Package B: 2021 Disadvantaged Business Enterprise Program Disparity Study

WASHINGTON DEPARTMENT OF TRANSPORTATION
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1. Letter of Transmittal

Re: Request for proposal 2021 Disadvantaged Business Enterprise Program Disparity Study

To whom it may concern,

MGT Consulting Group (MGT) has a storied history providing partnership and solutions to public sector entities in the surrounding states and disparity studies in the ninth circuit. During this unprecedented time, we have adapted our approach to meet the unique needs of each client to maximize our ability to assess business policies to ensure equity and provide recommendations to end any found disparities. We are excited to demonstrate our ability to assist Washington State Department of Transportation (WSDOT) in empowering the community, fostering deep and authentic stakeholder engagement, and determining the ideal strategy for overcoming any disparity found in procurement programs and policies.

MGT has provided disparity studies to municipalities and counties around the country for over 30 years. We are the largest provider of disparity studies in the country and have conducted more than any other firm in the United States. This achievement is a very significant indicator of the quality of our work and legal defensibility of 225+ disparity and disparity-related (e.g., program implementation, litigation) studies. MGT has conducted disparity studies in 11 of 12 judicial districts, and to date, every program developed or continued as a result of an MGT disparity study, remains in place. This experience is unmatched and will result in an accurate, reliable, valid, and legally defensible study for WSDOT.

Advantages

MGT brings a unique combination of qualifications, experience, and evidence of success which has brought us strong credibility in the disparity study industry and offers the following advantages Washington State Department of Transportation (WSDOT):

- Our team of experts has EXPERIENCE in this circuit related to disparity studies
- MGT has the PREMIER disparity study methodology in the industry.
- Our UTILIZATION methodology and data collection process will analyze ALL potential procurement opportunities for prime and subcontractors regardless of contract size.
- Our AVAILABILITY methodology is the only true and accurate way of analyzing exactly who is available to do business with WSDOT and who is potentially available. It is the most flexible approach in the industry which allows for narrowly tailoring of any program, and goals.
- Our ANECDOTAL data collection techniques give all vendors the opportunity to express their thoughts on doing business with WSDOT and their primes in the method that works best for them.
• **Half a century of experience** providing disparity and disparity-related studies to state, local and education agencies throughout the country.

• **Equity** embedded within every step of our work including program management and our customized solutions that **advance marginalized communities by reducing achievement and opportunity gaps. This is in our DNA.**

• Deep understanding, experience, and commitment to building **community relationships and partnerships by promoting authentic engagement. Understanding the local Washington State Department of Transportation (WSDOT) community is KEY to providing a study that is not only reliable, but accurate and representative of the population.**

• A team approach that combines current **national experience** and practices from accomplished county, and education former leaders, community influencers, and thought leaders.

## The MGT Difference

More so than any other firm, we not only understand the challenges, environment, and context in which the study will be conducted, we provide a holistic solution because our team contains experts from across industry in best practices. No matter if it is a deep understanding of procurement processes and disparity programs, or equity platforms, financial implications, or human resources assessments, our team stands ready to provide **Washington State Department of Transportation THE BEST OVERALL** view of what a disparity program should be in place to best accommodate your local environment and community. Hands-down, we will provide this a disparity study in partnership with YOU, based on transparency, communication, and mutual agreement on expectations and outcomes.

We look forward to further discussing our qualifications and approach. We have read the RFP and both addenda in their entirety and agree to the terms given. Should you have questions on any aspect of our proposal, please contact me at abernal@mgtconsulting.com or 859.250.5981.

Sincerely,

Vice President

*Authorized to bind the firm*
2. Firm History & Team Resumes

*MGT Consulting Group is the firm that is best suited to coordinate dialogue between the Washington State Department of Transportation (WSDOT) and the larger community, focusing on not only providing the detailed data to support the disparity policy and program but on the nuance from MWBE business leaders and what is important to achieve equity in contracting with the City.*

MGT was established in 1974 by a group of former public sector leaders to provide management consulting services to help clients operate more efficiently, effectively, and with more accountability to the communities they serve. We are a Limited Liability Company located in Florida.

MGT has an extensive history in all 50 states and several countries of providing innovative yet practical solutions to public sector clients. Since our inception we have a staff of over 250 employees and consultants. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have an insider's knowledge of education operations and structure, giving MGT a competitive advantage and ability to hit the ground running from the very start of a project. To date none of our projects or subcontractors contracts have been defaulted.

MGT’s Unique Mission

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

*We improve lives by partnering with you to advance and lift up the disenfranchised within your community.*

This purpose reflects the company’s strong social conscience and service ethic that
forms the core of the MGT’s “Why.” MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement and investing in a collaborative and rewarding world-class work environment for employees.

Nationally recognized. Locally focused.
We are nationally respected leaders in public sector management consulting and technology services who help the public professional enhance, transform and sustain a higher quality of life for citizens in our communities.

Defined by Impact
We all strive to make a positive difference in the world, and MGT Consulting shares your desire for that. Our DEI practice has equity embedded within every step of our work, including program management and our customized solutions that advance marginalized communities by reducing achievement and opportunity gaps. This is in our work, and we are proud to work with you toward this goal. We will discuss this with you in the hope that each project will do its part toward our shared goal of government “of, by, and for the people.”
MGT’s headquarters are in Tampa, Florida, with additional locations across the country.

MGT has successfully worked with clients on more than 13,000 projects to help them adapt to change while maintaining the vision and direction towards their short- and long-term goals. A significant portion of MGT’s engagements are repeat business, reflecting our clients’ satisfaction with the quality of services delivered by MGT and our ability to exceed client expectations. MGT’s commitment to quality consulting is evidenced by our past performance delivering an extensive range of services to a variety of educational institutions, state and local governmental agencies, and nonprofit organizations.
Organization & Staffing

Conducting a rigorous disparity study is a very serious undertaking requiring significant organizational and staff capacity and expertise. The most critical elements are the knowledge, experiences, and skills of the disparity study team who will conduct the study. To meet your needs for a comprehensive study, we have assembled the most experienced and skilled team in the disparity study business.

MGT has over 50 years of combined firsthand experience with the complexities involved in conducting contracting and procurement disparity research and studies aligned with prevailing industry and legal standards. The depth and breadth of our experience demonstrates we are ideally suited to not only conduct a disparity study that satisfies both legal and statistical standards, but more importantly frame recommendations and solutions which result in greater access, opportunities, and equity in contracting and procurement. This experience has positioned MGT to successfully complete over 220 disparity studies.

MGT has extensive experience designing disparity research studies which conform to the highest standards of disparity research. We bring an understanding and knowledge of the national M/WBE program best practices and innovative solutions to address disparities in contracting and procurement based on the expert analysis of large, complex sets of quantitative and qualitative data.

MGT’s disparity study team is comprised of MGT core team members and local partners who are highly skilled and experienced researchers who have conducted disparity studies for a diverse range of organizations throughout the United States. Furthermore, our experts have:

- Practical experience providing the full range of elements and components of a comprehensive disparity study necessary to conduct a rigorous evaluation of procurement and contracting practices.
- Conducting disparity studies according to industry and legal standards.
- Specific knowledge and experience regarding the issues and complexities involved in analyzing availability and utilization to derive statistically meaningful results.
- Direct experience guiding and steering entities through the complexities inherent in conducting a comprehensive disparity study.
- The proven ability to work together as a productive team to produce accurate, reliable, and legally defensible disparity studies.
- A clear understanding of responsibilities, assignments, and deliverables, and the order in which activities must take place to ensure an efficient and effective project outcome within budget.

MGT staff have extensive social science research experience and experience in all aspects of disparity research. Another distinguishing feature of our team is their broad-based experience with local government operations, processes, and systems. Most of our team members have worked in the public sector and have worked on a diverse range of consulting projects with public sector entities. As such, our team has a depth and breadth of experience in public sector operations that you simply will not find with firms who only conduct disparity studies.

