February 1, 2022

Letter of Transmittal

Washington State Department of Transportation
310 Maple Park Avenue SE
PO Box 47323
Olympia, WA 98504-7323

Re: State of Washington Department of Transportation 2021 Disadvantaged Business Enterprise Program Disparity Study

Dear Sir or Madam:

Enclosed please find the Statement of Qualifications of Colette Holt & Associates ("CHA") for the preparation of a Disparity Study for the Washington State Department of Transportation ("WSDOT"). We are confident that we have assembled the nation’s most qualified legal, economics, and data collection team to provide all of the evidentiary elements necessary to meet the requirements of strict constitutional scrutiny, 49 C.F.R. Part 26 and best practices in Disadvantaged Business Enterprise ("DBE") program evaluation and design.

Our team is highly qualified and able to perform the services described in the RFQ. Members of our team have extensive experience working together on previous projects, conducting availability and disparity studies and DBE program reviews for numerous transportation agencies and other government, including previous WSDOT disparity studies and DBE program development consulting.

Thank you for the opportunity to present this Statement.

Sincerely,

Colette Holt

16 Carriage Hills • San Antonio, TX 78257
773.255.6844 • colette.holt@mwhelaw.com • mwhelaw.com
To be eligible for Award of this Contract the Bidder shall fill out and submit, as a supplement to its sealed Bid Proposal, a Disadvantaged Business Enterprise (DBE) Utilization Certification. The Contracting Agency shall consider as non-responsive and shall reject any Bid Proposal that does not contain a DBE Utilization Certification which properly demonstrates that the Bidder will meet the DBE participation requirements in one of the manners provided for in the proposed Contract. Refer to the instructions on Page 2 when filling out this form or the Bid may be rejected. An example form has been provided on Page 3. The successful Bidder’s DBE Utilization Certification shall be deemed a part of the resulting Contract.

Box 1: Colette Holt & Associates certifies that the DBE firms listed below have been contacted regarding participation on this project. If this Bidder is successful on this project and is awarded the Contract, it shall assure that subcontracts or supply agreements are executed with named DBEs. (If necessary, use additional sheets.)

<table>
<thead>
<tr>
<th>Column 1</th>
<th>Column 2</th>
<th>Column 3</th>
<th>Column 4</th>
<th>Column 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of DBE (See instructions)</td>
<td>Project Role (See instructions)</td>
<td>Description of Work (See instructions)</td>
<td>Dollar Amount Subcontracted to DBE (See instructions)</td>
<td>Dollar Amount to be Applied Towards Goal (See instructions)</td>
</tr>
<tr>
<td>Yates Consulting</td>
<td>Subcontractor</td>
<td>Assist with outreach and anecdotal data collection</td>
<td>9% or up to $108K*</td>
<td>9% or up to $108K*</td>
</tr>
<tr>
<td>Marjorie Tyson dba WindGypsy Consulting</td>
<td>Subcontractor</td>
<td>Assist with quantitative data collection follow up activities</td>
<td>9% or up to $108K*</td>
<td>9% or up to $108K*</td>
</tr>
</tbody>
</table>

Disadvantaged Business Enterprise Condition of Award Contract Goal 18%/216* Total DBE Commitment Dollar Amount 18%/216* *based on $1,200,000 contract with prime

By checking Box 5 the Bidder is stating that their attempts to solicit sufficient DBE participation to meet the COA Contract goal has been unsuccessful and good faith effort will be submitted in accordance with Section 1-02.9 of the Contract.
Consultant Information Form

<table>
<thead>
<tr>
<th>Firm Name:</th>
<th>Colette Holt- Colette Holt &amp; Associates</th>
<th>FYE Date:</th>
<th>12/31</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td>16 Carriage Hills</td>
<td>Number of Employees:</td>
<td>1</td>
</tr>
<tr>
<td>City:</td>
<td>San Antonio</td>
<td>State:</td>
<td>TX</td>
</tr>
<tr>
<td>Zip Code:</td>
<td>78257</td>
<td>County:</td>
<td>USA</td>
</tr>
<tr>
<td>Phone:</td>
<td>773-255-6844</td>
<td>Fax:</td>
<td>855-692-3529</td>
</tr>
<tr>
<td>Company Web Site:</td>
<td><a href="http://www.mwbelaw.com">http://www.mwbelaw.com</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Remit to Address:

| City:     | San Antonio | State: | TX |
| Zip Code: | 78257 | County: | USA |
| Phone:    | 773-255-6844 | Fax: | 855-692-3529 |

Statewide Vendor Number (SWV) for Remit to Address: 021958500

Federal Tax ID Number or Social Security Number: 81-4063918

Unified Business Identifier Number (UBI): 6035997890010001

Date Universal Numbering System (DUNS) Number:

Year Firm Established: 1994

UDBE/SBE/MSVWBE Certification Number: N/A

NAICS Code & Code Name:

Proposed Project Manager: Colette Holt

Email: colette.holt@mwbelaw.com

Financial Contact: Ilene Grossman

Email: ilene.grossman@mwbelaw.com

Firm Type:

- [ ] Sole Proprietor
- [ ] Partnership
- [ ] C – Corp.
- [ ] Limited Partnership
- [ ] Subchapter S Corp.
- [ ] Limited Liability Company

Annual Gross Receipt:

- [ ] $0 to $1 Million
- [ ] $1 Million to $5 Million
- [ ] $5 Million to $10 Million
- [ ] $10 Million to $15 Million
- [ ] Over $15 Million

Note:

Firm Name: Please do not use: dba’s – doing business as; combination names when two firms are working together, unless the combination name is the formation of a legally registered new company such as a joint venture; derivatives of your legal name; acronyms; etc. The firm name shown must be your firm’s legal name.

Federal Tax ID Number: Your Federal Tax ID number must be that number registered to your legal firm name. If you do not have a Federal Tax ID number, please use your social security number.

Unified Business Identifier (UBI) Number: Your firm will be REQUIRED to acquire a UBI Number prior to execution of an agreement and/or being approved as a Sub-consultant to an existing agreement. This is a Washington State Business license and can be acquired by contacting the Washington State Department of Revenue web site at www.dor.wa.gov.

Statewide Vendor (SVW) Number: The Statewide Vendor (SVW) Number is REQUIRED for vendors to receive payments. If your firm doesn’t already have an SVW number, your firm will be required to acquire a SVW number prior to execution of an agreement. Please contact WSDOT TRAINS Help Desk at 360-705-7514 for assistance.

FYE Date: Your firm’s fiscal year end date.


It is critical that your firm name is your legal firm name and that it is the same name assigned to your Federal Tax ID number and is the same name utilized for your SWV number.
### Consultant Information Form

<table>
<thead>
<tr>
<th>Field</th>
<th>Information</th>
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</thead>
<tbody>
<tr>
<td>Firm Name</td>
<td>Yates Consulting, LLC</td>
</tr>
<tr>
<td>FYE Date</td>
<td>12/31/22</td>
</tr>
<tr>
<td>Number of Employees</td>
<td>3</td>
</tr>
<tr>
<td>Address</td>
<td>4034 Cascadia Ave. South</td>
</tr>
<tr>
<td>City</td>
<td>Seattle</td>
</tr>
<tr>
<td>State</td>
<td>WA</td>
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<tr>
<td>Zip Code</td>
<td>98118</td>
</tr>
<tr>
<td>County</td>
<td>King</td>
</tr>
<tr>
<td>Phone</td>
<td>206-669-2084</td>
</tr>
<tr>
<td>Fax</td>
<td>NA</td>
</tr>
<tr>
<td>Company Web Site</td>
<td>Yatescg.com</td>
</tr>
<tr>
<td>Remit to Address</td>
<td>4034 Cascadia Ave. So.</td>
</tr>
<tr>
<td>City</td>
<td>Seattle</td>
</tr>
<tr>
<td>State</td>
<td>WA</td>
</tr>
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<td>Phone</td>
<td>206-669-2084</td>
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<tr>
<td>Fax</td>
<td>NA</td>
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<td>Statewide Vendor Number (SWV)</td>
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<td>Federal Tax ID Number or Social Security Number</td>
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<tr>
<td>Unified Business Identifier Number (UBI)</td>
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<tr>
<td>Date Universal Numbering System (DUNS) Number</td>
<td>964783919</td>
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<tr>
<td>Year Firm Established</td>
<td>2008</td>
</tr>
<tr>
<td>UDBE/SBE/MSVWBE Certification Number</td>
<td>D3M0024153</td>
</tr>
<tr>
<td>NAICS Code &amp; Code Name</td>
<td>541611 Administrative Management and General Management Consulting Services</td>
</tr>
<tr>
<td>Proposed Project Manager</td>
<td>Henry Yates</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:Henry@yatescg.com">Henry@yatescg.com</a></td>
</tr>
<tr>
<td>Financial Contact</td>
<td>Donna Yates</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:Donna@yatescg.com">Donna@yatescg.com</a></td>
</tr>
<tr>
<td>Firm Type</td>
<td></td>
</tr>
<tr>
<td>Annual Gross Receipt</td>
<td>$0 to $1 Million</td>
</tr>
<tr>
<td>Note</td>
<td>Firm Name: Please <em>do not</em> use: dba’s – doing business as; combination names when two firms are working together, unless the combination name is the formation of a legally registered new company such as a joint venture; derivatives of your legal name; acronyms; etc. The firm name shown must be your firm’s legal name. Federal Tax ID Number: Your Federal Tax ID number must be that number registered to your legal firm name. If you do not have a Federal Tax ID number, please use your social security number. Unified Business Identifier (UBI) Number: Your firm will be REQUIRED to acquire a UBI Number prior to execution of an agreement and/or being approved as a Sub-consultant to an existing agreement. This is a Washington State Business license and can be acquired by contacting the Washington State Department of Revenue web site at <a href="http://www.dor.wa.gov">www.dor.wa.gov</a>. Statewide Vendor (SWV) Number: The Statewide Vendor (SWV) Number is REQUIRED for vendors to receive payments. If your firm doesn’t already have an SWV number, your firm will be required to acquire a SWV number prior to execution of an agreement. Please contact WSDOT TRAINS Help Desk at 360-705-7514 for assistance. FYE Date: Your firm’s fiscal year end date. UDBE/SBE/MSVWBE Certification: If your firm is certified as a UDBE/SBE/MSVWBE enter your firm's certification number. Federal Certifications: Underutilized Disadvantaged Business Enterprise (UDBE), Small Business Enterprise (SBE). State Certifications: Minority, Small, Veteran, Women Business Enterprise. For additional information go to the Washington State Office of Minority Women's Business Enterprises web site at <a href="http://www.omwbe.wa.gov">www.omwbe.wa.gov</a>. It is critical that your firm name is your legal firm name and that it is the same name assigned to your Federal Tax ID number and is the same name utilized for your SWV number.</td>
</tr>
</tbody>
</table>
Disadvantaged Business Enterprise (DBE)
Written Confirmation Document

