

Proposal

APRIL 2, 2021



Submitted by:
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Racial Equity Plan

CITY OF GOLDEN, COLORADO

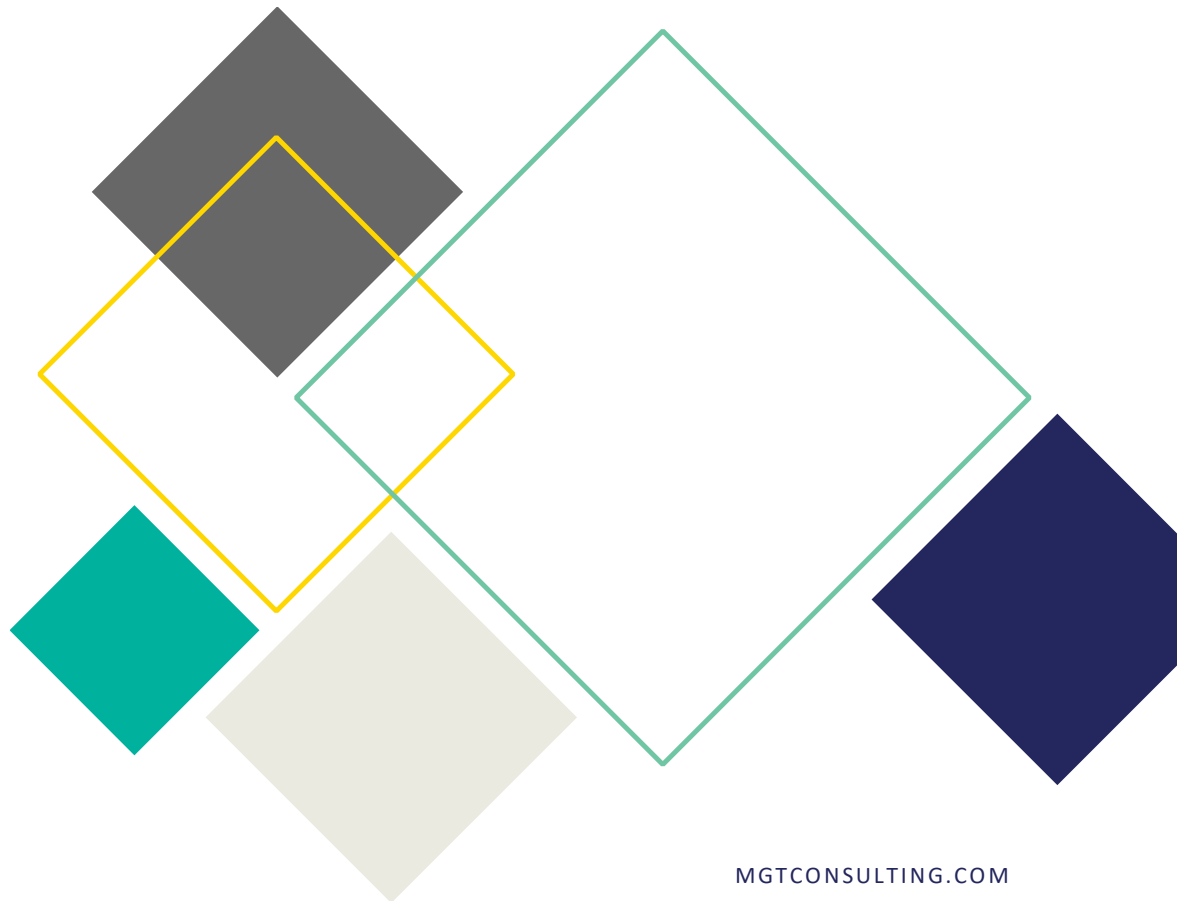


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1. Cover Letter

April 2, 2021

Ms. Carly Lorentz, Deputy City Manager
City of Golden
1000 10th Street
Golden, CO 80401

Ms. Lorentz:

MGT of America Consulting, LLC (MGT) appreciates the opportunity to present this proposal to the **City of Golden (City)** in response to the request for a citywide **Racial Equity Plan**. For more than **46 years**, MGT has worked with City clients in the areas of equity, human capital, evaluation, strategic planning, organization and operations assessments, disparate treatment, operations, facilities master planning, and financial planning. Our team of seasoned professionals offer the expertise and knowledge to competently complete this project for the City.

MGT is thoroughly familiar with issues related to diversity, equity, and inclusion faced by local and state municipalities as well as small and large organizations in today's environment. In fact, our team has an extensive track record addressing access, equity, diversity, and inclusion in a variety of organizational settings. MGT's considerable experience provides a distinct advantage in designing the best study, delivering the most effective and useful deliverables, and providing the most benefits to our clients.

While we are nationally recognized, our team is also experienced with issues related to DEI, Organizational Solutions, and Human Capital in the state of Colorado. With an office located in Denver, MGT has performed various studies for clients in Colorado and is known in the state for developing widely recognized best practices and providing solutions that are sustainable long-term. Our most recent Colorado clients include the **City and County of Denver** (M/W/DBE Disparity Study and Registered Apprenticeship Study; Economic Study), **County of Jackson** (Pay Equity Study), **Denver Public Schools** (Disparity Study; Business Diversity Program Review), **Colorado Department of Transportation** (Disparity Study), **Aurora Public Schools** (Strategic Planning), and **Colorado Consortium** (Disparity Study). In addition, MGT has recently conducted a Racial Equity Impact Analysis, a statewide assessment of policies and practices that impacted racial equity for **the Illinois Housing Department Authority**.

Our proposal provides all the requested material for the City to assess MGT's ability to successfully complete the action plan, including experience and past performance of the firm and team members; a project approach with timeline; references of previous satisfied clients; and a cost for all components of the project.

We are excited about the opportunity to work with the City to provide these important services and look forward to further discussion about this engagement. *I confirm that all of the information and data*

1. COVER LETTER

submitted are true and complete to the best of my knowledge. If you have questions concerning any aspect of this proposal, please contact **Dr. Lamont Browne** at **215.221.4718** or **LBrowne@mgtconsulting.com**.

Regards,

A handwritten signature in blue ink that reads "Fred Seamon". The signature is written in a cursive style and is placed on a light blue rectangular background.

Fred Seamon, Ph.D.

Executive Vice President

Authorized to bind the firm and make representations on behalf of the firm.

2. Project Team & Scope of Services

Firm Overview

MGT Consulting Group is the firm that is best suited to provide diversity consulting solutions based on our years of experience in this work and in the State of Colorado, diverse and specialized consultants, and our passion for equity in the public sector.

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 national research and consulting firm specializing in assisting public organizations in assessing programs, operations, processes, and delivery systems to better meet the needs of those being served. We help organizations to determine if outcomes are being met and prepare successful plans that impact their communities.

MGT specializes in working with complex issues and translating them into meaningful, easy-to-understand reports and findings.

We are nationally recognized for providing customized consulting services, objective research, creative solutions, and quality products that respond to each client's unique needs and environment.

Part of MGT's success is based upon our flexibility and responsiveness. We are acutely aware of the political, economic, social, and technological factors that impact all agencies and organizations. MGT has successfully delivered **more than 13,000 projects** through a careful balance of addressing the immediate needs of our clients, while maintaining the vision and direction towards their long-term goals and monitoring industry best practices. Some of the services MGT has delivered are:

AUDITS | BUSINESS PROCESS REENGINEERING | COMMUNICATIONS AND MARKETING CONSULTING
COMMUNITY COLLABORATION | COSTING SERVICES | DEMOGRAPHIC STUDIES | DISPARITY STUDIES
DIVERSITY, EQUITY, AND INCLUSION STUDIES | EFFICIENCY AND EFFECTIVENESS REVIEWS
FACILITIES PLANNING AND ANALYSIS | FACILITY MASTER PLANNING | FINANCIAL ANALYSIS
FISCAL IMPACT STUDIES AND MODELS | FUNDING STUDIES AND MODELS
GEOGRAPHIC INFORMATION SYSTEMS | HUMAN RESOURCE CONSULTING SERVICES
IT/CYBER SECURITY CONSULTING | MARKET AND OPINION RESEARCH | NEEDS ASSESSMENTS
ORGANIZATIONAL/MANAGEMENT REVIEWS | PERFORMANCE AUDITS | POLICY RESEARCH
PROGRAM EVALUATION | PROGRAM REVIEWS | STRATEGIC PLANNING | **LEADERSHIP DEVELOPMENT**
DIVERSITY AND INCLUSION TRAINING

For over 46 years, our ability to excel has been driven by our expertise, quality, and our commitment to exceeding client expectations.

2. PROJECT TEAM & SCOPE OF SERVICES

Our firm has **over 250 professionals** to support our clients' success. MGT's headquarters are in Tampa, Florida with additional locations across the country. In addition, **MGT has an office in Denver, the Executive-in-Charge is in Denver, and our Project Manager is a resident of Golden.**

NATIONAL FIRM LOCAL FOCUS

CALIFORNIA
Sacramento | Pasadena

COLORADO
Denver

FLORIDA
Tallahassee | Tampa

KANSAS
Wichita

ILLINOIS
Chicago

MASSACHUSETTS
Boston

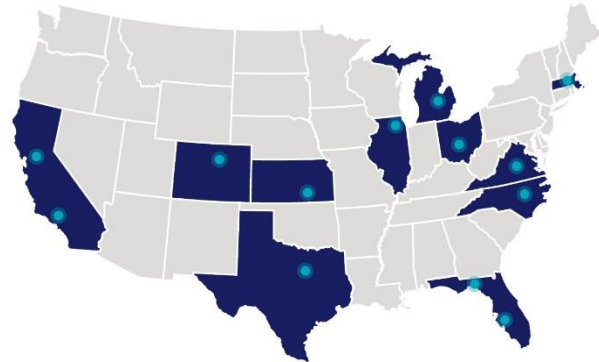
MICHIGAN
Bay City

NORTH CAROLINA
Raleigh

OHIO
Columbus

TEXAS
Dallas

VIRGINIA
Richmond



THE MGT CONSULTING ADVANTAGE



MGT offers an **impartial perspective** of the outcomes and findings. As an independent entity, our only vested interest is that of our clients. We apply our extensive experience to generating objective, practical solutions to advance our clients' strategic priorities.