Resumes for our staff are provided on the following pages
Mr. Bernal is an expert in quantitative and methodological research for disparity studies with 20 years of disparity study experience. In the past two decades he has had a key role on all disparity studies as a team leader, project director, or team member. He has been the quantitative and methodological research leader on every study since 2017, spearheading collection of data, managing all levels of utilization and availability analyses, managing all levels of the various quantitative analyses, and implementing new methodologies that incorporate the latest disparity study legal court cases. Mr. Bernal is a nationally reknown expert in conducting all aspects of disparity study research.

Prior to rejoining MGT, Mr. Bernal worked for the Nielsen company as a sector lead working for their largest client P&G. As a sector lead, he oversaw marketing-mix analytics work for such P&G multi-million dollar brands as Gillette, Venus, Crest, Oral-B, Vicks, Prilosec, Metamucil, Align, Dawn, Cascade, Pampers, Bounty, Puffs, and Charmin. These analytics gave the brands the tools necessary to optimize their media spending by calculating return on investments and volume sales generated by the various media vehicles. He also assisted his clients in understanding analytic solutions to marketing performance, pricing strategy, and assortment strategy in order to fully optimize in-market performance.

Mr. Bernal has expertise in economic theories, including Microeconomic Theory, Macroeconomic Theory, Econometrics, Urban Economics, Experimental Economics, Human and Labor Resource Economics, and Regression Analysis. He has done extensive research using statistics and mathematical computations to analyze data. Mr. Bernal has extensive experience in SAS, SPSS, database design, Excel, PowerPoint, File Maker Pro, Word Perfect, Microsoft Word, and conducting Internet research.

Areas of Expertise
- Disparity/Diversity Econometric and Statistical methods
- Disparity/Diversity Legal and social research
- Data and policy analysis
- Survey sampling methods
- Data collection and preparation
- Research and evaluation
- Conducting research studies related to diversity, equity, and disparities in education, business, and human services.
- Fluency in English and Spanish
- Qualitative research methods
- Community engagement and outreach

Education
J.D., Case Western Reserve University School of Law, 2008
M.A., Economics, Georgia State University, 2003
B.S., Economics, Florida State University, 2001
Calculus I, II, and Calculus Based Statistics, Oxford College of Emory University

Memberships
American Bar Association
American Economic Association
American Contract Compliance Association
National Diversity Council
American Statistical Association

Sample of Relevant Project Experience
- Alaska Dept of Transportation & Public Facilities | DBE Disparity Study
- City of Atlanta (GA) | Disparity Study
- City of Baltimore (MD) | Disparity Study
- City and County of Denver (CO) | M/W/DBE Disparity Study and Registered Apprenticeship Study
- City of Charlotte (NC) | Disparity Study
- Leon County (FL) | Disparity Study Update; Anecdotal, Legal, and Programmatic Review Disparity Study
- Minnesota Agency Consortium (MN) | Disparity Study
- Nassau County (NY) | Disparity Study, Phase I & II
- New York City DSBS | Disparity Study
- North Texas Tollway Authority | Disparity Study
- Orange County Consortium (FL) | Multi-Jurisdictional Disparity Study
ANDRES BERNAL, J.D.

Director
MGT CONSULTING GROUP

- City of Charlottesville (VA) | Disproportionate Minority Study
- City of Columbia (SC) | Analysis of Business Underutilization Causation
- City of Dallas (TX) | Availability and Disparity Study
- City of Dayton (OH) | Third Generation Disparity Study; Second Generation Disparity Study
- County of Essex (NJ) | Disparity Study
- City of Fort Lauderdale (FL) | Disparity Study
- City of Greensboro (NC) | Disparity Study
- City of Hampton (VA) | Disparity Study
- City of Jersey City (NJ) | Disparity Study
- City of Miramar (FL) | Disparity Study
- City of New York (NY) | MWBE Disparity Study; Local Hiring Analysis
- City of Pensacola (FL) | Disparity Study
- City of Phoenix (AZ) | Disparity Study and Update
- City of Portsmouth (VA) | Procurement Disparity Study
- City of Riverside (CA) | Diversity, Equity, and Inclusion Study
- City of Tallahassee (FL) | M/W/SBE Disparity Study
- City of Tulsa (OK) | Business Disparity Study, Phase II
- City of Winston-Salem (NC) | Disparity Study
- Charleston County (SC) | Disparity Study
- Charlotte Housing Authority (NC) | Disparity Study
- Commonwealth of Virginia (VA) | Disparity Study, Phase I; Disparity Study, Phase II
- Government of the District of Columbia (DC) | Capability and Capacity Analysis
- Guilford County Schools (NC) | Disparity Study
- Hillsborough County Aviation Authority (FL) | Disparity Study Update
- Jacksonville Transportation Authority (FL) | EqualWorks® and Availability Study
- Oregon Department of Transportation | Availability Study Update
- Orlando-Orange County Expressway Authority (FL) | Disparity Study
- Osceola County (FL) | Disparity Study
- Prince George’s City & County (MD) | Availability & Utilization Studies
- Port Authority of New York and New Jersey (NY) | Performance of an Expert Professional Disparity Study
- Port of Portland (OR) | Disparity Study
- Portsmouth Public Schools (VA) | Procurement Disparity Study
- Sacramento Municipal Utility District (CA) | Availability Study
- San Antonio Consortium (TX) | Disparity Study
- San Antonio Water System (TX) | M/WBE Program Disparity Study
- School Board of Miami-Dade County (FL) | Comprehensive Disparity Study
- Shelby County Board of Education (TN) | Disparity Study
- St. Paul Consortium (MN) | Disparity Study
- State of New Jersey | Disparity Study and Report for Procurement Contracts
- State of Texas | Historically Underutilized Business Disparity Study
- Tallahassee Consortium (FL) | M/W/SBE Disparity Study
  (City of Tallahassee, Leon County, Blueprint Intergovernmental Agency)
- Washington Suburban Sanitary Commission (MD) | Disparity Study
- West Virginia Department of Transportation (WV) | Availability and DBE Goal-Setting Study
Ms. Mitchell is an expert in minority business program development and has developed and managed small, minority, and women business programs for local government entities and private sector companies for over 24 years. Prior to joining MGT, she worked closely with us as a subcontractor under her firm “Mitchell Consulting Group” for some of our disparity studies.

Held the position of MWBE Program Director for the City of Charlotte, where she redesigned the City’s certification, outreach, data collection, and goal-setting processes.

Ms. Mitchell has participated on more than 35 disparity studies as a team leader or project director. She has extensive experience in project management, project scheduling, analytical reporting, facilitation, and public relations. Ms. Mitchell’s experience in construction procurement, goods and services procurement, and program administration is critical asset in qualitative data collection, interpretation of procurement policies and procedures, and program expansion or improvement recommendations.