Disadvantaged Business Enterprise Participation

THIS FORM SHALL ONLY BE SUBMITTED TO A DBE THAT IS LISTED ON THE CONTRACTOR’S
DISADVANTAGED BUSINESS ENTERPRISE UTILIZATION CERTIFICATION.

THE CONTRACTOR SHALL COMPLETE PART A PRIOR TO SENDING TO THE DBE.

PART A: To be completed by the bidder

The entries below shall be consistent with what is shown on the Bidder’s Disadvantaged Business Enterprise
Utilization Certification. Failure to do so will result in Bid rejection.

Contract Title: 2021 Disadvantage Business Enterprise Program

Bidder’s Business Name: Colette Holt & Associates

DBE’s Business Name: Yates Consulting, LLC

Description of DBE’s Work: Assist with outreach and anecdotal data collection.

Dollar Amount to be Applied Towards DBE Goal: 9% *see below

Dollar Amount to be Subcontracted to DBE*: 9% **see below

*Optional Field

PART B: To be completed by the Disadvantaged Business Enterprise

As an authorized representative of the Disadvantaged Business Enterprise, I confirm that we have been
contacted by the Bidder with regard to the referenced project for the purpose of performing the Work described
above. If the Bidder is awarded the Contract, we will enter into an agreement with the Bidder to participate in
the project consistent with the information provided in Part A of this form.

Name (printed): Henry Yates

Signature:

Title: President

Address: 4034 Cascadia Ave. So.
Seattle WA 98118

Date: January 27, 2022

* Note that RFQ does not request any dollar values other than hourly rates for team members, and only percentages for DBE participation.
** Note that the RFQ does not request any dollar values other than hourly rates for team members, only percentages for DBE participation
**Consultant Information Form**

<table>
<thead>
<tr>
<th>Firm Name: Marjorie Tyson dba WindGypsy Consulting</th>
<th>FYE Date: 12/31</th>
<th>Number of Employees: 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address: 14057 23rd Place NE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City: Seattle</td>
<td>State: WA</td>
<td>Zip Code: 98125</td>
</tr>
<tr>
<td>Phone: 425-345-2392</td>
<td>Fax: N/A</td>
<td>Company Web Site: N/A</td>
</tr>
<tr>
<td>Remit to Address: 14057 23rd Place NE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City: Seattle</td>
<td>State: WA</td>
<td>Zip Code: 98125</td>
</tr>
<tr>
<td>Phone: 425-345-2392</td>
<td>Fax: N/A</td>
<td></td>
</tr>
<tr>
<td>Statewide Vendor Number (SWV) for Remit to Address: N/A</td>
<td>Federal Tax ID Number or Social Security Number: 82-3036956</td>
<td>Date Universal Numbering System (DUNS) Number: 604170474</td>
</tr>
<tr>
<td>Proposed Project Manager: Marnie Tyson</td>
<td>Email: <a href="mailto:tyson.marnie@gmail.com">tyson.marnie@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Financial Contact: Marnie Tyson</td>
<td>Email: <a href="mailto:tyson.marnie@gmail.com">tyson.marnie@gmail.com</a></td>
<td></td>
</tr>
</tbody>
</table>