MGT understands that lasting and meaningful changes require **innovative and bold thinking**. We do not shy away from questioning everything from organizational structures and work processes to the very statutes and ordinances that create and guide the work of an agency or institution. MGT is committed to offering useful recommendations that achieve real results and is ever mindful of the practical and political realities the City may face.



A significant portion of MGT's work is **repeat business**, reflecting a high level of customer satisfaction and our team's ability to do the job and do it right.



MGT provides solutions which are specifically tailored to meet the needs of our clients. Our team has an impressive history of providing **customized solutions**, objective research, creative recommendations, and quality products that respond to each client's unique needs and time requirements.

FIRM QUALIFICATIONS AND EXPERIENCE

The MGT DEI team has worked with a variety of cities, counties, and higher education institutions across the country. MGT has assisted clients in conducting organization-wide assessments, strategic plans, delivering staff training to elevate diversity and inclusion, coaching, and consulting on organizational and culture transformation. We specialize in DEI solutions and helping clients execute strategies for promoting and fostering respectful and inclusive environments and organization/culture transformation.

We do not believe training alone is the cure-all, nor is achieving diverse representation the cure-all. We believe an integrated strategic approach is everyone's responsibility starting with the leadership team. Therefore, we work with all key stakeholders in the institution to ensure accountability and buy-in. DEI is a process that takes time and must be handled with the highest level of sensitivity, professionalism, and expertise.

Sensitivity to Race and/or Ethnic Populations. MGT has extensive experience working in racially and ethnically diverse environments. We are fully sensitive to diversity and equity issues and how they affect the composition of the project team, the design of the project work plan, and how the project is conducted. We also have bi-lingual capabilities available to address unique city needs.

Sound Findings and Recommendations. In our experience, most major improvements in municipal operations require bold thinking. Our team members build strong relationships with our clients, enabling us to respectfully question existing leadership practices, organizational structures, programs, policies, rules, statutes, operations, work processes, and staffing patterns. Nor are they afraid to make sound recommendations for improvements which produce real, not just on paper, savings.

DIVERSITY, EQUITY, AND INCLUSION STUDIES

MGT is a leader in diversity, equity, and inclusion (DEI) consulting services, strategic planning, and organization transformation. MGT's experience working in various types of communities across the United States and working with organizations seeking to change organization culture is critical to the success of all of our projects. We have a track record of building awareness, solutions, and direction for systemic change by generating transformative ideas and solutions, information, and practices into operational strategies.

MGT has been providing equity, diversity, and inclusiveness related consulting services for many years and has conducted over **220 studies for cities, counties, and other governmental agencies since 1990**. Overall, these studies are designed to promote and advance diversity, equity, and inclusion among the respective communities. These studies also are designed to improve the lives and economic outcomes for diverse communities that have been historically marginalized. MGT's diversity, equity, and inclusion consulting services are premised on a multidimensional approach to examining organization operations, systems, policies, and practices that facilitate and/or inhibit diversity, equity, and inclusion.

MGT also is one of the premier disparity research firms in the country. Clients that have conducted a disparity study are in the unique position to increase and improve system equity through procurement and contracting, which can ultimately promote economic empowerment by creating strong business and employment pipelines in communities of color. The disparity studies conducted by MGT have provided a

2. PROJECT TEAM & SCOPE OF SERVICES

path forward for agency staff by transforming operations, systems, policies, and practices, which have ultimately benefited the minority business community.

A sample of MGT's experience with DEI projects is presented below.

ILLINOIS HOUSING DEVELOPMENT AUTHORITY

MGT conducted a Racial Equity Impact Assessment as a component of the IHDA's Housing Blueprint, a statewide planning initiative that identifies major goals for housing in Illinois over the coming years. To complete the assessment, MGT, in consultation with IHDA's Housing Blueprint team, made recommendations regarding best data sets, practices, and instructional advice for employing a Racial Equity Impact Assessment and provide to the IHDA the procedures/curriculum that will be employed in the assessment. The IHDA conducted a market analyses that identified current state and future needs of housing in Illinois. MGT demonstrated the impact of identified factors on different racial and ethnic groups throughout Illinois. MGT also identified and utilized additional market indicators and methodologies to assess housing and economic equity and disparity among racial and ethnic groups throughout Illinois. The final Racial Equity Impact Assessment includes a quantitative analysis of the disparate impact on racial and ethnic groups throughout Illinois conducted at the county-level for all of Illinois' 102 counties and at the zip code- or census tract-level for all communities located within the following counties: Cook, DuPage, Kane, Lake, McHenry, and Will.

CITY OF CHARLOTTESVILLE & COUNTY OF ALBEMARLE (VA)

In 2016, MGT was selected to conduct a groundbreaking study in Charlottesville following the unrest that put Charlottesville in the national spotlight. The events in Charlottesville increased tensions and concerns about human rights, civil rights, and the treatment of community members based on their race, ethnicity, and economic status. The study analyzed data from three different systems in the City and County (Albemarle Charlottesville Regional Jail, Offender AID and Restoration Pre-trial Services, and local Circuit and General District Courts) to determine whether there were disparities at the critical points where decisions were made in the adult criminal justice system. In addition to examining hard data, MGT organized and facilitated a series of community conversations to obtain opinions and perceptions of community members. Government leadership quantifying and acting on disproportionality and disparity is what prompted the City and County to undertake a review of its adult criminal justice system. The City and County desired to show their commitment to ensuring fairness within the community, which meant embarking on a journey of understanding the disproportionality and disparity in its many systems.

Examining the continuum from the time a person is arrested, to their time in jail, to court appearances and probation or parole, these decision points were independently reviewed by the MGT team to determine if disparity occurred. The team obtained data from various court entities and coupled this with interviews from police officers, attorneys, inmates, and community members to correlate personal experiences with the criminal justice system decision data.

2. PROJECT TEAM & SCOPE OF SERVICES

The correlated research reported three key findings:

1. Racial disproportionality at all points in the adult criminal justice system.
2. No racial disparity at two critical points in the adult criminal justice system: duration of actual time served for an offense and duration of the sentence imposed (males only).
3. Racial disparity was identified at five points in the adult criminal justice system: seriousness of charges, number of companion charges, bail-bond/release decisions, length of stay awaiting trial, and guilty outcomes at trial.

Ultimately, MGT suggested nine recommendations with multiple components as actionable items for the client to begin addressing the issues. Many of these addressed police operations and have already been implemented, and the City and County are working towards furthering MGT's suggestions during phase two of the project, beginning this year.

JOHNSON COUNTY COMMUNITY COLLEGE (KS)

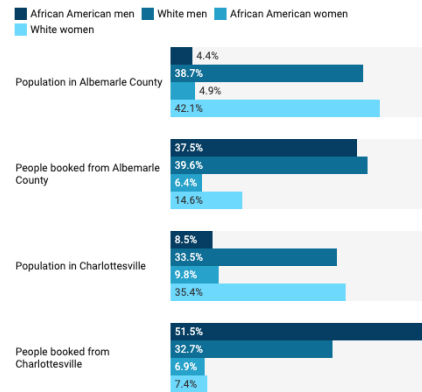
MGT is conducting a Diversity, Equity, and Inclusion (DEI) organizational assessment of JCCC that will transform academic and administrative policies and practices to ensure going forward JCCC's work environment and learning environment align with JCCC's DEI philosophy and principles. The goal is to embed DEI in JCCC's institutional DNA so that JCCC operates in a DEI sensitive and compliant manner and is not viewed as a special initiative or something that is "imposed" upon the campus community. For the assessment, MGT is following the proven and effective ADDIE Model of Instructional Design. The ADDIE Model consist of the following phases: Analysis, Design, Development, Implementation, and Evaluation. MGT applies the results of primary and secondary research to develop the training and professional development needed to engage faculty, staff, and administrators. Training is flexible, adaptable and focuses on developing learning through the knowledge and experiences of others as well as the content of the training. The training accelerates practice by using the research to meet the needs of the JCCC community to incorporate the latest knowledge, skills, and abilities in a comfortable engaging environment where participants are able to practice, share, and engage in case studies, role playing, brainstorm, and scenarios. The entire JCCC community has been engaged in assessment, training and development, and other activities in order to provide a blueprint and road map for JCCC's DEI transformation.

DANE COUNTY (WI)

MGT conducted a comprehensive review of racial and social equity in the County's contracting and procurement to answer the question: Are there remedies to facilitate the access, opportunity, and racial equity in the County's contracting and procurement for vendors in the County's marketplace? MGT performed an in-depth review of the County's ordinances, procurement, and policies that govern the Targeted Business Enterprise (TBE) procurement programs. This included reviewing existing and archived County documents and facilitating key stakeholder interviews to closely determine the history of the County's purchasing and contracting policies, procedures, and actual practices. In addition, MGT

Bookings in the Albemarle-Charlottesville Regional Jail

African American males represented a larger portion of people booked in ACRJ from 2014 to 2016 than in the general population, according to a recent report. The disproportionate level is also present in arrests, criminal charges and convictions.