**Areas of Expertise**
- Disparity Research
- Community Engagement
- Construction Procurement and General Purchasing Processes
- Data Management
- Project Management
- Quantitative Research and Data Collection
- Subcontractor Management
- Training and Development

**Education**
- B.S., Business Administration, Strayer University, 2005
- Minority Business Executive Program (Tuck School of Business)

**Professional Affiliations**
- NC MWBE Coordinators’ Network, Vice President 2020
- American Contract Compliance Association, Mid-Atlantic Regional Coordinators 2020
- Charlotte Business Inclusion Advisory Commission, Chair 2021
- National Black MBA Association, Member 2020

**Relevant Project Experience**
- Tallahassee Consortium (FL) | M/W/SBE Disparity Study (City of Tallahassee, Leon County, Blueprint Intergovernmental Agency)
- Charlotte Housing Authority (NC) | Disparity Study
- City and County of Denver (CO) | M/W/DBE Disparity Study and Registered Apprenticeship Study
- City of Charlotte (NC) | Disparity Study
- City of Charlottesville (VA) | Disproportionate Minority Study
- City of Dallas (TX) | Availability and Disparity Study
- City of Dayton (OH) | Third Generation Disparity Study; Second Generation Disparity Study; Policy Implementation Assistance
- City of Greensboro (NC) | Disparity Study
- City of Hampton and Schools (VA) | Disparity Study
- City of Jersey City (NJ) | Disparity Study
- City of Miramar (FL) | Disparity Study
- City of New York (NY) | MWBE Disparity Study; Local Hiring Analysis
- City of Pensacola (FL) | Disparity Study; M/WBE Program Implementation; Review of Small Business Enterprise Program
- City of Portsmouth (VA) | Procurement Disparity Study; MWBE Program Implementation
- City of Tulsa (OK) | Business Disparity Study, Phase I & II; Program Implementation Assistance
- City of Winston-Salem (NC) | Disparity Study
- Guilford County Schools (NC) | Disparity Study
- Prince George’s County (MD) | Utilization and Availability Study
Dr. Seamon has over 35 years of consulting, research, and teaching experience throughout the United States and has provided consulting services in 40 states and a dozen countries. He was the project director for MGT’s first disparity study conducted in 1990 and has worked on over 150 disparity studies including disparity studies. Dr. Seamon has extensive knowledge in analyzing the structure, operations, and processes of public sector organizations and nonprofit agencies and in conducting studies related to access, equity, and disparities in business, human services, and education.

While on the graduate faculty at Florida State University (FSU), he conducted major research studies related to disparate treatment and the impact of public policy on economic prosperity and economic segregation. As a member of the research faculty in the Pepper Institute (FSU), he conducted research on the adverse impact of social and economic policy on minority elderly populations.

While on the faculty in the Askew School of Public Administration and Public Policy at FSU, he taught graduate courses in human resources management, public policy, and action research, and was called upon regularly to provide a variety of research assistance and subject matter expertise to local and state government agencies in Florida and other states. He also served as the lead researcher for the Governor’s Racial and Ethnic Bias Study Commission lead several research teams for Florida Tax Watch. In addition, he has provided technical assistance and support to the Florida Advisory Council on Small and Minority Business Development.

His experience also includes providing consulting services analyzing the structure, operations, and systems of public sector organizations to identify operations efficiencies and process improvements. The dozens of operations reviews conducted by Dr. Seamon have included procurement and contracting operations, which adds a dimension to MGT’s disparity study team that other teams will not have. For over 30 years, Dr. Seamon has provided consulting services focused on policy and practices that adversely impact access and equity that result in disparate treatment.

In April 2020, Dr. Seamon was an invited participant in the White House Conference Call for African American Stakeholders on COVID-19 and the CARES Act.

**Areas of Expertise**

- Qualitative research methods.
- Conducting research studies related to diversity, equity, and disparities in education, business, and human services.
- Community engagement and outreach.
- Policy analysis.
- Analyzing agency structure, operations, and processes.

**Education**

- Ph.D., Higher Education Administration, College of Education, Florida State University, 1976
- M.S.W., School of Social Work, Florida State University, 1973
- B.S., Sociology, Bethune-Cookman College, 1970
- Certified Mediator, Certified by Supreme Court of Florida, #06465c

**Professional Affiliations**

- American Evaluation Association
- American Society of Public Administration
- Florida Academy of Certified Mediators
- Florida Advisory Council on Small and Minority Business Development
- International Personnel Management Association
- National Association of Workforce Development Professionals
- National Forum for Black Public Administrators
Sample of Relevant Project Experience

- Charlotte Consortium (NC) | Disparity Study (City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg Schools)
- City of Charlotte (NC) | Disparity Study
- City of Greensboro (NC) | Disparity Study
- City of Winston-Salem (NC) | Disparity Study
- Prince George’s County Community College (MD) | Availability and Utilization Studies
- Chatham Consortium (GA) | Disparity Study (City of Savannah, Chatham County, Savannah-Chatham County Public School District)
- Dougherty Consortium (GA) | Disparity Study (City of Albany, Dougherty County, Albany Water, Gas, and Light Commission, Albany/Dougherty Inner-City Authority, Albany/Dougherty Planning and Zoning Department, Dougherty County Board of Education)
- Sacramento Regional Consortium I (CA) | Disparity Study (City of Sacramento, County of Sacramento, Sacramento Housing and Redevelopment Agency, Sacramento Regional Transit District)
- Sacramento Regional Consortium II (CA) | Disparity Study (City of Sacramento, County of Sacramento, Sacramento Employment Training Agency, Sacramento Housing and Redevelopment Agency, Sacramento Regional Transit District)
- Tallahassee Consortium (FL) | M/W/SBE Disparity Study (City of Tallahassee, Leon County, Blueprint Intergovernmental Agency)
- City of Baltimore (MD) | Disparity Study
- City of Charlottesville (VA) | Disproportionate Minority Study
- City of Columbia (SC) | Analysis of Business Underutilization Causation
- City of Dallas (TX) | Availability and Disparity Study
- City of Dayton (OH) | Third Generation Disparity Study; Second Generation Disparity Study
- City and County Denver (CO) | M/W/DBE Disparity Study and Registered Apprenticeship Study
- City of Fort Lauderdale (FL) | Disparity Study
- City of Hampton and Schools (VA) | Disparity Study
- City of Hollywood (FL) | Availability Study
- City of Jersey City (NJ) | Disparity Study
- City of Miramar (FL) | Disparity Study
- City of New York (NY) | MWBE Disparity Study; Local Hiring Analysis
- City of Pensacola (FL) | Disparity Study; Review of Small Business Enterprise Program
- City of Portsmouth (VA) | Procurement Disparity Study
- City of San Antonio (TX) | Availability Study
- City of Tallahassee (FL) | Disparity Study, Phase I & II; Minority Disparity Study
- City of Tulsa (OK) | Business Disparity Study, Phase I & II
- City of West Palm Beach (FL) | Minority Disparity Study
- Charleston County (SC) | Disparity Study
- Dane County (WI) | Review of Racial and Social Equity
- DeKalb County (GA) | Disparity Study; MBE Implementation Plan; Documentation and Administrative Regulation Review
- Leon County (FL) | M/W/SBE Disparity Study; Disparity Study; Disparity Study Update, Phase I; Disparity Study Update; Purchasing Review
- Miami-Dade County (FL) | Predisparity Study Planning Initiative
- Nassau County (NY) | Disparity Study, Phase I & II
- Orange County (FL) | Disparity Study
- Osceola County (FL) | Disparity Study
- Palm Beach (FL) | Minority/Women Business Disparity Study
- Prince George’s County (MD) | Utilization and Availability Study
- Sacramento Municipal Utility District (CA) | Availability Study
- State of Delaware | Disparity Study
- Government of the District of Columbia (DC) | Capability and Capacity Analysis
- Washington Suburban Sanitary Commission (MD) | Disparity Study
Juan is an experienced analyst with a demonstrated history of working in cross-functional teams to help organizations transform their culture and drive growth. Juan has worked with 15+ organizations, across multiple industries, to solve strategic business challenges and help build more diverse and inclusive workspaces. Juan has coordinated with client’s human resources team to collect, review, and maintained current diversity statistics and collated information into analyses of workforce trends. He has also designed and developed Inclusion, Diversity, Equity, and Accessibility strategies.

