



Packet A- Proposal

DECEMBER 14, 2023

RFQ

FAA 2024 Statewide Disparity Study

WASHINGTON STATE DEPARTMENT OF
TRANSPORTATION (WSDOT), WASHINGTON

Submitted by:

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Criteria 1: Qualifications/ Expertise of Team

A. Firm Profile

We impact the communities we serve – for good.

MGT was **established in 1974** by a group of former public sector leaders to provide management consulting services to assist public sector clients to operate more efficiently, effectively, and with more accountability to the communities they serve. Since then, MGT has flourished as a full-service management consulting firm, providing high quality management consulting services to public sector clients nationwide. MGT's clients appreciate and benefit from high-quality quantitative and qualitative analysis, detailed findings, and objective recommendations that are practical and actionable.

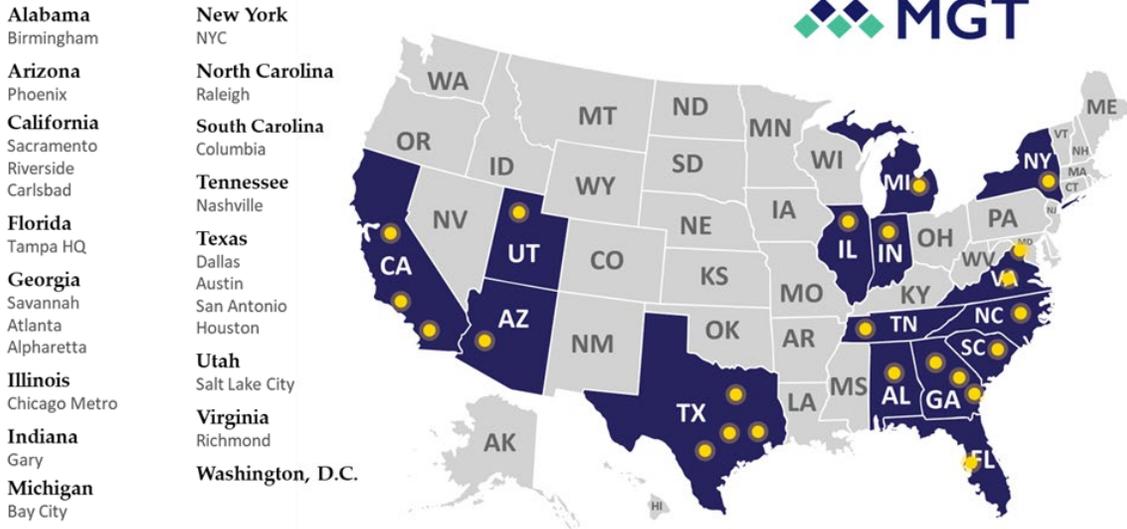
With a **nearly 50-year history** of providing innovative yet practical solutions to public sector clients, MGT has successfully conducted disparity research studies that conform to applicable federal, state, and local laws (including applicable case law and regulations) and thus providing the legal framework and guidelines for conducting contracting and procurement disparity studies.

MGT has successfully worked with clients on **more than 30,000 projects** while maintaining the vision and direction toward their short- and long-term goals. A significant portion of MGT's engagements is repeat business, reflecting our clients' satisfaction with the quality of services delivered by MGT and our ability to exceed WSDOT's expectations. MGT's commitment to quality consulting is evidenced by our past performance delivering a diverse range of services to state and local governmental agencies, educational institutions, and nonprofit organizations.

MGT has **an extensive history in all 50 states and several countries** of providing innovative yet practical solutions to public sector governments. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have an insider's knowledge of education operations and structure, giving MGT a competitive advantage and an ability to hit the ground running from the very start of a project.

Our firm includes **over 500 professionals** to support our clients' success. MGT's corporate office is in Tampa, Florida, with additional offices around the country.

NATIONAL FIRM LOCAL FOCUS



Our ability to excel has been driven by our expertise, quality, and commitment to exceeding client expectations. Part of MGT’s success is based upon our promise to be flexible and responsive. We are acutely aware of the political, economic, social, and technological factors that impact today’s public sector clients.

The success of a consulting engagement is founded on the qualifications of the project team and the way in which the review is structured and managed.

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

MGT has extensive experience designing disparity studies which conform to the highest standards of disparity research. We bring an understanding and knowledge of the national Minority or Woman Owned Business Enterprises (MWBE) program best practices and innovative solutions to address disparities in contracting and procurement based on the expert analysis of large, complex sets of quantitative and qualitative data. MGT’s disparity study team is comprised of MGT core team members and local partners who are highly skilled and experienced researchers, all of whom have conducted disparity studies for a diverse range of organizations throughout the United States. Furthermore, our experts have:

- ◆ Practical experience providing the full range of elements and components of a comprehensive disparity study necessary to conduct a rigorous evaluation of procurement and contracting practices.
- ◆ Experience conducting disparity studies according to industry and legal standards.