The report notes that while Hispanic people also are disproportionately represented in jail populations nationally, local data variously coded Hispanic people as "White," "Black," and "Other," making it difficult to accurately determine representation. Information about other races and ethnicities is present in the report.

2. PROJECT TEAM & SCOPE OF SERVICES

examined bidder notifications (bulletins), utilization reports, annual reports, invitation to bids, bid tabulations, complaint data, and award notifications. At the conclusion of all tasks, MGT combined all draft summaries and organized them into a draft summary presenting the methodology and findings, along with draft strategies (short- to long-term) and recommendations to facilitate the access, opportunity, and equity in the County's contracting and procurement.

Over the years, MGT has provided similar services in a variety of organizational settings as described below.

-  MGT collected, compiled, and analyzed data from Florida's State University System (SUS) related to race and gender of students, faculty, and staff on behalf of the Board of Regents that was used to shape policy designed to increase diversity in SUS institutions.
-  MGT provided training and professional development to SUS EEO/AA staff (now referred to as diversity officers in many organizations) on best practices/strategies for working with SUS institutions to increase diversity of students, faculty, and staff.
-  MGT conducted a national study for the Virginia Council of Higher Education to increase the diversity of graduate students, faculty, and staff that included site visiting over 30 colleges and universities nationwide.
-  MGT conducted a feasibility study for a medical school. A major component of the study was identifying exemplary medical school models for increasing the diversity of medical students and providing healthcare to underserved communities, particularly communities of color. FSU's College of Medicine is premised on the model recommended by MGT to train minority medical students and to serve minority communities. MGT conducted a similar study for Florida A&M University to establish a dental school specifically designed to train minority dentists.
-  MGT conducted a study to determine the feasibility of establishing a women's health center to better meet the needs of low-income women and children in mostly minority communities. This study followed a county wide study documenting the uninsured population and its impact on health disparities.
-  On behalf of the Florida Legislature, MGT conducted a study of the Minority Legal Education Program operated by the Florida Education Fund to determine its impact and the need to provide additional resources to increase the State's population of minority attorneys.
-  MGT conducted a study of Virginia Commonwealth University's (VCU) affirmative action policies, practices, and operations to identify opportunities to improve the recruitment, retention, and career advancement faculty and staff at VCU.
-  MGT conducted an employment study for Maryland National Capital Park and Planning Commission that included compiling and analyzing recruitment, hiring, and promotion data as well as analyzing policies and practices to increase DEI at all employment levels.
-  MGT provided diversity training and professional development for law enforcement personnel via the Florida Department of Law Enforcement Senior Leadership Program. Similar training was

2. PROJECT TEAM & SCOPE OF SERVICES

provided to the Highway Safety Management Fellows Program, the Division of Insurance Executive Institute, and managers in the Florida Department of Corrections.

★ In virtually every strategic planning project conducted by MGT in the past 10 years, DEI has been a strategic issue and a strategic priority around which goals, strategies, and objectives have been developed for inclusion in strategic plans.

★ MGT's DEI assessment at Johnson County Community College builds on the work started by JCCC's DEI Task Force. The project included collecting, compiling, and analyzing quantitative and qualitative data, conducting a review of DEI best practices, and developing a DEI Train-the-Trainer Program.

MGT's widespread research and consulting experience working in diverse communities across the United States is critical to the success of the audit. MGT's qualifications in racial and economic impact analysis, human services, market analysis, criminal justice, education, program evaluation, change management, and other areas has enabled MGT to develop a certain level of sensitivity to the issues that are focal point of the audit. Because of our experience, we also understand the environment and context in which the requested services will be provided.

A sample of MGT's experience related to diversity/disparity, strategic planning, and training is provided below.

Sample of Relevant Experience

CLIENT PROJECT	DIVERSITY / DISPARITY	STRATEGIC PLANNING	TRAINING
Alabama Department of Corrections <i>Americans with Disabilities Act Amendment Act Training Session</i>	■	■	■
Alachua County School Board (FL) <i>Development of an Administrative Evaluation and In-Service Training System</i>	■	■	■
Baltimore County Public Schools (MD) <i>Human Resource Training</i>	■	■	■
California Department of Child Support Services <i>Strategic Planning</i>	■	■	■
California Employment Development Department <i>Career Ladder Training Evaluation</i>	■	■	■
California State University, Sacramento <i>Leadership Development Training Program</i>	■	■	■
City and County of Denver (CO) <i>M/W/DBE Disparity Study and Registered Apprenticeship Study</i>	■	■	■
City of Baltimore (MD) <i>Disparity Study</i>	■	■	■
City of Charlotte (NC) <i>Disparity Study</i>	■	■	■
City of Charlottesville (VA) <i>Disproportionate Minority Study</i>	■	■	■
City of Dallas (TX) <i>Availability and Disparity Study</i>	■	■	■
City of Dayton (OH) <i>Second Generation Disparity Study; Third Generation Disparity Study</i>	■	■	■
City of Irving (TX) <i>Strategic Planning</i>	■	■	■
City of New York (NY) <i>MWBE Disparity Study; Local Hiring Analysis</i>	■	■	■
City of New York Economic Development Corporation (NY) <i>Availability and Disparity Update</i>	■	■	■

2. PROJECT TEAM & SCOPE OF SERVICES

CLIENT PROJECT	DIVERSITY / DISPARITY	STRATEGIC PLANNING	TRAINING
City of Tallahassee (FL) <i>Disparity Study, Phase I & II; Minority Disparity Study</i>	■		
City of Tulsa (OK) <i>Business Disparity Study, Phase I & II</i>	■		
Clara White Mission (FL) <i>Board Training</i>			■
Dane County (WI) <i>Review of Racial and Social Equity</i>	■		
Delaware Health and Social Services <i>Development of a Five-Year Strategic Plan</i>		■	
Federation of Southern Cooperatives (GA) <i>Strategic Planning</i>		■	
Florida A&M University <i>Comprehensive Training Plan and Organization Structure Review; Strategic Plan Development</i>		■	■
Florida Association of Court Clerks <i>Education and Training Needs Assessment</i>			■
Florida Courts Administrator <i>Development of Judicial Communications Skills Training Program</i>			■
Florida Department of Children and Families <i>Stamp Out Hunger Five-Year Strategic Plan</i>		■	
Florida Department of Corrections <i>An Assessment of Community Control Practice and Development of Training Courses</i>			■
Florida Department of Health and Rehabilitative Services <i>Design and Development of Family Health Training Program; Design and Development of Staff Training Materials for Identification of Mental Health Services Needs; Training Curriculum Development</i>			■
Florida Department of Highway Safety and Motor Vehicles <i>Highway Safety Management Fellows Training</i>			■
Florida Department of Juvenile Justice <i>Strategic Planning; Development of Statewide Prevention Plan</i>		■	
Florida Department of Law Enforcement <i>Community Partnership Training; Senior Leadership Program Training; Training Program for Senior Leadership Program; Training in Developing Community Interaction Practices</i>			■
Florida Gulf Coast University <i>EEO Training Services</i>			■
Government of the District of Columbia (DC) <i>Capability and Capacity Analysis</i>	■		
Illinois Housing Development Authority <i>Racial Equity Impact Assessment</i>			
Indiana Department of Corrections <i>Correctional Staffing Analysis and Training</i>			■
Kaua'i County (HI) <i>Facilitation, Strategic Planning, and Market Research and Analysis</i>		■	
Kern County (CA) <i>Board of Supervisors Performance Measurement Training</i>			■
Leon County (FL) <i>Disparity Study Update, Phase I</i>	■		
Miami-Dade County (FL) <i>Comprehensive Strategic Plan</i>		■	
Nassau County (FL) <i>Community Visioning</i>		■	
Nassau County (NY) <i>Disparity Study, Phase I & II</i>	■		
New Mexico Human Services Department <i>Strategic Planning</i>		■	
Norfolk State University (VA) <i>Strategic Planning</i>		■	
Palm Beach County (FL) <i>Minority/Women Business Disparity Study</i>	■		
Prince George's County (MD) <i>Utilization and Availability Study</i>	■		

2. PROJECT TEAM & SCOPE OF SERVICES

CLIENT PROJECT	DIVERSITY / DISPARITY	STRATEGIC PLANNING	TRAINING
Santa Cruz County Department of Child Support Services (CA) <i>Business Process Reengineering Training</i>			■
Texas Board of Professional Engineers <i>Customer Service Training</i>			■
United States Air Force <i>Customer Care Training</i>			■
University of Illinois at Urbana-Champaign <i>Police Training Officer Program</i>			■
Virginia Peninsula Economic Development Council <i>Measurement of the Effectiveness of an Educational and Employment Training System Related to Economic Development</i>			■
Washington Criminal Justice Training Commission <i>Cost Study of Criminal Justice Training Programs</i>			■

Project Team Qualifications

MGT staff have extensive research experience and expertise in all aspects of equity evaluation, diversity and social justice research, and critical race theory. Most of our team members have worked on a diverse range of consulting projects with cities, counties, educational institutions, and other governmental entities. The team who will conduct your analysis has worked together on similar studies in several states. Most important, our team's combined skillset and experience perfectly align with the City's expectations. Furthermore, our experts have supported organizations in:

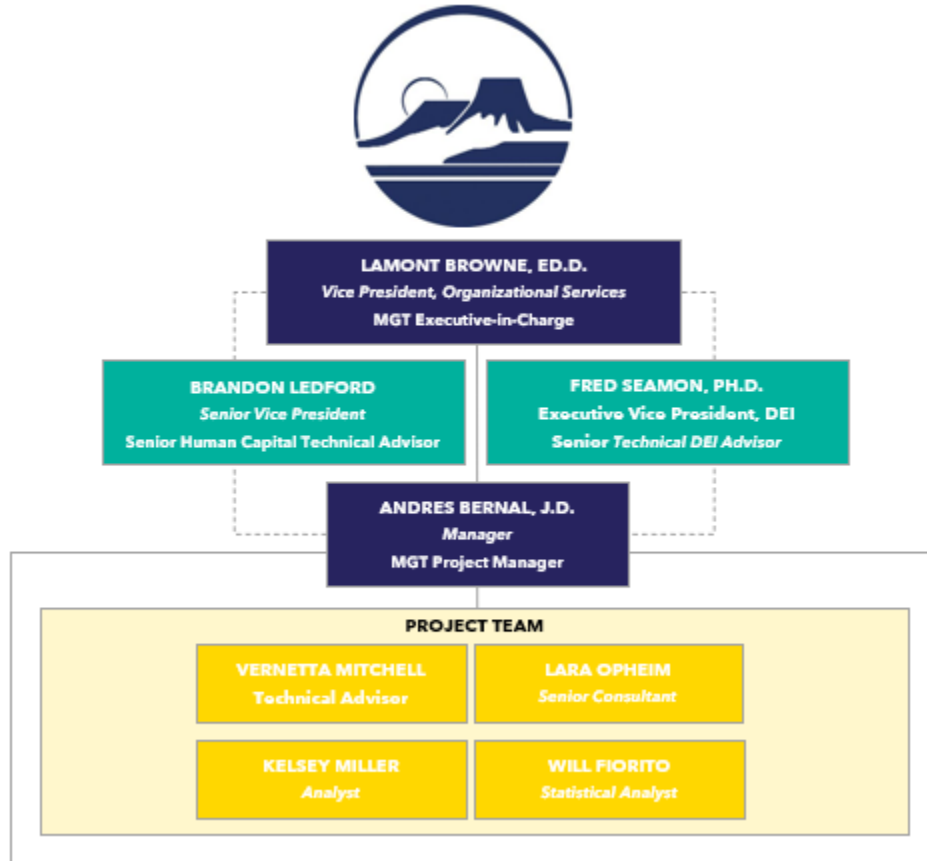
- ◆ Building upon the work they already have done to support DEI in their organizations (e.g. supplier-diversity; internal recruitment and retention and career progression efforts; social capital efforts; grant-making; DEI Committee structure and development; action plan development--vision, goals, strategic priorities, and outcome measures).
- ◆ Creating strategies for equity and inclusion that allow for the engagement of all constituents and stakeholders.
- ◆ Aligning the assessment of staff needs to client's strategic plans.
- ◆ Building operational structures to ensure ongoing internal and external DEI success.
- ◆ Identifying and assessing policies, procedures, and practices in service of eliminating structural and cultural barriers that prevent full and equitable participation.
- ◆ Effectively guiding all constituents and stakeholders in developing a shared understanding and commitment to DEI, both internally and externally.
- ◆ Analyzing complex issues regarding race, class, gender, and other differences at the personal, interpersonal, institutional, and cultural levels.
- ◆ Designing and facilitating diversity and inclusion training that fosters an awareness of the impact of differences and helps personnel at all levels challenge unconscious/implicit bias in personal behaviors, organizational culture, and institutional practices.
- ◆ Developing and/or enhancing organization-wide a common understanding of mission and goals within the context of diversity, equity, and inclusion.

The MGT team has the following competencies:

- ◆ In-depth experience conducting racial disparities studies.
- ◆ Superior research and analytical skills.
- ◆ Track record of meeting and exceeding client expectations.
- ◆ Experts in planning, organizing, and implementing rigorous research studies.
- ◆ **Are organized and ready to begin the study immediately.** We are fully prepared to mobilize our resources to ensure timely completion of this study.

2. PROJECT TEAM & SCOPE OF SERVICES

We have carefully chosen a team that is well-versed in critical race theory, as well as the analysis necessary to develop a racially equitable organizational structure and racial equity plan. Below is our organizational structure for this project.



Team Organization

Team members assigned to the City’s project are shown below, with descriptions of their assignment and related responsibilities. **Mr. Andres Bernal** will serve as the main contact for assignments, billings, and general project administration. Team members’ resumes, which follow this section, provide more detailed information on their exceptional **qualifications** and **training**.

2. PROJECT TEAM & SCOPE OF SERVICES

Roles & Responsibilities

ROLE ASSIGNED	RESPONSIBILITIES
CITY PROJECT OFFICER	<ul style="list-style-type: none"> – Exercises primary authority over the project. – Provides guidance on project activities, work plan, schedule, and deliverables.
MGT EXECUTIVE-IN-CHARGE <i>Dr. Lamont Browne</i>	<ul style="list-style-type: none"> – Project Director – Ensures MGT fulfills all contractual requirements and meets all project deadlines. – Assists in resolving conflicts over any project issues. – Has final authority over project deliverables.
MGT SENIOR TECHNICAL DEI ADVISOR Dr. Fred Seamon	<ul style="list-style-type: none"> – Authorized to execute contract and contractually bind the firm. – Dr. Fred Seamon is Executive Vice President of the Diversity, Equity, and Inclusion practice. He will provide subject-matter expertise related to DEI, and ensure team members are regularly informed about relevant research and analysis related to the project.
TECHNICAL ADVISORS <i>Mr. Brandon Ledford</i> <i>Ms. Vernetta Mitchell</i>	<ul style="list-style-type: none"> – Mr. Ledford is Senior Vice President an an expert in Human Capital issues. He will provide subject-matter expertise, and ensure team members are regularly informed about relevant research and analysis related to the project. – Ms. Mitchell is an expert in minority business program development and has developed and managed small, minority, and women business programs within local government and private sector companies for over 21 years.
RESEARCH TEAM <i>Ms. Lara Ophem</i> <i>Mr. Will Fiorito</i> <i>Ms. Kelsey Miller</i>	<ul style="list-style-type: none"> – Design, develop, and implement methods for gathering pertinent District policies, procedures, and practices. – Design, develop, and implement the assessment process. – Design and execute community outreach plan. – Design, develop, and implement data gathering and research methods. – Collect and synthesize pertinent data and information to inform strategic priorities and development of departmental recommendations. – Organize, plan, and facilitate key stakeholder interviews, focus groups, and surveys. – Preparation of the draft and final reports.

2. PROJECT TEAM & SCOPE OF SERVICES

The personnel described in our proposal are the senior-level professionals who will provide the services for this project. Should any personnel changes need to be made, we will request prior written approval of the City of Golden's assigned project manager.

RESUMES

Resumes for assigned personnel are presented on the following pages. Personnel shall remain available during the entirety of the project throughout the term of the contract as long as they are employed by MGT.



FRED SEAMON, Ph.D.

Executive Vice President
MGT CONSULTING GROUP



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 1980. 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



FRED SEAMON, Ph.D.

Executive Vice President
MGT CONSULTING GROUP

Sample of Relevant Project Experience

- Charlotte Consortium (NC) | Disparity Study (City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg Schools)
- 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 Charlotte (NC) | 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 of Denver (CO) | M/W/DBE Disparity Study and Registered Apprenticeship Study
- City of Fort Lauderdale (FL) | Disparity Study
- City of Greensboro (NC) | 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
- City of Winston-Salem (NC) | 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 County (FL) | Minority/Women Business Disparity Study
- Prince George's County (MD) | Utilization and Availability Study
- Government of the District of Columbia (DC) | Capability and Capacity Analysis
- Washington Suburban Sanitary Commission (MD) | Disparity Study



ANDRES BERNAL, J.D.

Manager

MGT CONSULTING GROUP



Mr. Bernal is an expert in quantitative research for disparity studies with over 15 years of experience. He is currently managing three disparity studies and has been the quantitative research leader on more than a dozen studies, spearheading collection of data, managing all levels of utilization and availability analyses, managing all levels of the various private sector analyses, and implementing new methodologies that incorporate the latest disparity study legal court cases. Mr. Bernal is well-practiced in conducting all aspects of disparity study research.

Prior to joining 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

- ◆ Economics and statistical calculations
- ◆ Legal and social research
- ◆ Fluency in English and Spanish

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

Cincinnati Bar Association
 American Economic Association

Sample of Relevant Project Experience

- Tallahassee Consortium (FL) | M/W/SBE Disparity Study (City of Tallahassee, Leon County, Blueprint Intergovernmental Agency)
- City of Baltimore (MD) | Disparity Study
- Charleston County (SC) | Disparity Study
- City and County of Denver (CO) | M/W/DBE Disparity Study and Registered Apprenticeship Study
- City of Atlanta (GA) | Disparity Study
- City of Charlotte (NC) | 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 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 Tulsa (OK) | Business Disparity Study, Phase II
- City of Winston-Salem (NC) | Disparity Study
- Dane County (WI) | Review of Racial and Social Equity
- Government of the District of Columbia (DC) | Capability and Capacity Analysis
- Leon County (FL) | Disparity Study Update; Anecdotal, Legal, and Programmatic Review Disparity Study

2. PROJECT TEAM & SCOPE OF SERVICES



ANDRES BERNAL, J.D.