Areas of Expertise
- Strategic Planning & Partnerships
- Project Management
- Diversity & Inclusion
- Project Coordination
- Research & Data Analysis
- Organizational Development
- Client Engagement
- Report & Dashboard Development
- Change & Communications

Education
- MA, International Affairs, American University, School of International Service, Washington, DC 2015
- BA Political Science and Chicano Studies, University of California Santa Barbara, Santa Barbara, CA 2013
  Honors: Ronald E. McNair Scholar

Professional Background
MGT, DEI Consultant September 2021- Current
- Disparity Studies: Assists in the development and execution of disparity studies for large municipalities and states across the US.
- Works as part of the OSG team to ensure high-quality legally defensible M/WBE studies supported by quantitative data. Diversity, Equity, and Inclusion Assessment and Strategic Planning: Partnered with organizations to design and develop DEI assessments, strategies, and best practices with unique strategic objectives, activities/tactics, outcomes, and key performance indicators.

- Develop and implement D&I performance reporting templates and analyze progress against goals including trends analysis and forecasting. Responsible for providing D&I metrics and responses for client surveys, RFPs, and other client associated requests. Coordinated with the Diversity & Inclusion Committee and Employee Resource Groups to launch Covington’s inaugural Inclusion Summit, Covington Uncovered, to celebrate diverse employees across 13 offices worldwide and promote a dialogue on allyship within the firm and in our broader communities.

Cook Ross Inc., Consulting, Assessment & Strategy, Silver Spring, MD Analyst (May 2018 – June 2020)
- Worked cross-functionally with internal teams to design and develop frameworks, tools, communications, solutions, Diversity & Inclusion programing, and learning labs for existing clients. Designed, developed, and implemented comprehensive Diversity & Inclusion strategies and best practices with unique strategic objectives, activities/tactics, outcomes, and key performance indicators. Developed and maintained existing internal and external client communications deliverables including talking points, fact sheets, briefings, online content, and external/internal announcements.
- Client Services Associate (June 2016 – May 2018) Collaborated with Project Managers to monitor project progress, accounted for all project logistics, managed against risks, and ensured all project deadlines were met. Conducted needs analysis and change readiness analysis with new clients and matched them to the appropriate solutions, such as instructor-led trainings, digital and on demand solutions, assessments, and strategy services.
JUAN R. OSUNA, M.A.
Consultant
MGT CONSULTING GROUP

The Urban Institute, Justice Policy Center, Washington, DC Survey and Project Assistant (November 2015 – June 2016)

• Organized project updates for various stakeholders about adjustments and progress, and recommended solutions to overcome project barriers. Reconciled the center’s expense reports and provided ad hoc administrative support to maintain the center’s operations including monitoring deliverables, workflows, and project milestones.
Mr. Peterson is an excellent analyst with a demonstrated pattern of success in his young career. He graduated first in his class in the field of economics, and has repeatedly displayed an exceptional analytical skillset, as well an exemplary work ethic.

Since joining MGT three years ago, Mr. Peterson has participated in over 10 consulting projects for cities, counties, state governments, and school districts. His technology experience, along with his exceptional project management, technology, and interpersonal skills, makes him a significant asset to every one of his projects.

**Areas of Expertise**
- Task 1.0: Data analytic & visualization
- Task 2.0: Human capital assessments
- Task 3.0: Market research and analysis
- Task 4.0: Technology usage

**Project Highlights**

**Office of Program Policy Analysis and Government Accountability, Tallahassee, Florida:** Justin helped lead the organizational review of the Florida Court of Clerks system. He coordinated all travel for the cross-country team, assigned tasks, created the communication channels, and was the technology lead for the project. As technology lead, he ensured the data collection from across the state would all be organized in the cloud, and he helped summarize the data for the report. Additionally, he collaborated with the core team of the project to write the final report which included recommendations for technology use, human resources, management structure, and financial information.

**King County Environment Health, Seattle, Washington:** Justin played a key role on the King County Environmental Health fee study project. He conducted an extensive time and operational study for six separate environmental health divisions and wrote a report describing the issues and recommendations highlighted by the department’s employees. Additionally, he coordinated validity testing of data queries from the county’s time-keeping system and created data visualizations of demographic and social justice data using software such as Tableau in order to highlight how fee alterations would impact the most vulnerable populations.

**Oregon Health Insurance Marketplace, Salem, Oregon:** In this project, Justin conducted market research collecting information about free or low-cost dental services programs and insurance policies that are in place across the US. The goal to use these examples to build a model in the Oregon Health Insurance Marketplace that would assist a struggling demographic in receiving free or low-cost dental services. Additionally, Justin analyzed and visualized data across multiple states to help tell a story of the dental industry as a whole.

**Education**
- B.A., Economics, California State University, Chico, 2017

**Representative Clients**
- Brevard Public Schools (FL) | Compensation Study
- City of Apopka (FL) | Classification and Compensation Study
- City of Sacramento (CA) | Cost Allocation Plan
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Office of Program Policy Analysis and Government Accountability | Organizational Review of Florida Clerks
- Henderson State University (AR) | Student Housing Studies
- King County Environmental Health (CA) | User Fee Study
- Oregon Health Insurance Marketplace | Demographic Study
- STEM Revolution, (UAE) | STEM Professional Development
- Tampa Bay Partnership (FL) | Organizational Review
- University of Georgia | Student Housing Studies
Ms. Opheim has over 11 years of experience working with data systems and analytical methods and techniques and is a key member of the DEI/disparity data collection and analysis team. Since joining MGT she has worked on a dozen disparity studies. Her experience translating data analysis results to inform decision making about disparity findings and conclusions is critical throughout this project.

**Areas of Expertise**
- Data analysis
- Data collection and preparation
- Research and evaluation
- Technical skills in Excel, MS SQL, PostgreSQL, PowerBI, Word, GIS, Python, Adobe

**Education**
- M.A. Urban and Regional Planning, University of Florida, 2012
- B.A., Geography and Sociology, University of Florida, 2010

**Sample of Relevant Project Experience**
- Tallahassee Consortium (FL) | M/W/SBE Disparity Study (City of Tallahassee, Leon County, Blueprint Intergovernmental Agency)
- Alaska Department of Transportation & Public Facilities | DBE Disparity Study
- City of Charlottesville (VA) | Disproportionate Minority Study
- City of Dallas (TX) | Availability and Disparity Study
- City of Dayton (OH) | Third Generation Disparity Study
- City of Fort Lauderdale (FL) | Disparity Study
- City of New York City (NY) | MWBE Disparity Study; Local Hiring Study
- City of Winston-Salem (NC) | Disparity Study
- Government of the District of Columbia | Capability and Capacity Analysis
- Illinois Housing Development Authority | Racial Equity Impact Assessment
- Johnson County Community College (KS) | Diversity Equity Inclusion Study
- North Texas Tollway Authority | Disparity Study
- Osceola County (FL) | Disparity Study
- Prince George’s County and Community College (MD) | Availability and Utilization Studies
- Sacramento Municipal Utility District (CA) | Availability Study
- Aurora Public Schools (CO) | Performance/Efficiency Review
- Edina Public Schools (MN) | Strategic Planning
- Ferguson-Florissant School District (MO) | Facilities Master Plan
- Guilford County Schools (NC) | Facility Optimization Plan
- Hickman Mills School District (MO) | Facilities Master Plan
- Housing Authority of Savannah (GA) | Strategic Plan
- Indiana Department of Administration | Gary School Corporation Emergency Management Services
- Lindbergh Schools (MO) | Strategic Planning
- Lyon County School District (NV) | Benchmark Studies
- Metro Nashville Public Schools (TN) | Enrollment Projections
- Oregon Health Insurance Marketplace | Demographics Study
- Pasco School District (WA) | Facility Master Plan Facilitation - Phase II
- Washington Department of Transportation | February 1, 2022
- RFQ | Disadvantaged Business Enterprise Program 2021 Disparity Study
DAVID BUSHNELL, M.A.
DEI Consultant
MGT CONSULTING GROUP

A passionate and innovative policy maker dedicated to social justice advocacy and culturally competent and effective policy development. A graduate of the University of Washington holding both an undergraduate degree in Law, Economics, and public policy combined with a master’s degree in policy studies. Brings multiple years of experience working in law and policy. Has extensive experience collaborating with stakeholders to achieve directives set by employers throughout Washington State (including the City of Ellensburg and Thurston County). Has also worked closely with community-based organizations to consult regarding capacity building. Widely trusted by all former employers to efficiently identify and solve problems as they arise.