**Firm Type:**
- ☐ Sole Proprietor
- ☐ Partnership
- ☐ C – Corp.
- ☐ Limited Partnership
- ☐ Subchapter S Corp.
- ☐ Limited Liability Company

**Annual Gross Receipt:**
- ☐ $0 to $1 Million
- ☐ $1 Million to $5 Million
- ☐ $5 Million to $10 Million
- ☐ $10 Million to $15 Million
- ☐ Over $15 Million

**Note:**
- **Firm Name:** Please do not use: dba’s – doing business as; combination names when two firms are working together, unless the combination name is the formation of a legally registered new company such as a joint venture; derivatives of your legal name; acronyms; etc. The firm name shown must be your firm’s legal name.

- **Federal Tax ID Number:** Your Federal Tax ID number must be that number registered to your legal firm name. If you do not have a Federal Tax ID number, please use your social security number.

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- **FYE Date:** Your firm’s fiscal year end date.


It is critical that your firm name is your legal firm name and that it is the same name assigned to your Federal Tax ID number and is the same name utilized for your SWV number.
Disadvantaged Business Enterprise (DBE)
Written Confirmation Document

Disadvantaged Business Enterprise Participation

THIS FORM SHALL ONLY BE SUBMITTED TO A DBE THAT IS LISTED ON THE CONTRACTOR'S
DISADVANTAGED BUSINESS ENTERPRISE UTILIZATION CERTIFICATION.

THE CONTRACTOR SHALL COMPLETE PART A PRIOR TO SENDING TO THE DBE.

PART A: To be completed by the bidder

The entries below shall be consistent with what is shown on the Bidder’s Disadvantaged Business Enterprise Utilization Certification. Failure to do so will result in Bid rejection.

Contract Title: 2021 Disadvantage Business Enterprise Program

Bidder’s Business Name: Colette Holt & Associates

DBE’s Business Name: ____________________________

Description of DBE’s Work: Assist with quantitative data collection follow up activities.

Dollar Amount to be Applied Towards DBE Goal: ____________________________

Dollar Amount to be Subcontracted to DBE*: ____________________________

*Optional Field

PART B: To be completed by the Disadvantaged Business Enterprise

As an authorized representative of the Disadvantaged Business Enterprise, I confirm that we have been contacted by the Bidder with regard to the referenced project for the purpose of performing the Work described above. If the Bidder is awarded the Contract, we will enter into an agreement with the Bidder to participate in the project consistent with the information provided in Part A of this form.

Name (printed): Marnie Tyson - WindGypsy Consulting

Signature: ____________________________

Title: Owner

Address: 14057 23rd Pl NE
Seattle, WA 98125

Date: 1-27-2023

* Note that RFO does not request any dollar values other than hourly rates for team members, and only percentages for DBE participation.

** Note that the RFO does not request any dollar values other than hourly rates for team members, only percentages for DBE participation.

DOT Form 422-031
Revised 07/2016
Section 9: References/Past Performances (Prime Consultant Only)

Forms included on the following pages:

- Performance Evaluation Completed by Reference
  - DFW International Airport
  - City of Fort Worth
  - Harris County Purchasing Office
  - Safe and Thriving Communities, Seattle Human Services Department (previously Department of Enterprise Services State of Washington)
  - Port of Portland
Consultant Name: Colette Holt and Associates

Consultant’s Project Manager: Colette Holt and Associates

Project Name to be Evaluated on: DFW International Airport Disparity Study

Type of Work: [ ] Roadway Design [ ] Plans Specs & Estimates [ ] Transportation Study [ ] Right-of-Way [ ] Other

Contract Information: (Work must have been completed within the last 3 years or is currently being performed.)

<table>
<thead>
<tr>
<th>Start Date</th>
<th>End Date</th>
<th>Dollar Amount of Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>02/01/18</td>
<td>01/07/21</td>
<td>710,000.00</td>
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Performance Evaluation

Rating Criteria

<table>
<thead>
<tr>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?</td>
</tr>
<tr>
<td>2. Did the firm complete the project within the total budgeted amount?</td>
</tr>
<tr>
<td>3. Did the firm complete the project within the contract schedule(s)?</td>
</tr>
<tr>
<td>4. Did the firm meet all of your technical standards and quality expectations?</td>
</tr>
<tr>
<td>5. Was the firm’s communication, both oral and written, clear and concise?</td>
</tr>
<tr>
<td>6. Was the firm’s project management system effective?</td>
</tr>
</tbody>
</table>

Total Score

(Total the score by adding the scores for criterias 1 through 6.)