Manager

MGT CONSULTING GROUP

- City of Dayton (OH) | Third Generation Disparity Study; Second Generation 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
- Nassau County (NY) | Disparity Study, Phase I & II
- Osceola County (FL) | Disparity Study
- Prince George's County (MD) | Utilization and Availability Study



BRANDON W. LEDFORD, MPP, PMP

Senior Vice President

MGT CONSULTING GROUP

Mr. Ledford is responsible for driving the growth and execution of MGT’s human capital and resource consulting services, which includes classification and compensation/salary studies, policy and procedure development, organizational reviews, and best practice research. For over ten years, he has assisted global clients in all industries with human capital, public policy, management consulting, revenue performance management, strategy, business transformation, data analytics, and strategic communications. Prior to joining the MGT leadership team, he was the Vice President overseeing the Human Resources and Policy and Compliance departments of a global technology company and has been a consultant for both Booz Allen Hamilton and Deloitte. Mr. Ledford also has interned for the U.S. Supreme Court and White House Office of Science and Technology Policy. He holds a Master of Public Policy from George Mason University’s School of Public Policy, a Bachelor of Arts from the Pennsylvania State University, is a certified Project Management Professional (PMP), and earned an Innovation and Entrepreneurship Certificate from Stanford.



Areas of Expertise

- ◆ Human Capital
- ◆ Business Transformation
- ◆ Data Analytics

- ◆ Public Policy
- ◆ Strategic Communications
- ◆ Strategy

Education/Certifications

M.P.P., Health Policy, Science and Technology Policy, George Mason University, 2011
 B.A., Comparative Literature, Latin, The Pennsylvania State University, 2006
 Innovation and Entrepreneurship Certificate, Stanford University, 2020
 Project Management Professional (July 2013 – Present)
 Lean Six Sigma Yellow Belt (August 2012 – Present)

Honors

The Horatio Alger Scholarship, four consecutive years
 Martha V. and Walter A. Pennino Endowed Scholarship
 American Cancer Society Champion College Scholarship
 Carolyn’s Compassionate Children Scholarship
 The Harry W. Klinger University Scholarship, four consecutive years
 The Brandon Ledford Scholarship

Sample of Relevant Experience

- Adams 14 School District (CO) | School Turnaround
- Beaufort County School District (SC) | Needs Assessment
- Brevard County School Board (FL) | Districtwide Compensation Study
- Centre Area Transportation Authority (PA) | Classification and Compensation Study
- CF Solutions | Classification and Compensation Study
- City of Apopka (FL) | Classification and Compensation Study
- City of Gainesville (FL) | Executive Recruiting
- City of Hermiston (OR) | Classification and Compensation Study
- City of Woodinville (WA) | Classification and Compensation Study
- County of Glades (FL) | Employee Policy and Handbook Development
- County of Lancaster (SC) | Classification and Compensation
- Green River College (WA) | Classification and Compensation Study
- Gulf Coast State College (FL) | Compensation and Class Study
- Hawaii Health Systems Corporation | Classification and Compensation Study; Executive Performance Review System Design
- Hillsborough Area Regional Transportation Authority (FL) | Classification and Compensation Study
- Hillsborough Community College (FL) | Administrator Classification and Compensation Study
- Horry County Schools (SC) | Classification and Compensation Study
- Indiana Department of Administration (IN) | School Corporation Emergency Management Services
- Lancaster County (SC) | Classification and Compensation Study



BRANDON W. LEDFORD, MPP, PMP

Senior Vice President

MGT CONSULTING GROUP

- County of Maricopa (AZ) | Human Resources Services; Rate Methodologies & Recommendations
- County of Maui (HI) | Performance Audit
- County of York (SC) | Ongoing Classification and Compensation Services
- Disability Rights Florida | Classification and Compensation Study
- East Central College (MO) | Compensation and Classification Study
- Florida Atlantic University | Organizational Assessment
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Development Disabilities Council | Classification and Compensation Study
- Florida Office of Program Policy Analysis and Government Accountability | Florida Clerks of Court Organizational Review
- Gogebic County (MI) | Classification and Compensation Study
- Maryland Environmental Service | Classification and Compensation Study
- Navajo Nation | Compensation Study
- North Carolina Education Lottery | Compensation and Classification Study
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Santa Fe College (FL) | Classification and Compensation Study
- Sault Tribe (MI) | Classification and Compensation Study
- State of Colorado | Organizational Review; Training
- Tampa Bay Partnership (FL) | Organizational Review
- Tampa Bay Water (FL) | Compensation and Classification Study
- Texas Southmost College | Market Surveys and Evaluations
- University of Arkansas for Medical Sciences | Compensation Study
- University of Nevada, Las Vegas | Strategic Planning



LAMONT BROWNE, Ed.D.

Vice President

MGT CONSULTING GROUP

Dr. Lamont Browne is an accomplished systems and people leader with a diverse background as a public school administrator, corporate trainer, and team leader. Dr. Browne was educated at the University of Delaware, earning a Bachelor of Science degree in Business Administration, a Master’s degree in Education, and a Doctoral degree in Educational Leadership. He also attended the University of Colorado where he earned an MBA.



Dr. Browne pursues innovation, equity, and excellence in his work. In 2019, he supported a large school district turnaround effort by providing leadership development, executive coaching, strategic planning, and project management services in Colorado. In 2011, as executive director and principal, he led a dramatic turnaround of a struggling charter school in Delaware, and later created Delaware’s first multi-charter partnership. In three years, the school’s academic proficiency increased 30% in reading and 26% in math, the highest growth of any school in the state.

He is a strong educational, business, diversity, and talent leader, and is a change agent focusing on quality, equity, and inclusivity. He excels in utilizing a data-driven analytical approach and high EQ to develop high functioning teams who work collaboratively to design and implement strategic systems that enhance academic and organizational performance. He is nationally recognized as an award-winning education leader for being performance driven, leadership development, and achieving results that improve school systems and the advancement of marginalized peoples and communities.

Areas of Expertise

- ◆ Entrepreneurial Leadership
- ◆ Business Strategy
- ◆ Leadership Development
- ◆ Turnaround Leadership
- ◆ Organizational Culture
- ◆ Building Diverse / Inclusive Teams
- ◆ Community Engagement
- ◆ Strategy Development
- ◆ Partnerships / Fundraising
- ◆ Executive Communication
- ◆ People / Career Development
- ◆ Cross-functional Collaboration

Education

Master of Business Administration, University of Colorado
 Doctor of Education: Leadership, Administration, and Policy, University of Delaware
 Master of Education: Curriculum and Instruction, University of Delaware
 Bachelor of Science in Business Administration: Finance, University of Delaware

Awards, Activities, and Accomplishments

Ryan Award, presented by the Accelerate Institute for “Exceptional leadership in closing the achievement gap in urban K12 schools”
 Order of Excellence, presented by the Delaware State BOE for “Outstanding contributions toward the growth and betterment of the students served through Delaware Public Education”
 Merit Award, presented by the Delaware Secretary of Education for “Making a distinctive contribution to the educational program of Delaware”
 Impact Award, presented by the Delaware Charter Schools Network for “Being a visionary for significant educational improvements who inspires others while utilizing innovative or creative approaches while addressing a compelling student need”

Professional Background

2. PROJECT TEAM & SCOPE OF SERVICES



LAMONT BROWNE, Ed.D.

Vice President

MGT CONSULTING GROUP

MGT Consulting Group, September 2019-Present *Vice President, Organizational Solutions Group*

Browne Consulting, 2013-2019 *Independent Leadership Consultant, Chief Portfolio Officer*

Serve as executive coach to school leaders and as a consultant to small, medium, and large school districts, charter schools, foundations, higher education institutions, state departments of education, and community non-profits.

Aurora Public Schools - Aurora, CO, 2016-2018 *Executive Director, Office of Autonomous Schools*

Served as the Chief of the Charter School Office (5,000 students; nine schools), Chief of Innovation Schools (4,000 students; five schools with 350 staff members; 13 direct reports), and managed the district's school turnaround framework.

Vision Academy Charter Schools - Wilmington, DE, 2011-2016 *Chief Executive Officer*

Founded and led Delaware's only charter management organization with a team of 160 employees serving three schools and two boards of directors. Built a central office team and managed an \$18 million annual budget, overseeing curriculum, instruction, assessment, data analysis, and teacher and leader coaching models.

Head of School, EastSide Charter School

Led school turnaround of Delaware's first elementary charter school as instructional and business leader. Pioneered and led the State's first alternative teacher evaluation system; later adopted by 14 schools and two school districts.

Wilmington University - New Castle, DE, 2014-2016 *Adjunct Professor*

Designed and instructed educational leadership course in the Master of education graduate program.



LARA OPHEIM

Senior Consultant

MGT CONSULTING GROUP

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

Awards

Awarded the 2012 WRS Infrastructure & Environment, Inc. Award in Memoriam of Mario Ripol

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



WILLIAM FIORITO

Senior Consultant

MGT CONSULTING GROUP

Mr. Fiorito is a disparity study research analyst with superior research and analytical skills. In recent years he has provided research and analysis on a dozen disparity studies. In addition to disparity study research and analysis, he has experience performing human resources studies, survey design and implementation, as well as market research. His primary responsibilities include collecting, compiling, and analyzing massive and complex information and data for projects, and assisting with the developing findings and recommendations as well as writing and editing reports.



