARATE EMAIL TO ABIGAIL CROSS, abigail.cross@boston.gov, MARKED AS EXHIBIT A) and Required Forms/Attachments (SEE EXHIBITS B, C, and D): Responder's price proposal meets budget requirements and provides a detailed narrative proposed budget aligns with the value of proposed evaluation.

OWD reserves the right to reject any and all proposals, to waive or modify any requirement contained in this RFP, to amend without consultation any proposal, and to affect any agreement deemed to be in the best interest of the City of Boston and its residents. OWD will determine the most advantageous proposal from a responsible and responsive proposer, taking into consideration the price and all evaluation criteria set forth in the RFP.

Exhibits

EXHIBIT A: CONSULTANT FEE PROPOSAL FORM

EXHIBIT A: CONSULTANT FEE PROPOSAL FORM	
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This form must be submitted in a separate sealed envelope labeled FEE PROPOSAL and addressed as follows:

Office of Workforce Development
43 Hawkins Street
Boston, MA 02114-2907

SUBMITTED BY:

NAME	
FIRM	
ADDRESS	
TELEPHONE / FAX	

Under the conditions set forth by the OWD, the accompanying proposal is submitted to provide Consultant Services.

The total fee proposal is \$ _____

FEE PROPOSAL FORM (cont.)

Consultant Level	Staff Name/Job	Hourly Rate	Billing	Estimate d Number of Hours

Total Estimated Expenses \$ _____

EXHIBIT B

CERTIFICATION OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid, or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

(Signature of the individual submitting proposal)

(Name of business)

EXHIBIT C
NONDISCRIMINATION AND AFFIRMATIVE ACTION

Nondiscrimination and Affirmative Action

The Consultant agrees:

1. The Consultant shall not, in connection with the services under this Contract, discriminate by segregation or otherwise against any employee or applicant for employment based on race, color, creed, national origin, age, sex or sexual preference and shall undertake affirmative action measures designed to guarantee and effectuate equal employment opportunity for all persons.
2. The Consultant shall provide information and reports requested by OWD pertaining to its obligations hereunder and will permit access to its facilities and any books, records, accounts or other sources of information which may be determined by OWD to affect the Consultant's obligations.
3. The Consultant shall comply with all federal and state laws pertaining to civil rights and equal opportunity including executive orders and rules and regulations of appropriate federal and state agencies unless otherwise exempt therein.
4. The Consultant's non-compliance with the provisions hereof shall constitute a material breach of this Contract, for which EDIC may, in its discretion, upon failure to cure said breach within thirty (30) days of written notice thereof, terminate this Contract.
5. The Consultant shall indemnify and save harmless EDIC and OWD from any claims and demands of third persons resulting from the Consultant's non-compliance with any provisions hereof.

Signed

By: _____

Title: _____

Date: _____

EXHIBIT D
CERTIFICATE OF COMPLIANCE WITH LAWS

Certificate of Compliance with Laws

Massachusetts Employment Security Law

Pursuant to M.G.L. c. 151 A, §19A(b), the undersigned hereby certifies under the penalties of perjury the Consultant, with Department of Career Services (DCS) ID Number _____ has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.

Compliance may be certified if the Consultant has entered into and is complying with a repayment agreement satisfactory to the Commissioner of DET, or if there is a pending adjudicatory proceeding or court action contesting the amount due pursuant to M.G.L. c. 151 A, §19A(c).

Massachusetts Child Care Law

Pursuant to Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991, the undersigned hereby certifies that the Consultant:

1. _____ employs fewer than fifty (50) full-time employees; or
2. _____ offers either a dependent care assistance program or a cafeteria plans whose benefits include a dependent care assistance program; or
3. _____ offers childcare tuition assistance, or on-site or near-site subsidized child care placements.

Revenue Enforcement Protection Program

Pursuant to M.G.L. c. 62C, §49A, the undersigned hereby certifies that the Consultant's Social Security or Federal Identification No. is _____, and that to the best of his/her knowledge and belief, the Consultant has filed all state tax returns and paid all state taxes required by law.

Signed this ____ day of _____, 2023.

BY: _____