60.00

Average Score

(Average the score by dividing the total score by the total number of criteria that was rated.)

10.00

Evaluator Information:

Firm/Company Name: DFW International Airport

Evaluator’s Name: Tamela Lee

Evaluator’s Title: Vice President Business Diversity and

Firm/Company Address: P.O. Box 619428, DFW Airport, TX 75261-9428

Phone: (972) 973-5515 Fax: (972) 973-5501 Date: 01/25/22

Distribution: [X] Original: Return to Consultant being evaluated; and [X] Copy: Fax to WSDOT at 360-705-6836 or email to wsdotcso@wsdot.wa.gov
**Performance Evaluation**

**Rating Criteria**

Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.

<table>
<thead>
<tr>
<th>Score</th>
<th>Rating Criteria</th>
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</thead>
<tbody>
<tr>
<td>10.00</td>
<td>1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?</td>
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<tr>
<td>10.00</td>
<td>2. Did the firm complete the project within the total budgeted amount?</td>
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<tr>
<td>10.00</td>
<td>3. Did the firm complete the project within the contract schedule(s)?</td>
</tr>
<tr>
<td>10.00</td>
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<td>10.00</td>
<td>6. Was the firm's project management system effective?</td>
</tr>
</tbody>
</table>

**Total Score**

(Total the score by adding the scores for criterias 1 through 6.)

**Average Score**

(Average the score by dividing the total score by the total number of criteria that was rated.)

---

**Evaluator Information:**

- **Firm/Company Name:** City of Fort Worth
- **Evaluator's Name:** Gwen Wilson
- **Evaluator's Title:** Assistant Director, Business Equity
- **Firm/Company Address:** 818 Missouri Avenue, Fort Worth, Texas 76104
- **Phone:** (817) 392-2676
- **Fax:** (817) 392-7529
- **Date:** 01/25/22

**Distribution:**

- Original: Return to Consultant being evaluated; and
- Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov
Consultant Name: Colette Holt & Associates

Consultant's Project Manager: Colette Holt

Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)
Harris County, Texas Disparity Study

Type of Work:
- [ ] Roadway Design
- [ ] Plans Specs & Estimates
- [ ] Transportation Study
- [ ] Right-of-Way
- [x] Other

Contract Information: (Work must have been completed within the last 3 years or is currently being performed.)

<table>
<thead>
<tr>
<th></th>
<th>Start Date</th>
<th>End Date</th>
<th>Dollar Amount of Services</th>
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</thead>
<tbody>
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<td>Prime</td>
<td>08/15/18</td>
<td>06/20/20</td>
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<tr>
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Performance Evaluation

<table>
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<tr>
<th>Rating Criteria</th>
<th>Score</th>
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<tbody>
<tr>
<td>1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?</td>
<td>10.00</td>
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<td>5. Was the firm's communication, both oral and written, clear and concise?</td>
<td>10.00</td>
</tr>
<tr>
<td>6. Was the firm's project management system effective?</td>
<td>10.00</td>
</tr>
</tbody>
</table>

Total Score: 60.00
(Average by adding the scores for criteria 1 through 6.)

Average Score: 10.00
(Average the score by dividing the total score by the total number of criteria that was rated.)

Evaluator Information:

Firm/Company Name: Harris County Purchasing Office
Evaluator's Name: DeWight Dopslauf
Evaluator's Title: County Purchasing Director
Firm/Company Address: 1111 Fannin Street, Houston, TX 77002
Phone: (713) 274-4400  Fax:  Date: 01/26/22

Distribution: [X] Original: Return to Consultant being evaluated; and
[X] Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov
**Consultant Name:** Colette Holt & Associates

**Consultant's Project Manager:** Colette Holt

**Project Name to be Evaluated on:** (Work must have been completed within the last 3 years or is currently being performed.)

2019 Washington State Disparity Study (for Washington State Department of Enterprise Services)

**Type of Work:**
- [ ] Roadway Design
- [ ] Transportation Study
- [X] Plans Specs & Estimates
- [ ] Right-of-Way
- [ ] Other

**Contract Information:** (Work must have been completed within the last 3 years or is currently being performed.)

<table>
<thead>
<tr>
<th>Prime</th>
<th>Start Date</th>
<th>End Date</th>
<th>Dollar Amount of Services</th>
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<tbody>
<tr>
<td></td>
<td>02/01/17</td>
<td>01/31/19</td>
<td>982,925.00</td>
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</tbody>
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**Performance Evaluation**