CRITERIA 1: QUALIFICATIONS/ EXPERTISE OF TEAM

- ◆ Specific knowledge and experience regarding the issues and complexities involved in analyzing availability and utilization to derive statistically meaningful results.
- ◆ Firsthand knowledge of public contracting, procurement policies and processes, and MWBE program administration.
- ◆ Direct experience guiding and steering entities through the complexities inherent in conducting a comprehensive disparity study.
- ◆ The proven ability to work together as a productive team to produce accurate, reliable, and legally defensible disparity studies.
- ◆ A clear understanding of responsibilities, assignments, and deliverables, and the order in which activities must take place to ensure an efficient and effective project outcome within budget.

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

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

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



Defined by Impact

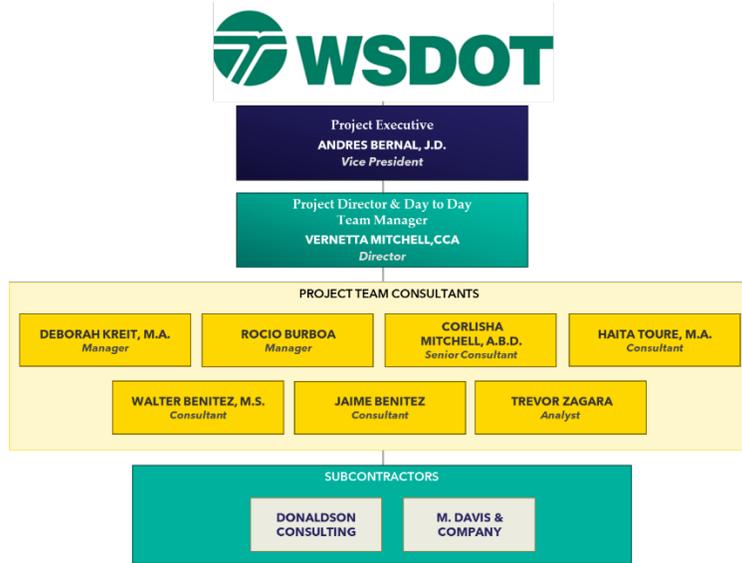


MGT’s Disparity practice strives to make a positive difference in procurement and purchasing agencies for diverse business enterprises, and the Washington State Department of Transportation’s goal is to ensure barriers to participation in contracting for various WSDOT contracts are remedied. We see alignment in our mission to conduct this vital work. Our Disparity practice has equity embedded in every step of our work, including program management and customized solutions that advance marginalized diverse business communities by reducing achievement and opportunity gaps. We are proud to work with you toward this goal of equitable participation. We will discuss this with you throughout the proposal. Our approach is to decrease inequities in WSDOT’s procurement practices, resulting in equitable and implemental business practices in WSDOT policies.

CRITERIA 1: QUALIFICATIONS/ EXPERTISE OF TEAM

The following organizational chart identifies the reporting structure and areas of responsibility for our proposed project team.

Exhibit 1. Proposed Team Organizational Chart



B. Place of Performance & Experience

MGT is a fully remote company with professionals across the United States. The team who will be servicing WSDOT are in Indiana, North Carolina, Maryland, Kentucky, New Jersey, Oregon, and Ohio. For our team experience please see **Criteria 3** which will highlight our team’s specific project experience.

C. Previous Engagement with our Subcontractors

Please see our Key team member section, Criteria 3, for the projects we have worked on with our subcontractors.

D. Current Availability of Key Staff

The table below showcases our proposed team’s availability for WSDOT’s study by month

Month	A. Bernal hrs.	V. Mitchell hrs.	D. Kreit hrs.	R. Burboa hrs.	C. Mitchell hrs.	H. Toure hrs.	W. Benitez hrs.	J. Benitez hrs.	T. Zagara hrs.	Donalson Consulting hrs.	M. Davis & Company hrs.
1	16	16	13	13	25	0	0	0	0	0	0
2	25	0	10	0	0	0	0	0	0	0	0
3	0	62	25	0	62	0	0	0	0	0	0
4	20	38	149	380	0	0	300	380	300	0	0
5	10	20	20	80	0	0	80	80	100	0	0
6	15	40	40	0	0	0	120	0	0	0	0
7	15	20	100	199	0	0	124	199	248	0	2,500
8	15	20	20	20	100	0	25	20	0	0	0
9	15	20	5	0	20	0	0	0	50	0	0
10	40	200	100	0	150	250	0	0	100	250	2,500
11	0	50	20	0	40	40	0	0	0	0	0
12	10	5	5	0	0	0	0	0	0	0	0
13	50	80	75	50	50	0	25	0	0	0	0
Totals Hrs.	231	571	582	742	447	290	674	679	798	250	5,000

Total hours of availability are inclusive of any travel and other project requirements for our proposed staff

E. Incomparable Consulting Expertise.

MGT has over three decades of experience successfully completing disparity research studies for a variety of state, local, and education institutions. Our **availability analysis** and **data collection** set us apart and conform to applicable federal, state, and local laws (including applicable case law and regulations). We strategically narrowly tailor your program specifically to your business community. Here at MGT, we analyze **all opportunities** available.