EDUCATION

M.B.A., Florida State University

B.A., Philosophy, Minor in English, Florida State University

PROFESSIONAL AFFILIATIONS

Florida State University MBAA

Florida State University Cob Alumni Association

NYP, Tallahassee

DISPARITY 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 Dallas (TX) | Availability and Disparity Study
- City of Dayton (OH) | Third Generation Disparity Study
- City of Miramar (FL) | Pre-Disparity and Disparity Study
- City of New York (NY) | MWBE Program Availability Analysis; Local Hiring Analysis
- City of Winston-Salem (NC) | Disparity Study
- Dane County (WI) | Review of Racial and Social Equity

- Government of the District of Columbia | Capability and Capacity Analysis
- North Texas Tollway Authority | Availability and Disparity Study
- Osceola County (FL) | Disparity Study
- Prince George's County (MD) | Availability and Utilization Studies
- Shelby County Board of Education (TN) | Business Market Availability and Disparity Study
- Washington Suburban Sanitary Commission (MD) | Disparity Study

ADDITIONAL PROJECT EXPERIENCE

- Bedford County (VA) | Pay and Classification Study
- Brevard County School Board (FL) | Districtwide Compensation Study
- Centre Area Transportation Authority (PA) | Classification and Compensation Study
- City of Apopka (FL) | Classification and Compensation Study
- City of Kingsport (TN) | Classification and Pay Study
- Florida Development Disabilities Council | Classification and Compensation Study
- Florida Lottery | Classification and Compensation Study
- Florida Office of The Attorney General | Salary and Compensation study
- Galveston County (TX) | Sheriff's Office Compensation Review
- Gogebic County (MI) | Classification and Compensation Study
- Hawaii Health Systems Corporation | Compensation and Classification Study

- Hillsborough Community College (FL) | Administrator Classification and Compensation Study
- Iowa Valley Community College District I Classification and Pay Study
- Lancaster County (PA) | Total Compensation Study
- Navajo Nation | Compensation Study
- North Carolina Education Lottery | Compensation and Classification Study
- Oregon Institute of Technology | Faculty Compensation Study
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Santa Fe College (FL) | Classification and Compensation Study
- South Carolina Education Lottery | Classification and Compensation Plan
- Texas Southmost College | Salary Compensation Study
- York County (SC) | Compensation Study



KELSEY E. MILLER

Analyst

MGT CONSULTING GROUP

Ms. Miller brings strong data analysis, administrative, and research skills to a wide range of projects, with a focus in Disparity/DEI, Human Capital, and Education projects. Her education and experience in International Relations has benefited strategic corporate initiatives to reach international clients. Prior to MGT, she worked in a number of international and local non-profits and political organizations.



Education

M.A. with honors, International Relations, Central European University, Budapest, Hungary

B.A., Political Science and International Studies, Certificate in European Studies, University of Wisconsin-Madison

Skills

- ◆ Qualitative and quantitative research
- ◆ Data visualization
- ◆ Focus groups
- ◆ Written and verbal communication
- ◆ Job descriptions (FLSA) determinations and salary benchmarks

Relevant Project Experience

Disparity Studies

- Alaska Department of Transportation & Public Facilities | DBE Disparity Study
- City of Dallas (TX) | Availability and Disparity Study
- City of New York (NY) | MWBE Disparity Study
- North Texas Tollway Authority | Disparity Study

Human Capital Studies

- Brevard County Public Schools (FL) | Compensation Study
- City of Apopka (FL) | Classification and Compensation Study
- County of Glades (FL) | Employee Policy and Handbook Development
- Hawaii Health Systems Corporation | Compensation and Classification Study
- Hillsborough Community College (FL) | Administrator Classification and Compensation Study
- Navajo Nation | Compensation Study
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Tampa Bay Water (FL) | Compensation and Classification Study
- York County Government (SC) | Position Evaluation FLSA, and Job Description

Strategic Planning

- Edina Public Schools, MN | Strategic Planning
- Michigan State University | Residential and Hospitality Services Strategic Planning

Higher Education Market/Housing Studies

- American Campus Communities for UCB | Market Study
- Central Community College (NE) | Market Study
- Daytona State College (FL) | Student Housing Market Study
- Delaware State University | Due Diligence
- Henderson State University (AR) | Student Housing Studies
- Longwood University Real Estate Foundation (VA) | Market Due Diligence
- Louisiana State University Health Sciences Center – New Orleans | Student Housing Studies
- Montgomery College (MD) | Student Housing Study
- Portland Public Schools (OR) | Facilities Master Planning
- Texas A&M University | Off-Campus Market Analysis
- University of California Riverside | Due Diligence
- University System of Georgia | South Georgia Needs Assessment

Other

- Florida Office of Program Policy and Government Accountability | Performance Audits: Broward/Collier/Okaloosa/St. Lucie Counties and Alachua/Washington County School Districts
- Indiana Department of Administration | Emergency Manager for Gary Community School Corporation
- Maricopa County (AZ) | Rate Methodologies and Recommendations



VERNETTA MITCHELL

Consultant

MGT CONSULTING GROUP

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 22 years.

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



Ms. Mitchell has participated on more than 30 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, Co-Chair 2020
 National Black MBA Association, Member 2020

Relevant Project Experience

- Charlotte Consortium (NC) | Disparity Study (City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg Schools)
- 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 Fort Lauderdale (FL) | Disparity Study
- 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

Scope of Work

Project Understanding

The City of Golden, Colorado was founded during the Pike's Peak Gold Rush on June 16, 1859, and it is now home to a population of over 21,000 residents. Golden is a home rule municipality, and the City Council guides different aspects of the City's growth and operations. In November 2006, City Council passed Resolution No. 1721 Promoting Equal Opportunity, Fairness, and Citizen Participation and Engagement. The City Council reaffirmed Golden's Continued Commitment to Being a Welcoming and Inclusive Community in March 2017. Since then, the City Council made a commitment to anti-racism work through various initiatives in 2020 (Resolution 2736, JEDI subcommittee, Resolution No. 2747 and Resolution No. 2748).



In addition to its recent efforts toward improving diversity, equity and inclusion, we understand the City seeks a qualified consultant to develop a Citywide Racial Equity Plan that will **reflect the City's desire to embed an equity, inclusion, and belonging foundation across city functions, services, programs, policies, and budgetary decisions.**

Aspects of the project include:

- Conducting surveys and assessments to identify the extent of equity disparities in Golden.
- Identifying decision making framework that prioritizes equity in City policy, programming, and budgetary considerations.
- Laying out targets of success; although equity is a path, the Action Plan will identify milestones along that path.
- Establishing metrics to determine the baseline and to measure progress and successes toward achieving the strategies.
- Gathering relevant input and data and establishing appropriate benchmarks to reduce disparities and increasing the success rates of communities of color, women, immigrants & refugees, LGBTQIA+, and other marginalized communities.
- Making policy recommendations to advance equity in priority areas such as: affordable housing & homelessness, planning, economic development, police & criminal justice reform, education, health, transit & transportation services, and other critical community functions.

2. PROJECT TEAM & SCOPE OF SERVICES

- Identifying ongoing training opportunities and best practices to ensure the City is a welcoming and inclusive, and empowering environment for the staff and community.

Work Plan

After careful consideration of the RFP requirements, we have developed the following work plan that will allow us to work in collaboration with the City in achieving its goals. The methodology and approach for this project include the following tasks and activities.

PROJECT MANAGEMENT

Project management is critical to the successful completion of the project. Based on our experience, a successful study requires detailed and well-organized project initiation, planning, execution, and monitoring. Given our current understanding of the scope and complexity of this study and services requested in this RFP, MGT will utilize a proven project management methodology and process to ensure effective and continuous communication, planning, execution, monitoring, and mitigation and management of project risks.

PLANNING AND EXECUTION

We take very 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 that was 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.

Then 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.



EFFECTIVE AND CONTINUOUS COMMUNICATION

Throughout this process we remain in frequent **communication** with the client to avoid surprises or conflict. Effective and continuous communication between the MGT Project Manager, City's Project Officer, MGT team members, and stakeholders is essential to effective project management. Therefore, the MGT Project Manager will openly, clearly, and continuously communicate with all study team members, City's Project Officer, and key stakeholders. The MGT Project Manager will actively seek input and feedback from City's Project Officer and key stakeholders at each stage of this study. MGT's Project Manager will regularly communicate information about City's progress and problems which may arise before becoming a larger issue.

MONITORING AND CONTROLLING

MGT uses Microsoft Project as a project management and monitoring tool. MGT's Project Manager uses Microsoft Project 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.

Another aspect of the project management process is to simplify the workflows of this complex study. Our experience has shown one of the consistent challenges in conducting these studies is the transmittal and management of necessary documents and data files. Therefore, MGT has implemented the use of cloud-based collaboration tools to assist in the sharing and transmittal of documents and data files. This process will include the development of a study-dedicated, secure SharePoint (or MS OneDrive) site and File Transfer Protocol (FTP) sites. The use of these sites, which are user-restricted and password protected, makes it easier to transmit key documents and data files. Access to the sites is restricted to only approved individuals, such as the Project Officer and/or key departmental staff (finance, procurement, etc.), though additional approved users can be added throughout the project at the discretion of the client.

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 City's project management staff.
 - Provide oversight and management of consulting staff and subcontractors.
 - Ensure quality control of all deliverables.
 - Meet with City's personnel upon request.