<table>
<thead>
<tr>
<th>Rating Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?</td>
<td>10.00</td>
</tr>
<tr>
<td>2. Did the firm complete the project within the total budgeted amount?</td>
<td>10.00</td>
</tr>
<tr>
<td>3. Did the firm complete the project within the contract schedule(s)?</td>
<td>10.00</td>
</tr>
<tr>
<td>4. Did the firm meet all of your technical standards and quality expectations?</td>
<td>10.00</td>
</tr>
<tr>
<td>5. Was the firm's communication, both oral and written, clear and concise?</td>
<td>10.00</td>
</tr>
<tr>
<td>6. Was the firm's project management system effective?</td>
<td>10.00</td>
</tr>
</tbody>
</table>

**Total Score**

Total the score by adding the scores for criterias 1 through 6.  

60.00

**Average Score**

Average the score by dividing the total score by the total number of criteria that was rated.  

10.00

**Evaluator Information:**

Firm/Company Name: Safe and Thriving Communities, Seattle Human Services Department (previously De

Evaluator's Name: Rex Brown  
Evaluator's Title: Division Director

Firm/Company Address: 700 5th Avenue, Floor 56

Phone: (206) 348-0980  Fax: Date: 01/27/22

Distribution: 1 Original: Return to Consultant being evaluated; and  
3 Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov

Rev. 2014
Consultant Name: Colette Holt and Associates

Consultant's Project Manager: Colette Holt

Project Name to be Evaluated on: Port of Portland Disparity Study

Type of Work:
- [ ] Roadway Design
- [ ] Plans Specs & Estimates
- [ ] Transportation Study
- [ ] Right-of-Way
- [x] Other

Contract Information:
- Start Date: 03/27/17
- End Date: 02/22/19
- Dollar Amount of Services: 450,000.00

Performance Evaluation

<table>
<thead>
<tr>
<th>Rating Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>6. Was the firm's project management system effective?</td>
<td>10.00</td>
</tr>
</tbody>
</table>

Total Score: 60.00

Average Score: 10.00

Evaluator Information:

Firm/Company Name: Port of Portland

Evaluator's Name: Kimberly Sutton

Evaluator's Title: Small Business Program Manager

Firm/Company Address: 7200 NE Airport Way, Portland OR 97218

Phone: (503) 415-6587

Fax: 01/25/22

Distribution: [x] Original: Return to Consultant being evaluated; and [x] Copy: Fax to WSDOT at 360-705-6838 or email to wsdotcso@wsdot.wa.gov
Section 10: Samples of Work Products

Due to the size of the written samples, we have attached only the Texas Department of Transportation Study document to this email but will be sending the remaining work products under separate emails. There will be one email each for Colette Holt, Dr. Steven Pitts, and Joanne Lubart.

- Texas Department of Transportation Disparity Study, 2019

Colette Holt

Studies

- “The Trump Administration - What Might be Ahead for DBEs,” American DBE Magazine, Summer 2017
- “Current Issues - Facing the USDOT DBE Program,” American DBE Magazine, Winter 2019
- “Legal Update On Recent Contracting Civil Rights Cases,” American DBE Magazine, Summer 2020
- “Important Updates on DBE, SBA, AND M/WBE Programs,” American DBE Magazine, Spring 2021
- “Legal Challenges to COVID-19 for Disadvantaged Businesses,” American DBE Magazine, Summer 2021

Expert Report


Transcript

- Holt Deposition, Midwest Fence, Inc. v Illinois Tollway, 2013

Presentations

- “Infrastructure 2021-Opportunities and Compliance Challenges for DBEs,” 2021 Public Contract Law Section Virtual Public Procurement Symposium Presentation, American Bar Association, October 2021
- “Identifying Successful Practices in the FHWA DBE Program”
  - CHA TRB FHWA Presentation 12-17-13
- “Everything you Need to Know About Disparity Studies”
• American Contract Compliance Association (ACCA) National Training Institute Presentation 2021
• Colette Holt Testimony in Support of the DBE Program Reauthorization 7-31-2020
• “Legal Update on the Disadvantaged Business Enterprise Program”
  • Transportation Research Board (TRB) 2018 Annual Meeting
• “Recent Developments in the Disadvantaged Business Enterprise Program”
  • Transportation Research Board (TRB) 2019 Annual Meeting
• “Civil Rights Update”
  • WASHTO Civil Rights Training Symposium, Austin 2019

Dr. Steven Pitts

Studies
• Beyond the Mountaintop: King’s Prescription for Poverty (April 2008) (Co-authored with William Spriggs)
• Black Workers and the Public Sector (April 2011)
• Annual Report: Black Employment and Unemployment in 2011 (January 2012)
• Job Quality and Black Workers: An Examination of the San Francisco Bay Area, Los Angeles, Chicago and New York (March 2008)
• To Work with Dignity: The Unfinished March Toward a Decent Minimum Wage (August 2013) (co-authored with Sylvia Allegretto)