Our ability to conduct high-quality disparity studies is significantly enhanced by our experience and understanding of local government operations, processes, and systems across different departments and functions.

MGT has decades of experience related to Disparity Studies.

MGT's Completed Disparity Studies in the Past Four Years			
Project Name	Client	Length	Contract \$
Development and Implementation of MWBE Program	Shelby County Board of Education, TN	3/2018 – 9/2018	\$74,250
MWBE Disparity Study	City of New York, NY	12/2015 – 5/2018	\$917,230
Disparity Study	City of Miramar, FL	12/2016 – 1/2018	\$190,000
Disparity Study	Osceola County, FL	3/2017 – 3/2018	\$259,070
Availability and Disparity Study	North Texas Tollway Authority	6/2016 – 12/2019	\$350,000
Third Generation Disparity Study	City of Dayton, OH	2/2018 – 11/2019	\$299,855
Local Hiring Analysis	City of New York, NY	12/2017 – 3/2019	\$295,250
Disparity Study	City of Winston-Salem, NC	4/2019 – 10/2019	\$335,570
Disparity Study	City of Fort Lauderdale, FL	5/2018 – 12/2019	\$175,000
Capability and Capacity Analysis	Government of the District of Columbia	9/2018 – 8/2019	\$186,440
Availability and Disparity Study	City of Dallas, TX	9/2018 – 7/2020	\$400,568
Disparity Study	Washington Suburban Sanitary Commission, MD	6/2020 – 6/2021	\$354,999
Disparity Study	Housing Authority of Baltimore, MD	6/2020 – 12/2021	\$665,135
Disparity Study	City and the City of Baltimore, MD	6/2020 – 12/2021	\$665,135
Small Business Availability Study	Sacramento Municipal Utility District, CA	8/2019 – 3/2021 (client requested extension)	\$174,000
Disadvantaged Business Entity (DBE) Study - Availability and Disparity	Alaska Department of Transportation and Public Facilities	12/2019 – 1/2021	\$500,950
Disparity Study	State of Delaware	4/2020 – 6/2021	\$411,124

Criteria 2: Qualifications of Proposed Project Manager

A. Project Manager on Similar Projects

MGT Disparity Experts

ANDRES BERNAL, J.D. | PROJECT EXECUTIVE

Mr. Bernal has 20 years of experience conducting disparity studies and has played a key role in all of MGT’s disparity studies for the past two decades. In his project executive role, he will ensure our team fulfills all study requirements and will be the main point of contact and support for project satisfaction. As the Project Executive, he will provide the expertise to ensure MGT’s studies are methodologically sound and satisfy legal and statistical standards required by case law. He will also assist with data collection, analysis, and reporting as the Principal Researcher.

VERNETTA MITCHELL | PROJECT DIRECTOR (PROPOSED WSDOT PROJECT MANAGER)

Ms. Mitchell will be the main point of contact with MGT’s subcontractors and will lead all anecdotal/outreach efforts. Ms. Mitchell is an expert in minority business program development and has developed and managed small, minority-owned, and women-owned business programs for local government entities and private sector companies for over 23 years. As Project Director, she will ensure team members complete tasks assigned and timelines are met.

B. Sample of Project Manager Experience

Disparity Experience Examples	Dates Of The Project	Roles & Responsibilities
City of Baltimore 2022 Disparity Study	6/2020 – 12/2021	Director/Project, Manager, Qualitative Lead
City of Richmond 2023 Disparity Study	03/2022 – 04/2023	Director/Project Manager, Qualitative Lead, Subcontractor Manager
County of Santa Clara 2023 Disparity Study	02/2022 – 12/2023	Director, Qualitative Lead, Subcontractor Manager