Areas of Expertise
- Collaboration
- Diplomacy | Tact
- Community Engagement
- Effective Problem Solving
- Communication
- IBM SPSS/Data Analysis
- Cross Functional Leader
- Operations Management
- Data Analysis
- Organizational Skills
- DEI Literature & Theory
- Presentation | Public Speaking
- DEI Strategist
- Project Management
- Organizational Skills
- Time Management
- Problem Solving
- Relationship Builder
- Research Analysis
- Stakeholder Analysis
- Team Player
- Thought Partner
- DEI Literature & Theory
- Thought Partner

Education
MA, Policy Studies, University of Washington, August 2020
BA, Law, Economics, Public Policy, University of Washington, June 2018

Professional Background
- MGT, DEI Consultant, April 2021 to Present
  Disparity Studies: Assists in the development and execution of disparity studies for large municipalities and states across the US. Works as part of the OSG team to ensure high-quality legally defensible M/WBE studies supported by quantitative data. Diversity, Equity, and Inclusion Planning: Partnered with organizations to develop comprehensive DEI plans which go beyond trainings and begins to investigate and address any systemic or cultural issues within an organization and develop and implement strategies to address these findings.
- Bulle Consulting, Diversity, Equity, and Inclusion Policy Consultant, April 2020 to April 2021
  Recruited as an “Of Counsel” Consultant by a cohort in the MAPS program at UW Bothell. Bulle Consulting is focused on building mindshare and bridges across community-based organizations in the Seattle Metro area. Our mission is to continually develop our services to meet and exceed expectations, while at the same time contributing to the success of our clients through the provision of timely and consistently high-quality professional support.
  Diversity, Equity, & Inclusion Planning: Assisted in the creation of a business plan that supports overall objectives (including culturally relevant strengths-based strategies that identify community-based organizations (CBOs) that provide social and economic justice for People of Color).
  Assisting Stakeholders: Assist in providing stakeholders (e.g. business leaders, City of Seattle officials, community leaders, and nonprofit organizers) with high-end asset mapping strategies. Clearly articulates and explains how they can effectively operationalize each strategy. Diversity, Equity, & Inclusion Consultant Collaboration: Attending regular team meetings with fellow consultants. Participating in weekly and monthly communication and planning meetings. Led to superior level of communication cross-functionally among all consultants. Diversity Equity & Inclusion Content Development: Developed culturally responsible toolkits that reflects the mission and utilizes Bulle Consulting’s equity driven core principles of serving CBOs. Led to a superior level of engagement with local nonprofits focused on equity, diversity, inclusion, and social justice. Community Engagement: Responsible for being primary point of contact on...
DAVID BUSHNELL, M.A.
DEI Consultant
MGT CONSULTING GROUP

Executive team for multiple Community Based Organizations (CBOs) including Congolese Integration Network (CIN) and others. Ensures culturally competent community engagement with CBO and CBO clients, as necessary.

- Sussman Consulting | DBA PCI Services, Litigation Paralegal, June 2018- July 2020
  Claims Management | Legal Advocacy: Managing dozens of Labor and Industry Claims in a fast-paced environment. Presented multiple cases to the Board of Industrial Appeals. Portfolio Management: Managing a portfolio of 20+ accounts at a given time managed relationships with these firms. Litigation Strategy: Filing and litigating Appeals to the Board of Industrial Insurance Appeals as needed. Personally handled dozens of appeals in front of Administrative Law Judges (ALJs). Scheduling | Firm Administration: Manages the master Litigation Schedule for the firm. Research: Fully competent to research core elements and statutory law related to cases (e.g. Westlaw, LexisNexis). Training: Onboarded and trained team members educating on company policy and procedure, as well as developing and publishing training documents and materials.
Ms. Donaldson, as owner and founder of Donaldson Enterprises, has over 10 years of experience in the Architectural, Engineering, and Construction Industry working with large firms, small minority owned firms, and government agencies. Ms. Donaldson-Stephens worked with MGT on the Alaska DOT DBE Disparity Study and currently on the Orange County/John Wayne Airport DBE Disparity Study. Her responsibilities included coordinating and managing the focus groups and public meetings, conducting one-one-one interviews with business owners, and conducting the custom census surveys. Donaldson Enterprises is a Native American Woman owned business and is DBE certified. Her roles include outreaching and networking coordination to WBE, MBE, DBE, ESB, Section 3 businesses and employees, monitoring apprenticeship utilization, and assisting with Community Participation Plans, implementation and monitoring on Public and Private Projects where the owner sees the value of inclusivity. DBE support services is her passion and suits her well. She uses her expertise and experience for motivational speaking and mentoring. Ms. Donaldson is recognized in the community as a small business advocate while working with large owners and clients in an effort to grow capacity, skill sets and success in exceed contracting goals in a team effort. As a proud member of the Cowlitz Indian Tribe, she is active politically and culturally.

**Education**

University of Puget Sound, 2002  
Washington State University, 2001  
A.A., General Studies, Centralia College, 2000

**Professional Affiliations**

City of Portland, Minority Evaluator Program (COP, MEP)  
Conference of Minority Transportation Officials (COMTO)  
Hispanic Metropolitan Chamber of Commerce (HMCC)  
Northwest Minority Supplier Development Council (NWMSDC)  
Oregon Association of Minority Entrepreneurs (OAME)  
Oregon Native American Business Entrepreneur Network (ONABEN)  
Oregon Native American Chamber (ONAC)  
Portland Business Alliance (PBA)  
Safe Build Alliance (SBA)  
Small Business Development Center Participant (SBDC)

**Activities**

City of Portland Minority Evaluator Program  
Cowlitz Indian Tribe Education Committee; Pow Wow Committee Chair  
High School and College Student Mentor  
Pathways to Healing Volunteer  
Providence Cancer Foundation Steering Committee  
Safe Build Alliance
SUZANNE DONALDSON
OWNER/FOUNDER
DONALDSON ENTERPRISES • 360.280.2321

RELEVANT PROJECT EXPERIENCE
Oregon Department of Transportation | Disparity Study (Keen Independent Research, LLC)
Anderson Construction | Community Participation Plan Coordinator for the Lake City Village HOPE VI for Seattle Housing Authority
CH2MILL | DBE Coordinator for Portland-Milwaukee Light Rail Transit Project
Cochran Incorporated | Diversity, Mentoring, MWESB Participation Consulting for Marriott Hotel
Cochran Incorporated | DMWESB Consultant for Oregon Convention Center Hotel
Cooper Zietz Engineers | ODOT Office of Civil Rights Workforce Statewide Mentoring Services Development Program Training
Cooper Zietz Engineers | Portland Development Commission Developer-Contractor MW/ESB Construction Contracting Support Services Outreach Specialist
Granite Construction, Hamilton Construction Company, and Railworks dba Willamette Community Connectors | DBE Outreach Coordinator for the Portland-Milwaukee Light Rail Project
JE Dunn Construction | Project Management for Port of Portland Deicing and Treatment System Enhancements; Portland International Airport
JH Kelly | DMWESB Consultant for Oregon Convention Center Hotel
Kennedy Jenks Consultants | Diversity Consultant (City of Portland)