Presentations
• “Racial & Gender Equity and State Workers”
  • A Presentation before the Task Force to Study the State Workforce and Retiring Employees, (January 2022)
• "Ethics and the Deterioration of Job Quality during the Age of Inequality", (June 2019)

Joanne Lubart

Presentations
• “Disadvantaged Business Enterprise Certification Eligibility Standards and Procedures under 49 Code of Federal Regulations Part 26” (March 2016)
• “The Ability to Accumulate Substantial Wealth” (August 2021)
• “Tips for Creating PC UCP Certification Appeal Disposition Letters” (March 2020)
• “Writing Contracts in the New Millennium: Twenty-One Contract Drafting Tips for the Twenty-First Century” (September, 2016)
Section 11: Cost Factors

Form included on the follow page:

- Proposed Billing Rates
Date: February 1, 2022  
Company Name: Colette Holt & Associates  
Address: 16 Carriage Hills  
City / State / Zip: San Antonio, Texas 78257  

Subject: Proposed Labor Classifications and Hourly Billing Rates for State WA DOT DBE Program 2021 Disparity Study RFQ  
Attention: Manager, Contract Services Office  

Below are the highest anticipated hourly billing rates for the identified labor classifications.

<table>
<thead>
<tr>
<th>Labor Classification</th>
<th>All Inclusive Billing Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager/ Legal Counsel</td>
<td>$ 400.00</td>
</tr>
<tr>
<td>Economist/ Statistician</td>
<td>$ 350.00</td>
</tr>
<tr>
<td>Associate Counsel</td>
<td>$ 250.00</td>
</tr>
<tr>
<td>Chief Operating Officer/ Assistant Project Manager</td>
<td>$ 200.00</td>
</tr>
<tr>
<td>Chief Technology Officer/ Project Lead Quantitative Data</td>
<td>$ 200.00</td>
</tr>
<tr>
<td>Director Qualitative Data Collection</td>
<td>$ 150.00</td>
</tr>
<tr>
<td>Data Collection Manager</td>
<td>$ 125.00</td>
</tr>
<tr>
<td>Senior Data Research Specialist</td>
<td>$ 80.00</td>
</tr>
<tr>
<td>Sub consultant Qualitative Data</td>
<td>$ 190.00</td>
</tr>
<tr>
<td>Sub consultant Quantitative Data</td>
<td>$ 150.00</td>
</tr>
</tbody>
</table>

Note: Proposed Billing Rates, as submitted, shall be reviewed, accepted, and incorporated as an exhibit to the agreement. The Proposed Billing Rates shall be effective throughout the life of the agreement in accordance with the agreement payment provision.

Respectfully,

Signature

Title: Owner

DOT Form 224-011  
Revised 12/2018
Section 12: Contractor Certification – Workers’ Rights (Prime and Sub-Consultants)

Forms included on the following three pages:

- Colette Holt & Associates Contractor Certification – Worker’s Rights
- Yates Consulting, LLC Contractor Certification – Worker’s Rights
- Marjorie Tyson dba WindGypsy Consulting Contractor Certification – Worker’s Rights
CONTRACTOR CERTIFICATION
EXECUTIVE ORDER 18-03 – WORKERS’ RIGHTS
WASHINGTON STATE GOODS & SERVICES CONTRACTS

Pursuant to the Washington State Governor’s Executive Order 18-03 (dated June 12, 2018), the Washington State Department of Transportation is seeking to contract with qualified entities and business owners who certify that their employees are not, as a condition of employment, subject to mandatory individual arbitration clauses and class or collective action waivers.

Solicitation Title: 2021 Disadvantaged Business Enterprise Program Disparity Study

I hereby certify, on behalf of the firm identified below, as follows (check one):

☐ NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

☐ MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm requires its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

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

FIRM NAME: Colette Holt & Associates

By: ________________
Signature of authorized person

Colette Holt
Print Name of person making certifications for firm

Title: Owner
Title of person signing certificate

Place: San Antonio, Texas
Print city and state where signed

Date: February 1, 2022
CONTRACTOR CERTIFICATION

EXECUTIVE ORDER 18-03 – WORKERS’ RIGHTS
WASHINGTON STATE GOODS & SERVICES CONTRACTS

Pursuant to the Washington State Governor’s Executive Order 18-03 (dated June 12, 2018), the Washington State Department of Transportation is seeking to contract with qualified entities and business owners who certify that their employees are not, as a condition of employment, subject to mandatory individual arbitration clauses and class or collective action waivers.