Criteria 3: Key Team Member's Qualifications

A. Key team member's role/responsibilities

Core MGT Team Member Roles

- ◆ **Ms. Deborah Kreit** is a dedicated and experienced manager who excels at team and project management providing clear and concise client deliverables. Ms. Kreit is highly experienced in assessing data and providing detailed background and reasoning of model outcomes. Ms. Kreit will aid in project delivery, qualitative analysis, and resource management. Ms. Kreit will assist with project scheduling, document creation, and project reporting.
- ◆ **Ms. Rocio Burboa** is a highly experienced data manager with over 12 years of experience in government. Ms. Burboa leverages her data management and analytical skills to ensure data accuracy and integrity. Ms. Burboa will aid in project delivery, and provide technical expertise in database management, project scheduling, and qualitative data collection.
- ◆ **Ms. Corlisha Mitchell** has seven years of experience managing supplier diversity programs in state government. Ms. Mitchell will lead the policy and procurement review, and program research to recommend selected tailored practices.
- ◆ **Ms. Haita Toure** is a qualitative researcher skilled in collecting and preparing data for analyses of the relevant market. She designs customized survey instruments and administers and provides analyses of online surveys using Qualtrics. Ms. Toure assists with qualitative data research and collection including focus groups, surveys, and interviews. She also assists in best practice research of peer agencies.
- ◆ **Mr. Walter S. Benitez** is an experienced and skilled data scientist expert. Mr. Benitez oversees the management of all data collection and analyses for large databases. He manages a team of analysts to ensure accurate data is utilized and will conduct the data analyses necessary for the study.
- ◆ **Mr. Jaime Benitez** is an experienced and skilled data scientist expert. Mr. Benitez will assist in preparing, researching, and analyzing data collected, including the extraction of Dun and Bradstreet data and subcontractor data collection.
- ◆ **Mr. Trevor Zagara** is a skilled data analyst. Mr. Zagara will assist in preparing, researching, and analyzing the quantitative and qualitative data collected.

OUR TEAM

Has extensive social science research experience.

Has broad-based experience with local government operations, processes, and systems.

Has worked in the public sector.

Subcontractor Roles

MGT is pleased to partner with the following subconsultants for the WSDOT Federal Aviation Administration (FAA) Statewide Disparity Study:

- ◆ **Donaldson Consulting LLC (DBE)**, founded by Suzanne Donaldson, has over 20 years of experience implementing diversity, equity, and inclusion (DEI); providing business coaching for underutilized firms; and ensuring agency contracting compliance within the Pacific Northwest. She is recognized in the construction and design community for creating a level playing field for underserved communities and businesses, and collaborating effectively with multiple stakeholders. She has consulted on public and private development projects totaling over several billion dollars. Her extensive experience performing qualitative research, program assessment and development, community engagement, and labor disparity and equity studies has helped identify barriers faced by business owners and contributed to actionable remedies. **Donaldson Consulting has successfully partnered with MGT on several disparity studies: Alaska Department of Transportation Study, Santa Clara, and San Jose.**

For this project, Donaldson Consulting will conduct in-depth interviews with business owners and professional organizations, and will co-facilitate focus groups.

- ◆ **M. Davis & Company (MDAC; DBE)** is full-service research and evaluation firm with 38 years of experience in delivering analytical, strategic, and tactical insights that answer important research questions for our clients. As a trusted partner to both private and public sectors, including Fortune 500 companies, government agencies, and non-profit organizations, MDAC has a proven track record of providing operationally relevant and impactful research and evaluation services.

For this project, MDAC will conduct both the custom census survey for availability and the business owner survey for anecdotal data collection.

Resumes

Resumes of each team member and subconsultant can be provided upon request. The personnel described in our proposal are the professionals who will provide the services for this project.

B. Relevant Project Experience

A snapshot of our team experience is shown below.

Disparity Team Members	Examples Of Prior Experience	Dates Of The Project	Roles & Responsibilities
Andres Bernal	<ul style="list-style-type: none"> DBE Study - Availability and Disparity, Alaska Department of Transportation and Public Facilities State of Delaware Disparity Study Sacramento Municipal Utility District, CA 	<ul style="list-style-type: none"> 12/2019 – 01/2021 04/2020 – 06/2021 08/2019 – 03/2021 	<p>Vice President / Project Executive</p> <p>Project executive Legal researcher Lead quantitative researcher</p>
Vernetta Mitchell	<ul style="list-style-type: none"> City of Richmond (VA) Preparation of a Disparity Study City of Baltimore (MD) Disparity Study Santa Clara County, CA Consulting Services for Disparity Study 	<ul style="list-style-type: none"> 03/2022 – 04/2023 6/2020 – 12/2021 02/2022 – 12/2023 	<p>Director / Service Manager/ Project Manager</p> <p>Project Manager Qualitative Lead Subcontractor Manager</p>
Debby Kreit	<ul style="list-style-type: none"> City of Portsmouth (VA) Disparity Study Athens-Clarke County Unified Government (GA) Disparity Study 	<ul style="list-style-type: none"> 03/2022 – 03/2023 03/2022 – 08/2023 	<p>Manager</p> <p>Project manager assistant, Scheduling, Quantitative research, and Reporting</p>
Rocio Burboa (started in MGT in August 2023)	<ul style="list-style-type: none"> San Diego Association of Governments (CA) Disparity Study Empire State Development (NY) Disparity Study 	<ul style="list-style-type: none"> 11/2023 – 08/2024 In progress 01/2023 – 12/2023 in progress 	<p>Manager</p> <p>Project manager, Scheduling, Quantitative research, and Reporting</p>
Corlisha Mitchell	<ul style="list-style-type: none"> City of Richmond (VA) Preparation of a Disparity Study Santa Clara County, CA Consulting Services for Disparity Study 	<ul style="list-style-type: none"> 03/2022 – 04/2023 02/2022 – 12/2023 	<p>Senior Consultant</p> <p>Project manager assistant, Policy review, selected practices research, and reporting</p>
Haita Toure	<ul style="list-style-type: none"> Athens-Clarke County Unified Government (GA) Disparity Study San Jose (CA) Disparity Study 	<ul style="list-style-type: none"> 03/2022 – 08/2023 05/2022 – 12/2023 	<p>Consultant</p> <p>Qualitative researcher, Organize, coordinate, and analyze qualitative data</p>
Walter Benitez	<ul style="list-style-type: none"> City of Portsmouth (VA) Disparity Study City of Richmond (VA) Preparation of a Disparity Study 	<ul style="list-style-type: none"> 03/2022 – 03/2023 03/2022 – 04/2023 	<p>Consultant</p> <p>Quantitative research, Collect, organize, and prepare data, Conduct quantitative analyses</p>