CERTIFICATIONS
MBE: Washington, Oregon
WBE: Washington, Oregon

REFERENCES
Sound Transit
401 South Jackson Street, Seattle, WA 98104
206.398.5000
Ms. Brenda Nambi

Washington OMWBE
210 11th Avenue, SW, #401, Olympia, WA 98501
360.664.9759
Mr. Lawrence Coleman

METRO | “How to Respond to RFP” Workshop
Mill Plain Electric | Diversity Training
Rosendin Electric, Inc. | Minority and Women Owned Business Consulting
SafeBuild Alliance | Safety Program Mentoring Program Development
Sound Transit, Seattle | DBE Support Services (Hill International)
TriMet | Portland, Oregon DBE Consultant Support Services
Wenaha Group | DBE Consultant Project Outreach, Owners Representative for TriMet

Federal: WOSB, EDOSB

WASHINGTON DEPARTMENT OF TRANSPORTATION | FEBRUARY 1, 2022
RFQ | DISADVANTAGED BUSINESS ENTERPRISE PROGRAM 2021 DISPARITY STUDY
Dr. Rincón has primary responsibility for research design and statistical analysis. Over the past 40 years, Dr. Rincón has provided consulting services to a broad range of academic, public and private organizations. These projects have involved quantitative studies (i.e., telephone, mail, online, mixed-mode surveys) qualitative studies (i.e., focus groups, ethnographic studies, in-depth interviews), and demographic and statistical analyses. He is a research psychologist with 33 years of experience working in research organizations and has conducted numerous studies of general population and multicultural consumers in major U.S. markets. Dr. Rincón has provided expert witness testimony on various issues and addressed key topics on radio, television, newspapers, and various public forums. Dr. Rincón has taught Mass Communications Research at The University of North Texas – Denton; Statistics, Hispanic Marketing, Survey Research Methods, and Methods of Research in Public Relations at Southern Methodist University; and Survey Analysis at The University of Texas at Dallas. Dr. Rincon is current an Associate with the SMU Tower Center for Political Studies.

**EDUCATION**
Ph.D., Educational Psychology, The University of Texas at Austin, 1979
M.A., Educational Psychology, The University of Texas at Austin, 1978
B.S., Psychology, Southern Methodist University, 1975
Master’s Certificate, GIS, The University of Texas at Dallas, 2018

**WORK EXPERIENCE**
Rincón & Associates LLC, Dallas, Texas, President, 1983 - present
SMU Tower Center for Political Studies, Dallas, Texas, Associate Scholar, 2014-present
Southern Methodist University, Dallas, Texas, Institutional Research Analyst, 1982-1987

**PROFESSIONAL AFFILIATIONS**
Associate Scholar, SMU Tower Center for Political Studies
Member, American Association for Public Opinion Research (AAPOR)
Member, Qualitative Research Consultants Association (QRCA)
3. References

TALLAHASSEE CONSORTIUM M/W/SBE DISPARITY STUDY (June 2017 - June 2019)

MGT conducted a comprehensive disparity study for the City of Tallahassee, Leon County, and Blueprint Intergovernmental Agency. The study included the following components: legal analysis, policy, procedure and programs review, market area, utilization, availability and disparity analysis, anecdotal information gathering, private sector analysis, recommendations, draft and final reports. Community engagement was used to collect input and feedback from a diverse group of community stakeholders including businesses and elected officials. In addition to focus groups, surveys, and public meetings, MGT organized several business roundtable meetings to solicit input and feedback about contracting and disparate treatment.

Contact Name: Darryl Jones

Mailing Address: 315 South Calhoun Street, Tallahassee Florida 32301

Email Address: DJones@oevforbusiness.org

Telephone Number: (850) 300-7567
### Washington State Department of Transportation

Performance Evaluation Completed by Reference

<table>
<thead>
<tr>
<th>Consultant Name:</th>
<th>MGT Consulting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant's Project Manager:</td>
<td>Dr. Fred Seamon and Andres Bernal</td>
</tr>
<tr>
<td>Project Name to be Evaluated on:</td>
<td>(Work must have been completed within the last 3 years or is currently being performed.)</td>
</tr>
<tr>
<td>Type of Work:</td>
<td>✓ Other</td>
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<tr>
<td>Contract Information:</td>
<td>(Work must have been completed within the last 3 years or is currently being performed.)</td>
</tr>
<tr>
<td>Prime Sub</td>
<td>Start Date</td>
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<tr>
<td>✓ Prime Sub</td>
<td>01/01/17</td>
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#### Performance Evaluation

<table>
<thead>
<tr>
<th>Rating Criteria</th>
<th>Score 1 - Low to 10 - High</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>
</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>
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<tr>
<td><strong>Total Score</strong> (Total the score by adding the scores for criterias 1 through 6.)</td>
<td>60.00</td>
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<tr>
<td><strong>Average Score</strong> (Average the score by dividing the total score by the total number of criteria that was rated.)</td>
<td>10.00</td>
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#### Evaluator Information:

<table>
<thead>
<tr>
<th>Firm/Company Name:</th>
<th>Tallahassee-Leon County Office of Economic Vitality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluator's Name:</td>
<td>Darryl Jones</td>
</tr>
<tr>
<td>Evaluator's Title:</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Firm/Company Address:</td>
<td>315 South Calhoun Street, Suite 110, Tallahassee, FL 32301</td>
</tr>
<tr>
<td>Phone:</td>
<td>(850) 300-7567</td>
</tr>
<tr>
<td>Fax:</td>
<td>Date: 02/01/22</td>
</tr>
</tbody>
</table>

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

Rev. 2014
3. REFERENCES

PRINCE GEORGE COUNTY DISPARITY STUDY AVAILABILITY & UTILIZATION STUDIES (February 2015 – October 2015 (On-hold); Restarted August 2018 – December 2019)

The College’s study analyzed contracting opportunities in these procurement categories: construction; architecture and engineering; professional services; nonprofessional services; and material and supplies, in order to identify with particularity whether a statistical disparity exists. A statistical disparity demonstrates whether the College is a passive participant in private sector discrimination and/or that lingering effects of past discrimination exist that give rise to a compelling governmental interest for College’s M/WBE Program. The study consisted of the following major tasks: establishing data parameters and finalizing the work plan; conducting a legal review; reviewing the College’s policies, procedures, and programs; determining the College’s geographic and product markets; conduct market area and utilization analyses; determining the availability of qualified firms; analyzing the availability and utilization of primes or subcontractors in the College’s geographic and product markets; quantifying the disparity between availability and utilization for primes and subcontractors; conducting a survey of business owners; collecting and analyzing anecdotal information; and preparing and presenting draft and final reports for the study.

Contact Name: Beth Kirk
Mailing Address: 301 Largo Road Largo Maryland, 20774
Email Address: kirkvb@pgcc.edu
Telephone Number: (301) 546.0007

CITY OF DAYTON, OH Third Generation Disparity Study February 2018 - November 2019

MGT conducted a Third Generation Disparity Study for the City of Dayton. Tasks to successfully complete the City’s study included: conducting a legal review and analysis; reviewing contracting and purchasing policies and procedures, the degree to which they are practiced, and their effect on firms attempting to do business with the City; evaluating, collecting, and confirming the format, location, and availability of necessary data; reviewing the geographical market area to ensure it complies with, and is guided by, relevant court cases and rulings; analyzing the utilization of PEPs; examining the availability of firms within the market area based on business ownership classification; conducting the public-sector disparity ratios; collecting and analyzing anecdotal information; conducting multivariate analyses; conducting comprehensive private sector and nongoal analyses; examining capacity of local area businesses to complete projects; investigating and evaluating the race- and gender-neutral programs available to businesses; and developing draft and final reports, which incorporated all findings, recommendations, and conclusions from the project tasks. The community engagement for the study was designed to gain input about contracting equity and the experiences of minority firms doing business or attempting to do business with the City of Dayton. Over 150 people attended one of the first public hearings to solicit input about the City’s business practices.