TASK A: PROJECT INITIATION

MGT will consult with City's Project Officer to establish first meeting date (kick-off), location, attendees, and agenda for the project initiation meetings. These meetings will include City's Project Officer, City Council, and other key stakeholders to discuss the project in greater detail to establish agreement and consensus regarding activities, timeline, deliverables, and mutual expectations, also to include:

- ◆ Develop list of potential stakeholders who might advise the project and provide other insights to the MGT project team.
- ◆ Conduct group and one-on-one interviews with a representative cross-section of the City's organization.
- ◆ Review the work plan and revise, as necessary.
- ◆ Finalize project goals, responsibilities, expectations, and objectives.
- ◆ Establish logistics for meetings, progress and reporting protocols, and project reports.

DELIVERABLE(S)

- ◆ Revised work plan and project schedule.

- ◆ Monthly progress reports.

TASK 1.0: ORGANIZATIONAL ASSESSMENT

Assist the City in determining strengths, weaknesses, gaps relative acceptance, understanding, and readiness to embrace and infuse DEI through all levels of City organization structure and operations. This will involve some type of DEI assessment to provide quantitative data and interviews and focus groups to provide qualitative data.

I.1: PREPARING TO CONDUCT AN ORGANIZATIONAL ASSESSMENT

The approach to assessment is to build upon what City already is doing well. During the assessment process, we will identify elements of City's culture that already are nurturing DEI's success while also revealing current practices that may be barriers to the desired outcomes. In this way, we elicit a deeper understanding of the issues as well as strategies for improvement. This approach provides focus and weight to any DEI initiative and can serve as a baseline against which to measure progress. In addition, the assessment can create new learnings as well as momentum for change as the organization engages in this process.

The assessment process will start with an Orientation Session and Assessment interview with City staff, City Council, and other key stakeholders to overview the engagement, introduce basic tools and components used for this engagement and determine the Council's perspective on diversity and inclusion strengths, areas of concern, and recommendations for improvement for City. MGT also will review peers and best practices among peers. We will then review the City's past and current EDI initiatives, positioning, and capacity, with a high-level review of relevant City initiatives.

DELIVERABLE(S)

- ◆ An analysis of existing organizational strengths and gaps with clear recommendations on how to best build upon strengths that will encourage DEI in all areas of the City and community.

I.2: FOCUS GROUP INTERVIEWS

Our approach for gathering and analyzing the anecdotal information is an inclusive and collective approach. We are proposing a series of methods to collect this vital information, including public or community meetings and in-depth interviews. The following details our approach.

COMMUNITY OUTREACH PLAN

To increase the awareness of the assessments, build interest and motivation for participation in the focus groups, we will create a Community Outreach Plan which will structure, facilitate, and evaluate the outreach efforts and anecdotal gathering process. This Community Outreach Plan will provide a strategic road map for informing internal and external stakeholders of the importance of their participation. Some of the critical elements to an effective community outreach plan are to understand the community, be proactive, have strategic community partnerships, engage in-person, and be responsive. Our team will bring a unique perspective and strategies to increase the receptivity to participate in this important study.

FOCUS GROUPS

MGT proposes to conduct this assessment using a focus group format and sampling identified from the demographics of City's workforce and community. Due to COVID-19 restrictions, MGT proposes doing this activity through virtual means such as Zoom or Microsoft Teams meetings. The specific groupings involved in the focus groups will be designed in consultation with faculty, staff, students, community members, and other college partners, with a minimum of 10 percent participation from each group.

Participation in a focus group is most often determined by self-selection. MGT can offer input into the design of a letter/email for the purpose of soliciting participants. We will need the appropriate City staff to manage the registration process and the logistics for the various groups. If facilitators and/or organizational leaders determine that a focus group has low sign-up or believe there are important gaps in who elected to participate in a group, they may issue a special request to people who might have an interest in that session. We also offer the opportunity for individuals who wish to speak privately to schedule individual sessions amongst and between the groups. This option can be particularly valuable in a setting with low trust/safety on these issues. Again, we will work with City staff assigned to work on this assessment to determine the best approach for soliciting focus group participants.

DELIVERABLE(S)

- ◆ Support the development and facilitation of dialogues and outreach efforts that will engage community members, staff, and Board of Trustee members in this effort.

I.3: ASSESSMENT SUMMARY REPORT

The assessment concludes with the delivery of a report and presentation that provides an anonymous synopsis of what was learned in the assessment, as well as our observations and recommendations from participants at the personal, interpersonal, institutional, and cultural levels. The primary purpose of the assessment is to inform the development of a DEI plan and the implementation process including the embedding of the Action Plan into the organization and the evaluating of its impacts.

DELIVERABLE(S)

- ◆ Provide knowledge and insight on best inclusion practices in the field.
- ◆ Guide and support development of a shared organizational goal on DEI.
- ◆ Develop a public statement of principle regarding DEI for City that serves as the guidepost for how it operates and makes decisions that impact budgeting, policies and procedures, operations, programming, outreach, and management practices.

TASK 2.0: DEI ACTION PLAN

The organizational assessment results will help inform and guide development of the DEI Action Plan—a series of work sessions to develop major components of the plan which will include best practices.

2.1: APPLICATION OF ASSESSMENT FINDINGS TO THE DEI PLAN

Material gathered from the focus groups and sessions with City’s leadership and management will be used to support the development of a strategic plan for DEI. Generally, the strategic planning process includes revisiting the current statements of City’s mission and vision with respect to DEI, in the context of City’s overall mission along with any other strategic planning documents.

MGT will facilitate the generation and synthesis of an overall plan, building on the foundation of a vision, mission, and guiding principles to arrive at strategic areas of focus and goals (e.g. workforce diversity, workplace inclusion/belonging, sustainability), objectives, and strategies in appropriate sequence and timeframe. The plan also will include outcome measures and accountability centers. We will work with senior leadership and other stakeholders to create Implementation and Communication Plans.

The investment made in the earlier sessions for the leadership and management and HR leaders means these groups will have practice in collaborative cross-cultural communication and can bring the skills to use the levels of analysis and change framework to think creatively about options for sustainable change in City’s workforce and climate. As noted above, the resulting plan will contain clarity of expectations and accountability yet also retain the flexibility needed to ensure the transformational process is organic and responsive to City’s needs. We anticipate the City will participate at points in the various discussions, trainings, and plan sustainability efforts.

DELIVERABLE(S)

- ◆ A training strategy that will increase the awareness, knowledge, and skills of City as it pertains to DEI.
- ◆ Implementation and Communication Plans that ensure shared ownership and sustainability.
- ◆ Competencies that reflect City’s DEI public statement and goals, including the announcement and creation of a new classification of Chief Diversity Officer.
- ◆ Integrate the DEI work into a comprehensive toolkit reflecting the current business model of City, including citizen access initiatives and operations.
- ◆ Develop a long-term roadmap (DEI Plan) that is aligned with City’s Strategic Plan and is bound by specific, measurable, attainable, relevant with timebound (SMART) goals.
- ◆ Create defined metrics of success and aligning with goals for the DEI Plan.

TASK 3.0: DEI TRAINING PLAN

3.1 TRAINING NEED EVALUATION AND PLANNING

Program evaluation is a powerful tool that makes the best use of knowledge gained and offers insights for future program enhancements. MGT has a long history of program evaluation leading to positive results. MGT will develop an evaluation report for the City that captures the integration of coaching and case management skills evaluations as well as perceptions of training delivery, personnel, pace, and content as delivered by the trainers. MGT will develop a report summarizing the results of the DEI assessment and the training programs to assess the participants on coaching implementation and assess

the train the trainer sessions. MGT also will include recommendations in the report for creating continuous training for all staff.

DELIVERABLE(S)

- ◆ Evaluation Report including an outline for creating sustainable DEI transformation.

Assumptions

MGT has prepared the work plan and costs to conduct this evaluation based on the following assumptions:

1. City will provide existing data in an accessible electronic format.
2. City will provide, or assist MGT in acquiring, data from local sources.
3. Analyses will be based on existing data; MGT is not required to gather data as part of a new data reporting requirement.
4. MGT anticipates complete and timely access to necessary documents and personnel and requested information will be provided to MGT within five business days of request unless otherwise agreed upon.
5. City will assign its own Project Officer to this engagement. City's Project Officer will function as the single point of contact for the project and further coordinate and facilitate the flow of information and communication between MGT and project stakeholders.
6. MGT's work plan and costs are based on the study's timeframe as defined in the RFP.
7. Costs incurred for distribution of reports to municipalities, program managers, community providers and organizations, and others, will be borne by City.
8. Should MGT be awarded the contract, MGT and City will agree upon the final provisions of the contract which may include revisions to the contract terms specified in the RFP.
9. Work and meeting space will be provided at City's expense.
10. Meetings may be held virtually if there are public health concerns regarding COVID-19.
11. Final reports are assumed final, if we do not hear from City within two weeks of report delivery (email or hard copy).