CRITERIA 3: KEY TEAM MEMBER'S QUALIFICATIONS

Disparity Team Members	Examples Of Prior Experience	Dates Of The Project	Roles & Responsibilities
Jaime Benitez (started in MGT in March 2023)	<ul style="list-style-type: none"> ◆ San Jose (CA) Disparity Study ◆ Empire State Development (NY) Disparity Study 	<ul style="list-style-type: none"> ◆ 05/2022 – 12/2023 ◆ 01/2023 – 12/2023 in progress 	<p>Consultant Quantitative research Collect, organize, and prepare data, Conduct quantitative analyses</p>
Donaldson Consulting	<ul style="list-style-type: none"> ◆ DBE Study - Availability and Disparity, Alaska Department of Transportation and Public Facilities ◆ Santa Clara County (CA) Consulting Services for Disparity Study ◆ San Jose (CA) Disparity Study 	<ul style="list-style-type: none"> ◆ 12/2019 – 01/2021 ◆ 02/2022 – 12/2023 ◆ 05/2022 – 12/2023 	<p>Subcontractor to MGT In depth interviews of business community, and qualitative data collection to include: interviews business and professional organizations</p>
M. Davis & Company	<ul style="list-style-type: none"> ◆ Philadelphia (PA) Disparity Study ◆ Delaware County (PA) Disparity Study 	<ul style="list-style-type: none"> ◆ 05/2020 ◆ 04/2023 - Present 	<p>Subcontractor to Miller3 Consulting Custom census data collection Executing anecdotal interviews of firms in the Delaware county marketplace which are intended inform future focus groups discussion guide</p>

Criteria 4: Project Management System

A. Project Management & Quality Assurance Program

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

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

Our team’s approach to conducting disparity studies is based on the methodologies, models, and tools that we have developed for this specific type of work, coupled with over 49 years of service to the public sector communities across the country. To successfully conduct this study, it is important to fully understand the environment in which WSDOT operates and the objectives of the study to provide a valid, accurate, and legally defensible study for WSDOT.

Quality Assurance

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

Quality Control

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

Change Control

MGT realizes, even with the best developed work plans, some change will be required as obstacles are encountered or new information is gathered. Any complex project will require some changes during the lifecycle. We have always collaborated with clients to meet their needs and the goals of the project, while making sure the process flows smoothly. We will work

with WSDOT to ensure the end goals are met, while understanding the project has a specific purpose and objectives. We are open to reasonable suggestions, if they can be developed without significantly impacting timelines and budget.

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

Cost and Schedule Controls

Cost and schedule controls allow for projects to be conducted with reasonable projection of resources and time necessary to complete the tasks involved. To support our management plan, MGT routinely uses an internal control system to meet management objectives and monitor a project's progress, quality, and budget. Hours expended by project team members are closely monitored by the Project Director to ensure the project remains on schedule and within budget. If additional staff resources or other resources are needed to adhere to the timeline, MGT has the corporate capacity and flexibility to make these additions. Our entire team is involved in this process under the direction of the Project Director. Every effort will be made to control costs during this project, using methods that include, but are not limited to:

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

Continuous Improvement

Since we are dealing with real world programs, we anticipate encountering real world issues. MGT's project team brings a great deal of professional experience in working with such challenges. Through our vast experience conducting complex studies, MGT has found common themes regarding communication among multiple partners, reluctance of participation, and data collection and/or maintenance challenges. As such, we are uniquely positioned to manage these complexities. Below is a summary of significant challenges we anticipate and a description of how we attempt to minimize the impact of such challenges.

Managing Communication Among Multiple Entities. We find we are best able to meet our clients' expectations when we have regular and informative communication. Establishing well-functioning lines of communication takes time and commitment. Given the large number of current and potential stakeholders for this project, we propose initiating the project by developing a detailed communication plan that outlines the roles and responsibilities for ongoing communication. Our single point of contact, MGT's project director, will be responsible for working with WSDOT's Project Officer to mitigate the challenge of managing communication among multiple entities and stakeholders.

Reluctance or Resistance to Respond to Participation in the Process.