Contact Name: Erica Fields
Mailing Address: 371 West Second Street, Suite 100 Dayton, Ohio 45402
Email Address: Erica.Fields@daytonohio.gov
Telephone Number: (937) 333-1400
4. Sample Work Products

MGT presents the CCSD (VA) the following reports for the CCSD (VA) for the Preparation of a Disparity Study for our sample report:

1. Alaska Department of Transportation and Public Facilities
2. John Wayne Airport, County of Orange
3. Washington Suburban Sanitary Commission
5. Cost Factors

Based on MGT’s understanding of the project and extensive experience completing similar studies, we are proposing two budgets to complete the study. For the Washington Department of Transportation, we propose to complete the study for $1,049,664. Our cost proposal includes professional fees, travel expenses, and other costs (printing, surveys, etc.). The tables below illustrate the cost associated with each task in our proposed work plan.

<table>
<thead>
<tr>
<th>WORK TASKS</th>
<th>HOURS</th>
<th>PROF. FEES</th>
<th>SUB. FEES</th>
<th>TRAVEL EXP.</th>
<th>OTHER EXP.</th>
<th>COST PER TASK</th>
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<td>1.0 Project Initiation</td>
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<td>$3,254</td>
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<td>3.0 Procurement and Program Policy Review</td>
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<td>$0</td>
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<td>$1,175</td>
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<td>$0</td>
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<td>GRAND TOTAL</td>
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<td>$407,250</td>
<td>$10,974</td>
<td>$20,000</td>
<td>$1,049,664</td>
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</tbody>
</table>
Proposed Billing Rates

Date: 02/01/2022

Company Name: MGT of America Consulting
Address: 2251 Harvard Street Suite 134
City / State / Zip: Sacramento, California 95815

Subject: Proposed Labor Classifications and Hourly Billing Rates for 2021 Disadvantaged Business Enterprise
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>
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</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>$205.00</td>
</tr>
<tr>
<td>Project Director</td>
<td>$205.00</td>
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<tr>
<td>Executive Vice President</td>
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<tr>
<td>Manager</td>
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<tr>
<td>Consultant</td>
<td>$130.00</td>
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<tr>
<td>Subcontractor(s)</td>
<td>$225.00</td>
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</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 Vice President

DOT Form 224-011
Revised 12/2018
# Consultant Information Form

<table>
<thead>
<tr>
<th>Firm Name:</th>
<th>MGT of America Consulting, LLC</th>
<th>FYE Date:</th>
<th>06/30/2021</th>
<th>Number of Employees:</th>
<th>250</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td>4320 West Kennedy Boulevard</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City:</td>
<td>Tampa</td>
<td>State:</td>
<td>Florida</td>
<td>Zip Code:</td>
<td>33609</td>
</tr>
<tr>
<td>County:</td>
<td>Hillsborough</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td>888.302.0899</td>
<td>Fax:</td>
<td>850.385.4501</td>
<td>Company Web Site:</td>
<td><a href="http://www.mgtconsulting.com">www.mgtconsulting.com</a></td>
</tr>
<tr>
<td>Remit to Address:</td>
<td>PO Box 746854</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City:</td>
<td>Atlanta</td>
<td>State:</td>
<td>GA</td>
<td>Zip Code:</td>
<td>30374-6854</td>
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<tr>
<td>County:</td>
<td>Fulton</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td>888-302-0899</td>
<td>Fax:</td>
<td>850.385.4501</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statewide Vendor Number (SVW) for Remit to Address:</td>
<td>SWV250290</td>
<td>Federal Tax ID Number or Social Security Number:</td>
<td>81-0890071</td>
<td></td>
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<tr>
<td>Unified Business Identifier Number (UBI):</td>
<td>603-61-812</td>
<td></td>
<td>02-096-7659</td>
<td></td>
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</tr>
<tr>
<td>Year Firm Established:</td>
<td>1974</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposed Project Manager:</td>
<td>Andres F. Bernal</td>
<td>Email:</td>
<td><a href="mailto:abernal@mgtconsulting.com">abernal@mgtconsulting.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Contact:</td>
<td>Jaclyn Klauba, Accounting Manager</td>
<td>Email:</td>
<td><a href="mailto:arinv@mgtconsulting.com">arinv@mgtconsulting.com</a></td>
<td></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.
- **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.
- **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 www.omwbe.wa.gov.

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 used for your SVW number.
7. Contractor Certification – Workers’ 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: 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: MGT of America Consulting, LLC

By: Patrick J. Dyer

Title: Vice President

Date: 01/27/2022

Signature of authorized person

Print Name of person making certifications for firm

Print City and state where signed
7. Wage Theft Prevention Contractor Certification

CONTRACTOR CERTIFICATION
WAGE LAW COMPLIANCE – RESPONSIBILITY CRITERIA
WASHINGTON STATE GOODS & SERVICES CONTRACTS

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: Disparity Study
Solicitation Posting Date or Agreement Start Date: January 11th 2022

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 49.46, 49.48, or 49.32 within three (3) years prior to the date of the above-stated date.

FIRM NAME: MGT of America Consulting, LLC

By: Patrick J. Dyer
Signature of authorized person

Title: Vice President
Title of person signing certificate

Date: 01/27/2022
Place: Sacramento, CA
Print city and state where signed

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.

CONTRACTOR CERTIFICATION – WAGE THEFT PREVENTION: PROFESSIONAL SERVICES CONTRACTS
Appendix I. Project Management Plan

Project management is critical to the successful completion of the study. Based on our experience, a successful study requires detailed and well-organized project initiation, planning, execution, and monitoring. MGT uses proven project management methodologies, including a senior technical advisor with Project Management Professional (PMP) and Prosci Change Management certificates, to ensure we deliver project results that are on time, on budget, and meet or exceed client expectations by identifying long-term, decision-making solutions.

Our team’s approach to conducting disparity studies is based on the methodologies, models, and tools that we have developed for this specific type of work, coupled with over 46 years of service to the public sector and education communities across the country. To successfully conduct this study, it is important to fully understand the environment in which WSDOT operates and the objectives of the study in order to provide a valid, accurate, and legally defensible study for the WSDOT.

We find the most critical keys to project success are **planning**, **communication**, and **monitoring**.

**PLANNING**

We take intentional measures to define milestones, responsibilities, and delivery dates in our planning process, and to track work progress against plan weekly or even daily. As soon as the contract is awarded, we enhance the project workplan included in our proposal by adding specific milestones, delivery dates, and consultant responsibilities. We refine this plan with input from our project initiation meeting(s) with the client. Next, we conscientiously track our work progress against that plan, and employ problem solving skills, technology, and staff flexibility to react to variances between plan and actuals to meet the deadline.
COMMUNICATION
Throughout this process we remain in frequent communication with the client to avoid surprises or conflict. Our project teams are in regular contact with the Project Executive, providing project status updates and explaining any variances from the planned schedule. Additionally, MGT is committed to regular client contact through on-site meetings and/or online platforms, formal status updates, and other communications at regular intervals.

MONITORING
MGT uses Mavenlink as a project management and monitoring tool. Mavenlink is an online software tool that provides integrated project management, collaboration, accounting, and enables complete visibility of projects. MGT’s Project Manager uses Mavenlink to develop and present key components of the project, such as project schedule, resources, timelines, risks, critical paths, and milestones. Since the implementation of this tool, we have been able to visually communicate with our clients on the study’s progress. MGT will:

- Manage schedule, quality, communication, risk, resources, and budget for the project, including:
  - Ensure timely and accurate completion of project deliverables.
  - Maintain regular communication with WSDOT’s project management staff.
  - Provide oversight and management of consulting staff and subcontractors.
  - Ensure quality control of all deliverables.
  - Meet with WSDOT’s personnel upon request.