Management Plan and Quality Control

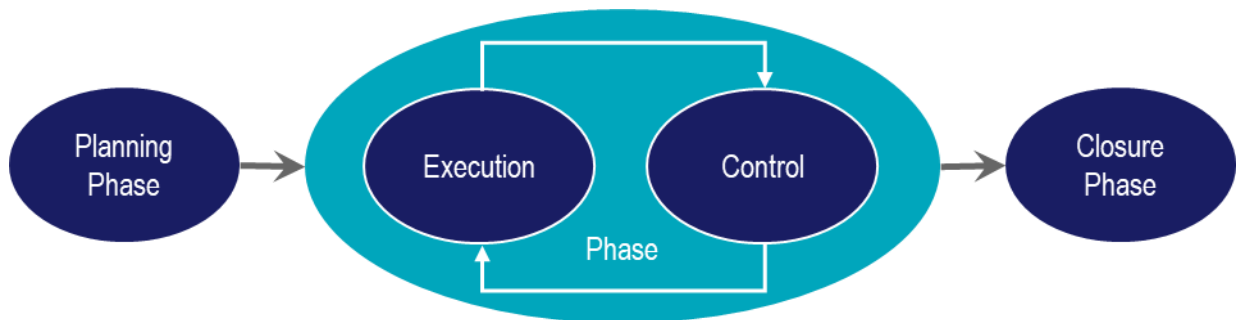
MGT uses proven project management methodologies – three MGT team members have their Project Management Professional (PMP) certification and one has his Prosci Change Management certificate – to ensure we deliver project results that are on time, on budget, and meet or exceed client expectations by identifying long-term, decision-making solutions.

MANAGEMENT PLAN

We specialize in creating solutions that meet the needs of our clients. Our basic approach to consulting is centered on fully meeting the needs of clients and providing a consistently high level of customer service with the least interference on the educational process. Our approach combines optimal project management practices with an exceptionally qualified team of professionals to ensure our clients get what they want, need, and expect. Within this context we conduct consulting engagements utilizing well-designed project management tools that have been tested and refined to ensure from start to finish client needs and expectations are fully met.

MGT's Project Management Methodology (PMM) is a basic reference guide for applying fundamental concepts for managing projects. It provides useful tools and procedures for the daily administration of project management tasks on a typical MGT project. The purpose of having a methodology is to reduce the chance for problems by bringing more organization to the project. The result is a team that shares a common vision of the end product, and how the team will achieve its goal.

The PMM for each of our projects, regardless of size, scope, and complexity applies to the following three phases of a project: Planning, Execution and Control, and Closure as illustrated below.



The **planning phase** of this methodology is important for all projects. It requires the team to have an initiation meeting in which team members discuss the desired outcomes and finesse the method to achieve the outcomes. The team also discusses critical milestones and deadlines. Without this structured process, sufficient time to think about how we are going to manage and carry out our work on the project may not be set aside, and the issues may not be addressed. Without such planning, achieving project success is all the more difficult. The lack of planning also contributes to client and team dissatisfaction and chaos during the project.

Depending on the project size, each project has a week or two for planning the work and organizing the project. This phase is crucial to the PMM in that the subsequent phases depend on the work resulting from the planning phase. The key to success in this phase is setting expectations with the project team and the client regarding the scope, cost, and schedule of the project.

The **execution and control phase** is where all of the work in producing the project deliverables occurs. The execution of this phase implements the results of the planning phase along with some other tools and processes unique to this phase. The key to success in this phase is regularly monitoring the project by updating the work plan and budget so quality products are delivered on time and within budget.

2. PROJECT TEAM & SCOPE OF SERVICES

The ***closure phase*** concludes the project once all project deliverables are developed and accepted by the client. This phase is important because it provides an opportunity to wrap up all unfinished business both with the client and internal to MGT. For example, unfinished business with the client might include returning original documents. An example of unfinished business internal to MGT might include updating the project budget, finalizing the project work papers, and meeting as a team to discuss lessons learned so we are more efficient the next time we have similar work.

QUALITY CONTROL

MGT has developed a Quality Control (QC) system that allows us to deliver a high-quality product for our clients. Our QC processes ensure our projects are effectively and efficiently managed and our written work products and deliverables meet QC standards and requirements. MGT's QC process is a two-step process.

1. The first step includes an internal peer review process that focuses on accuracy, substance, and readability of content.
2. The second step includes an editorial review process that addresses proofreading and consistency in presentation and formatting. The teams involved in each step will have the client's guidelines and a clear understanding of the standard requirements for formatting.

We will have standard requirements for margins, spacing, fonts, page numbering, table/graph numbering and formatting, as well as writing styles (such as Modern Language Association, Associated Press, American Psychological Association, American Sociological Association).

2. PROJECT TEAM & SCOPE OF SERVICES

Timeline

Based on previous experience and the RFP requirements, MGT confirms that our project team can complete the project within **6-8 months** of project initiation as illustrated in the table below. Additionally, we confirm that our project team can begin the project by **May 2021**, as requested.

Work Tasks	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8
	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
A PROJECT MANAGEMENT	█	█	█	█	█	█	█	█
B PROJECT INITIATION	█							
1.0 ORGANIZATIONAL ASSESSMENT		█	█	█	█	█		
2.0 DEI ACTION PLAN					█	█	█	█
3.0 DEI TRAINING PLAN							█	█

3. Project Qualifications

MGT has earned a reputation as a leader in disparity, diversity, and inclusion studies. We appreciate the need to focus on partnering with each client to appropriately merge industry best practice with unique client requirements. As seen in **Section 2, Firm Qualifications and Experience**, our client list is extensive and many of our have contracted with MGT for multiple projects or updates. We feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines and control costs, and the expertise of our staff.

AURORA PUBLIC SCHOOLS, COLORADO



Strategic Planning

RICO MUNN, Superintendent
supt@aurorak12.org | 303.365.7800

SCOPE: MGT provided long-range strategic planning for District. The strategic plan, along with updated vision, mission, and values, created an actionable plan with five goals using broad-based community input. In guiding the development of the plan, the parameters were realistic and practical, established a vision for the future, were built with consensus on the essential mission, and were attainable and supported by strategies, objectives, and accountability mechanisms.



CITY OF CHARLOTTESVILLE, VIRGINIA



Study of Disparate Treatment and Disparities in the Criminal Justice System

GRETCHEN ELLIS, Human Service Planner
ellisg@charlottesville.org | 434.970.3967

SCOPE: MGT’s project with the City included the following tasks within the local criminal justice system: collecting and analyzing criminal justice data from a variety of sources (i.e. 911, police, magistrate, jail, prosecution, courts, pretrial, local probation, and state probation/parole); determining the extent of racial disproportionality; identifying racial disproportionality and disparities; analyzing the reasons for any disproportionality or disparity; mapping resources and



3. PROJECT QUALIFICATIONS

gaps; recommending policy and best practices to address disproportionality and disparity; and developing a strategic plan to implement recommendations.

DANE COUNTY, WISCONSIN



Review of Racial and Social Equity in Contracting and Procurement

LISA MACKINNON, Sustainability and Program Evaluation Coordinator
MacKinnon@countyofdane.com | 608.267.1529

SCOPE: MGT conducted a comprehensive review of equity in the County's contracting and procurement to answer the question: Are there remedies to facilitate the access, opportunity, and equity in the County's contracting and procurement for vendors in the County's marketplace? MGT performed an in-depth review of the County's ordinances, procurement, and policies that govern the Targeted Business Enterprise (TBE) procurement programs. This included reviewing existing and archived County documents and facilitating key stakeholder interviews to closely determine the history of the County's purchasing and contracting policies, procedures, and actual practices.

In addition, MGT examined bidder notifications (bulletins), utilization reports, annual reports, invitation to bids, bid tabulations, complaint data, and award notifications. At the conclusion of all tasks, MGT combined all draft summaries and organized them into a draft summary presenting the methodology and findings, along with draft strategies (short- to long-term) and recommendations to facilitate the access, opportunity, and equity in the County's contracting and procurement.



4. Fee Proposal

Based on MGT’s experience with similar projects, we propose to complete the City’s project for a total cost of **\$80,129.70**. The table below illustrates the cost per task, including all professional fees, travel expenses, and other costs (e.g., copying, telephone, survey, etc.).

Milestones and Tasks		Professional Hours*	MGT Fees	Sub/Partner Fees	Other Expenses	Direct Expenses*	GRAND TOTAL Project Budget
1.0	Organizational Assessment	156.00	\$32,730.00	\$3,500.00	\$1,268.05	\$4,768.05	\$37,498.05
2.0	DEI Action Plan	60.00	\$10,980.00	\$2,000.00	\$454.30	\$2,454.30	\$13,434.30
3.0	DEI Training Plan	49.00	\$11,655.00	\$1,000.00	\$442.93	\$1,442.93	\$13,097.93
4.0	Prepare and Deliver Draft and Final Reports	61.00	\$14,555.00	\$1,000.00	\$544.43	\$1,544.43	\$16,099.43
SUBTOTAL, Hours and Fees		326.00	\$69,920.00	\$7,500.00	\$2,709.70	\$10,209.70	\$80,129.70

5. Forms

Required forms can be found on the following pages.

DISCLOSURE STATEMENT

Vendor must disclose any possible conflict of interest with the City of Golden including, but not limited to, any relationship with any City of Golden elected official or employee. Your response must disclose if a known relationship exists between any principal of your firm and any City of Golden elected official or employee. If, to your knowledge, no relationship exists, this should also be stated in your response. Failure to disclose such a relationship may result in cancellation of a contract as a result of your response. This form must be completed and returned in order for your proposal to be eligible for consideration.

NO KNOWN RELATIONSHIPS EXIST _____ No _____

RELATIONSHIP EXISTS (Please explain relationship)

I CERTIFY THAT:

1. I, as an officer of this organization, or per the attached letter of authorization, am duly authorized to certify the information provided herein are accurate and true as of the date; and
2. My organization shall comply with all State and Federal Equal Opportunity and Non-Discrimination requirements and conditions of employment.

J. Bradley Burgess
Printed or Typed Name

Executive Vice President
Title

Signature