Stakeholders may view participation in the evaluation as intrusive and/or time consuming. MGT will develop a Communication, Engagement, and Outreach Plan, which will provide suggested strategies and practices for launching and continuing outreach and participation in this important study. Our clients have found the use of a Communication Outreach Plan as a valuable resource that helps to increase, bolster, and sustain the needed commitment level of the stakeholders.

Quality and Availability of Non-DBE Subcontractor Data. MGT begins with a data assessment and evaluation activity. This activity will help identify any data gaps that exist. Many minority-owned, women-owned, and small business programs are diligent in collecting DBE's subcontractor data but are less diligent collecting non-DBE subcontracting data. MGT has previously retrieved this data from hard copy contract files, payment records, and release of lien records. If necessary, MGT will collect subcontracting data directly from prime firms using the subcontracting data collection process detailed in Appendix A of the *National Cooperative Highway Research Program Report (NCHRP) 644* that provides national model disparity study guidelines.

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

Study Completion. Often there is a gap between the completion of the draft report and the final report due to external factors which did not impact the content of the report, such as the readiness of political or legislative bodies to receive the report.

Although there have been delays in some of our projects, there has been no increase in the final price for the study when compared to our proposed price. The only increase in cost has been when the client requested an increase in the original scope of services

Criteria 5: Project Delivery Approach

Strict adherence to a detailed work plan and schedule designed for conducting a quality compensation study with clear reporting dates for each major activity.

A. Project Understanding & Approach

Based on our understanding of the Request for Qualifications (RFQ), the Washington State Department of Transportation seeks a consultant to conduct a legally defensible and econometrically accurate FAA 2024 Statewide Disparity Study. We understand the last study was conducted in 2017, and WSDOT is seeking an update to that study. During our study, we will determine through our proven customized approach if any discrimination and barriers exist. Additionally, if there are areas of concern, we can provide WSDOT recommendations and remedies for this study. The results and recommendations MGT will provide will serve as the basis for appropriate policy remedies for addressing identified barriers to inclusion of all segments of the business community, and policy options that are legally defensible and based on effective base practices. WSDOT's goal is to ensure DBEs have equal opportunity to participate in WSDOT's contract opportunities.

To meet WSDOT's needs, the study must be comprehensive and comply with all requirements and specifications clearly outlined in the Scope of Services in WSDOT's RFQ. To be successful, the consultant must have experience conducting disparity studies that conform to relevant disparity case law best practice methodologies that inform the market area analysis, product market analysis, utilization analysis, availability analysis, disparity analysis, and other vital components of a legally defensible disparity study. The consultant also must have the "right team" who understands the environment and context in which the study will be conducted and can appropriately navigate and mitigate any limitations and/or risks associated with the collection and analysis of data for the study period.

Successfully completing a legally defensible study has inherent risks and challenges that must be expertly addressed and resolved. MGT's disparity study history, expertise, and our overall research ability makes MGT ideally suited to meet WSDOT's need for a study that has the potential to reshape procurement and contracting operations and achieve WSDOT's goal of *full and equitable participation in all procurement activities*.



Project Approach

When addressing discrimination in public contracting, governments are obligated to identify and examine evidence from their markets that may indicate discrimination is impacting the ability of firms to compete successfully in contracting opportunities. The most impactful influences regarding how governments should evaluate the need for, and implementation of, a MWBE or DBE program have been two cases: *Croson* and *Adarand*. The *Croson* decision required local government agencies' race preference contracting programs be able to withstand strict scrutiny review to avoid violating the Equal Protection Clause of the Fourteenth Amendment. Strict scrutiny must be met by:

- ◆ Demonstrating a “compelling interest” in the remedial purpose of the MWBE program; and,
- ◆ Ensuring that the program is “narrowly tailored” to meet the remedial goal.¹

The *Adarand* decision applied the *Croson* requirement of strict scrutiny to the federal DBE program.

While these cases are clear that evidence must be presented to create an affirmative action program, they do not regulate how a government may identify and present this evidence. One option for governments is to conduct what has become known as a disparity study.

An effective disparity study will:

- ◆ Serve as the basis of a legal defense should the program be challenged.
- ◆ Meet all regulatory requirements related to such programs.
- ◆ Clearly present evidence to consider in implementing a program.
- ◆ Provide recommendations regarding program administration.
- ◆ Provide education regarding the value and purpose of the study, and the findings and recommendations for procurement and program management.