QUALITY ASSURANCE
Our proposed quality assurance methodology seeks to ensure a clear communication flow, and the involvement and consensus-building of relevant stakeholders. Because our consultants work in diverse, multi-disciplinary teams, they have vast experience in avoiding information bottlenecks or unintended exclusions. We can evaluate, identify, and recommend adjustments to the activities, tasks, and resources that must be performed in the project to provide confidence that the project will satisfy the WSDOT’s needs and goals. Our methodology features the following five components:

SINGLE POINT OF CONTACT
MGT’s Project Director will work with WSDOT to designate a single client-side point of contact. Our experience has shown this allows the client to ensure the consulting team is focused on resolving any key problems that may arise.
APPENDIX I. PROJECT MANAGEMENT PLAN

<table>
<thead>
<tr>
<th>AGREED UPON MILESTONES</th>
<th>MGT and WSDOT will agree to a set of concrete, incremental milestones to provide the city an objective measure of progress during the project. A critical component of the agreed-upon milestones is the discussion of the underlying information needs required to achieve those milestones.</th>
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<tbody>
<tr>
<td>FEEDBACK STRATEGY</td>
<td>At the onset of the project, WSDOT Project Officer and MGT’s project team agree on the breadth and depth of stakeholder engagement. Our consulting teams have broad experience in all feedback strategies – from targeted focus groups of key officials to broad-based community input. Our goal is to work with the WSDOT to achieve the right scope of feedback in the right sequence to ensure the insight our team generates will meet the unique organizational and policy constraints of the department.</td>
</tr>
<tr>
<td>CONTINUOUS FEEDBACK</td>
<td>Once milestones and a feedback strategy are selected, we will work with the WSDOT to find a format for continuous feedback to keep WSDOT Project Officer regularly informed of key activities and preliminary issues. Having these structured communication expectations strengthens the focus of our work and allows for quick recovery from unexpected obstacles.</td>
</tr>
<tr>
<td>ACCULTURATION</td>
<td>The project team recognizes every client has a unique organizational culture. We will proactively work with the WSDOT Project Officer to get a sense of the constraints and opportunities presented by the WSDOT’s organizational culture and mold our teams and work plan accordingly. Our goal is to provide insight that delivers impact in WSDOT’s setting, not in a theoretical one.</td>
</tr>
</tbody>
</table>

QUALITY CONTROL

Quality control is a primary concern in all of our work. MGT’s project standards meet or surpass those of others in our profession to guarantee uncompromising quality. To enhance quality and promote effective communication, we have intentionally kept our project team at an efficient size, while ensuring we have the full range of knowledge and skills required for this significant project. Over the years, we have found that a small group of dedicated team members produces a better product than does a large group of professionals who perform small segments of the work. Accordingly, we make clear assignments to experts who understand the full range of issues involved.

CHANGE CONTROL

MGT realizes, even with the best developed work plans, some change will be required as obstacles are encountered or new information is gathered. Any multi-year, complex project will require some changes during the lifecycle. We have always collaborated with clients to meet...
their needs and the goals of the project, while making sure the process flows smoothly. We will work with the Department to ensure the end goals are met, while understanding the project has specific purpose and objectives. We are open to reasonable suggestions, if they can be developed without significantly impacting timelines and budget.

MGT will work with WSDOT to determine if such changes are necessary; estimate the cost in resources and personnel to implement the changes; and create a plan and timeline regarding the proposed change indicating the major steps, major milestones, deliverables, estimated time frames, and resources to implement the change efficiently.

**COST AND SCHEDULE CONTROLS**

Cost and schedule controls allow for projects to be conducted with reasonable projection of resources and time necessary to complete the tasks involved. To support our management plan, MGT routinely uses an internal control system to meet management objectives and monitor a project's progress, quality, and budget. Hours expended by project team members are closely monitored by the Project Director to ensure the project remains on schedule and within budget. If additional staff resources or other resources are needed to adhere to the timeline, MGT has the corporate capacity and flexibility to make these additions.

Our entire team is involved in this process under the direction of the Project Director. Every effort will be made to control costs during the course of this project, using methods that include, but are not limited to:

1. Avoiding wasteful practices such as unnecessary travel, duplicative printing, and postage fees where electronic communication will suffice.
2. Using electronic communication to the most practical extent possible.
3. Avoiding duplication of work efforts.
4. Contracting only highly qualified staff to complete this project.
5. Confirming scheduled onsite visits prior to arrival.
6. Utilizing shared software programs.
7. Beginning project immediately and working continuously through completion.

**PROBLEM RESOLUTION**

Since we are dealing with real world programs, we anticipate encountering real world issues. MGT's project team brings a great deal of professional experience in working with such challenges. Below is a summary of significant challenges we expect and a description of how we attempt to minimize the impact of such challenges.

**Managing Communication Among Multiple Entities.** We find we are best able to meet our clients’ expectations when we have regular and informative communication. Establishing well-functioning lines of communication takes time and commitment. Given the large number of current and potential
stakeholders for this project, we propose initiating the project by developing a detailed communication plan that outlines the roles and responsibilities for ongoing communication.

**Reluctance or Resistance to Respond to Participation in the Process.** Stakeholders may view participation in the evaluation as intrusive and/or time consuming. MGT will coordinate with WSDOT officials to distribute a letter requesting participation written on WSDOT letterhead with the signature of appropriate staff.

**Data Management.** The data elements must be collected from multiple sources, including other vendors. Understandably, there may be some variation in the quality of such data elements. MGT will provide technical assistance to all data providers as approved by WSDOT to ensure reliable information is collected and summarized.

**Risk Management**

MGT’s Project Manager will be fully responsible for all aspects of risk management, as well as project service delivery, assigning work and managing assignments, maintaining communications with WSDOT leadership and the WSDOT designated Project Officer, and the successful completion of all related deliverables. Any issues or risks which may arise that hinder cooperation in meeting study goals will be discussed with WSDOT Project Officer to ensure successful resolution. Specifically, MGT’s approach to risk management and successful project delivery features five components:

1. The MGT Project Manager will work with WSDOT staff to designate a single client-side point of contact. Our experience has shown this allows the client to ensure the consulting team is focused on resolving any key problems that may arise. After the designation of the Project Officer, MGT’s Project Manager works with that individual to create a customized, achievable schedule, and set of incremental goals for the project. Finally, the MGT Project Manager is accustomed to new issues surfacing during a disparity study and is experienced in working with the client Project Officer to arrive at satisfactory resolutions in a timely manner that avoid derailing the project. In order to achieve these goals, MGT’s Project Manager will commit to respond to WSDOT communication within 24 hours; and it will be the responsibility of WSDOT to provide feedback and approval of project related deliverables within two weeks of delivery.

2. Our Project Manager will agree to a set of concrete, incremental milestones to provide an objective measure of progress during the project. A critical component of the agreed-upon milestones is the discussion of the underlying information needs required to achieve those milestones.
At the onset of the project, WSDOT Project Officer and the MGT team agree on the design of the disparity study. In addition to the study design, our executive-in-charge and Project Manager will work with WSDOT’s Project Officer to develop a clear schedule of feedback for key stakeholders that is organizationally and politically feasible. Our goal is to work to achieve the right evaluation outcomes in the right sequence to ensure our team meets all requirements. We work closely with our WSDOT Project Officer to satisfactorily involve all who have a stake in this study.

Once milestones and a feedback strategy are selected, we will work with WSDOT Project officer to find a format for continuous feedback that keeps WSDOT regularly informed of key activities and preliminary issues.

Our project team recognizes every client has a unique organizational culture. We will proactively work with WSDOT Project Officer to get a sense of the constraints and opportunities and mold our teams and work plan accordingly.