Solicitation Title: Disadvantaged Business Enterprise Program 2021 Disparity Study

I hereby certify, on behalf of the firm identified below, as follows (check one):

☑ NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

☐ MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm requires its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

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

FIRM NAME: Yates Consulting, LLC

Name of Contractor/Bidder – Print full legal entity name of firm

By: Henry Yates
Signature of authorized person
Print Name of person making certifications for firm

Title: President
Title of person signing certificate

Place: Seattle WA
Print city and state where signed

Date: January 26, 2022
CONTRACTOR CERTIFICATION
EXECUTIVE ORDER 18-03 – WORKERS’ RIGHTS
WASHINGTON STATE GOODS & SERVICES CONTRACTS

Pursuant to the Washington State Governor's Executive Order 18-03 (dated June 12, 2018), the Washington State Department of Transportation is seeking to contract with qualified entities and business owners who certify that their employees are not, as a condition of employment, subject to mandatory individual arbitration clauses and class or collective action waivers.

Solicitation Title: 2021 Disadvantaged Business Enterprise Program Disparity Study

I hereby certify, on behalf of the firm identified below, as follows (check one):

☐ NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

☐ MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. This firm requires its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

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

FIRM NAME: Marjorie Tyson dba WindGypsy Consulting
Name of Contractor/Bidder – Print full legal entity name of firm

By: Marjorie Tyson
Signature of authorized person
Print Name of person making certifications for firm

Title: Owner
Title of person signing certificate

Place: Seattle, WA
Print city and state where signed

Date: 1/27/22
Section 13: Wage Theft Prevention Contractor Certification – Professional Services (Prime and Sub-Consultants)

Forms included on the following three pages:

- Colette Holt & Associates Wage Theft Prevention Contractor Certification
- Yates Consulting, LLC Wage Theft Prevention Contractor Certification
- Marjorie Tyson dba WindGypsy Wage Theft Prevention Contractor Certification
Prior to awarding a contract, agencies are required to determine that a bidder is a ‘responsible bidder.’ See RCW 39.26.160(2) & (4). Pursuant to legislative enactment in 2017, the responsible bidder criteria include a contractor certification that the contractor has not willfully violated Washington’s wage laws. See Chap. 258, 2017 Laws (enacting SSB 5301).

Solicitation or Agreement Title: 2021 Disadvantaged Business Enterprise Program Disparity Study
Solicitation Posting Date or Agreement Start Date: January 11, 2022 posted

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the below certification is true and correct and that I am authorized to make the following certification on behalf of the firm listed herein.

CERTIFICATION:

This firm has NOT been determined by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in RCW 49.48.082, any provision of RCW chapters 49.46, 49.48, or 49.52 within three (3) years prior to the date of the above-stated date.

FIRM NAME: Colette Holt & Associates
Name of Consultant/Contractor – Print full legal entity name of firm

By: Colette Holt
Signature of authorized person
Print Name of person making certifications for firm

Title: Owner
Title of person signing certificate
Place: San Antonio, Texas
Print city and state where signed

Date: February 1, 2022

Submittal Instructions:
- If submitting a proposal in response to a solicitation, a signed Certification Document for the Prime and all Subs must also be included in your proposal Packet B (see advertisement for additional requirements).
- If requesting to add a Sub to an existing agreement, submit the signed Certification Document to: ConsultantRates@wsdot.wa.gov.
Prior to awarding a contract, agencies are required to determine that a bidder is a ‘responsible bidder.’ See RCW 39.26.160(2) & (4). Pursuant to legislative enactment in 2017, the responsible bidder criteria include a contractor certification that the contractor has not willfully violated Washington’s wage laws. See Chap. 258, 2017 Laws (enacting SSB 5301).

Solicitation or Agreement Title: Disadvantaged Business Enterprise Program 2021 Disparity Study
Solicitation Posting Date or Agreement Start Date: January 11, 2022

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FIRM NAME: Yates Consulting, LLC
By: Henry Yates
Title: President
Date: January 26, 2022

Submittal Instructions:
• If submitting a proposal in response to a solicitation, a signed Certification Document for the Prime and all Subs must also be included in your proposal Packet B (see advertisement for additional requirements).
• If requesting to add a Sub to an existing agreement, submit the signed Certification Document to: ConsultantRates@wsdot.wa.gov.
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FIRM NAME: Marjorie Tyson dba WindGypsy Consulting

By: Marjorie Tyson

Title: Owner

Place: Seattle, WA

Date: 1/27/22

Submittal Instructions:

• If submitting a proposal in response to a solicitation, a signed Certification Document for the Prime and all Subs must also be included in your proposal Packet B (see advertisement for additional requirements).

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