MGT has developed a methodology that clearly answers the questions that guide such inquiry:

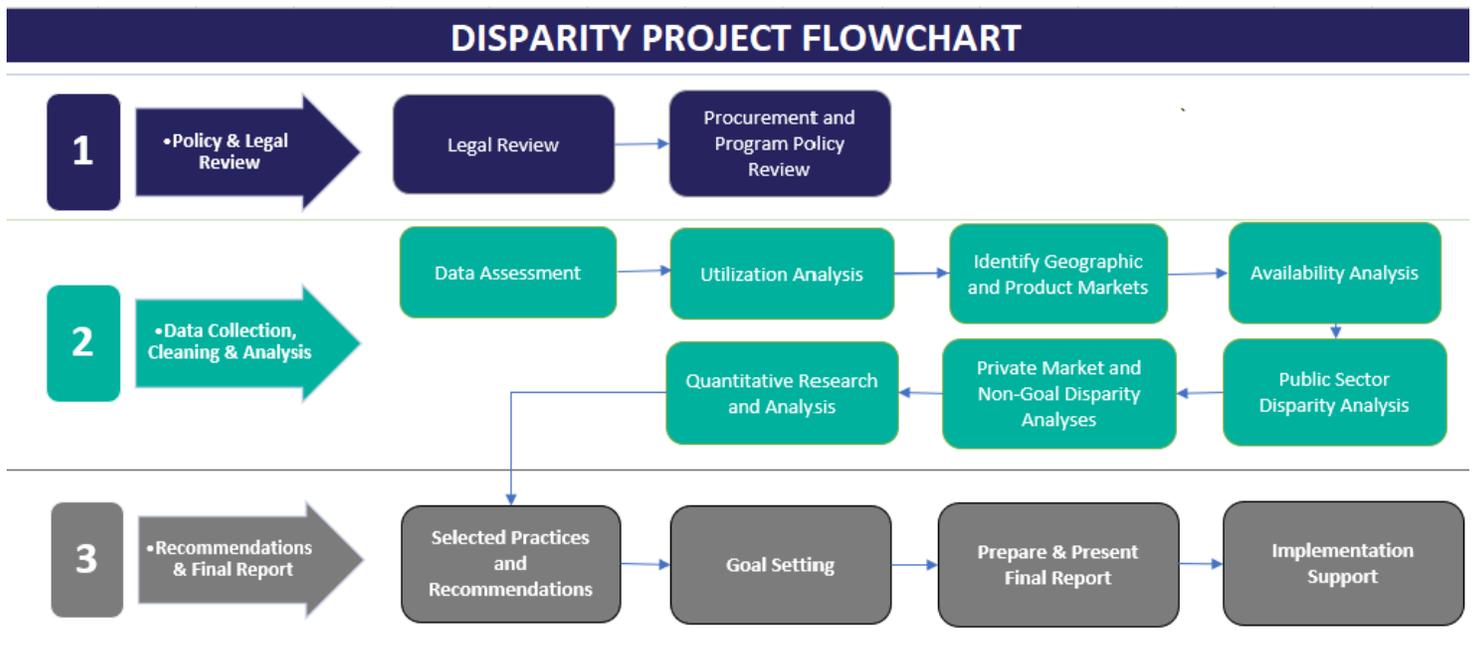
1. What legal guidance and standards must be followed when designing the conduct of a disparity study?
2. What are the current policies and practices for procurement and the DBE's program? What elements are in place, being utilized, and effective in the current policies?
3. What does WSDOT's contracting records show to be the utilization of firms?
4. What geographic and product markets make up WSDOT's relevant market area?
5. What is the availability of firms in WSDOT's relevant markets to perform on contracts?
6. Is there a disparity between the utilization of firms and their availability in WSDOT's markets? If so, is this disparity significant?
7. Is there disparity in the un-remediated market where there are no goals for contracting?

¹ *Croson*, at 727-28.

8. Is any disparity identified in WSDOT’s contracting attributable to factors other than discrimination?
9. What are the experiences of DBE’s firms in working or attempting to work on public and private contracting opportunities?
10. What are the opinions and perceptions of firms regarding WSDOT’s procurement and program practices?
11. What actions can WSDOT take in its procurement and program policies to help create a level playing field for all firms?

In response to our guiding research questions, MGT structures our methodology according to the study components as illustrated in **Exhibit 2**.

Exhibit 2. Disparity Study Components



In the following section we explain our methodology for each identified component, present a concise list of each component’s task details, and present the timeline we recommend for this study. MGT is committed to robust and unbiased research – independence and objectivity are inherent in our methodology – therefore, our findings will remain unchanged unless WSDOT or MGT identifies discrepancies or errors in our work.

Proposed Work Plan

Task 1.0: PROJECT INITIATION

Purpose: Establish clear work plan, project schedule, roles and responsibilities, and outreach plan.

In the first weeks of the project, MGT will work with WSDOT and our subconsultants to initiate the project. We have found this is a very important component of a successful study. We will establish a clear work plan, confirm project deliverables, create an outreach plan for the study, and begin to work on identifying and accessing WSDOT's data.

The kickoff meeting provides the best opportunity to ensure clarity of purpose, roles, and expectations for the project.

MGT will facilitate an onsite kickoff meeting at WSDOT's specified location. The kickoff meeting is a time to introduce MGT, subconsultants, and WSDOT team members, orient everyone to the project, and cultivate a collaborative working relationship.

MGT will lead a discussion of the project's goals and present a vision for project success. The study team will review key roles and responsibilities, making sure there is a common understanding of assumptions and expectations, project deliverables, and finalization of the timeline for the study. The result of these discussions will be a co-created final work plan. This work plan will provide a roadmap which the MGT team and WSDOT will follow.

We will work with our subconsultants and WSDOT to craft a Communication, Outreach, and Engagement Plan for the study. The purpose of the plan is to disseminate information about the study as well as to solicit participation from stakeholders such as WSDOT personnel, local businesses, and professional organizations. MGT will create a Frequently Asked Questions (FAQ) document to share information about the study. We also will create a study website to keep the public informed about the progress of the study, opportunities to participate, and provide a format for individuals to share confidential information, experiences, and opinions to be included with the anecdotal data.

One of the most challenging and time-consuming tasks in a disparity study is identification and collection of the data we need from WSDOT. Before the kickoff meeting, we will submit a data query form to be completed and discussed at the kickoff meeting. This form will ask WSDOT to identify and locate program and policy documents and vendor and contracting data. This will enable us to begin making quick progress toward obtaining accurate data for the study. To support efficient access to necessary data, MGT will establish a SharePoint site for safe and quick transference and storage of data.

The initiation of the project in this manner establishes a solid foundation for the project.

Task 2.0: LEGAL REVIEW

Purpose: Determine the legal guidance standards that must be followed when designing a disparity study.

To ensure legal sufficiency of our methodology, MGT has conducted a thorough review of the court decisions in cases subsequent to *Croson*. MGT assisted in the defense of several programs at trial, including *H.B. Rowe vs. North Carolina Department of Transportation*, *Gross Seed v Nebraska Department of Roads*, and *Adarand vs. Colorado Department of Transportation*. We will continue to review any new cases that arise during the study period to monitor for changes pertaining to DBE programs.

The *Croson* decision required governments race preference contracting programs be able to withstand strict scrutiny review to avoid violating the Equal Protection Clause of the Fourteenth Amendment. Strict scrutiny review requires that an agency demonstrate a “compelling interest” in the remedial purpose of the DBE program and that the program itself is “narrowly tailored” to meet the remedial goal.²

Based on our significant experience with studies and with litigation, MGT is confident that our proposed methodology, crafted with Ninth Circuit Court of Appeals decisions in mind, will result in a legally defensible program based on our recommendations in the study.

Conducting this legal review and analysis at the beginning of the project establishes the framework for this study. The study must comply with the standards required for a constitutionally sound race- and gender-based program as set forth in *Croson*, *Gross Seed*, *Adarand*, *Concrete Works*, and other relevant opinions. Our legal review will also serve to educate about constitutional strict scrutiny and its application to DBE programs as well as to detail the legal parameters of our methodology to support potential future defense of a program based on this study.

Task 3.0: PROCUREMENT AND PROGRAM POLICY REVIEW

Purpose: Investigate, document, and evaluate current WSDOT procurement and DBE program policies and DBE program implementation.

MGT will conduct an in-depth review of contracting and program policies and procedures, the degree to which they are practiced, and their impact on firms attempting to do business or doing business with WSDOT or its prime contractors.

Policy Review will include documents, organization charts, and interviews with relevant personnel.

MGT will work closely with WSDOT’s Project Officer and other key staff to gather documentation such as procurement regulations, procurement manuals, organization charts, procurement flow diagrams, information on waivers and good faith efforts, and details regarding race-neutral program components.

² *Croson*, at 727-28.

MGT will conduct a careful examination of these contracting and program policies, legislation, and administrative rules and regulations. We also will conduct in-person or virtual interviews with key internal stakeholders, such as procurement staff, WSDOT executives, and DBE program staff.

Task 4.0: DATA ASSESSMENT, COLLECTION, AND PREPARATION

Purpose: To identify the quantitative data and necessary analyses required in a disparity study.

Data are the foundation of a reliable, statistically valid, and defensible disparity study. Disparity studies require a large body of information and data on the availability and utilization of vendors collected from many different sources. Proper collection and preparation of these data are essential for an accurate and defensible study. To ensure the availability of robust, statistically valid data for the study, the MGT team will follow a disciplined methodology to identify data sources, build the necessary databases, and prepare the data for analysis.

Data collection and preparation is the most time consuming, costly, and crucial component of a disparity study. Adequate time and resources must be allocated; and WSDOT, consultant, and stakeholder expectations must be managed to resist hurrying this critical task.

Collecting relevant and accurate contract data is the most time consuming and crucial part of a disparity study. The utilization data findings contribute directly to the geographic and product market analysis, availability analysis, and anecdotal data collection. To do it well, it must not be rushed; there must be sufficient time and resources committed to this task from the beginning of the project.

MGT will begin this task by submitting a detailed data query to WSDOT to be completed by relevant staff in preparation for the kickoff meeting. The data query form will ask for descriptive information regarding prime- and sub-level contracting data.

We will assess and confirm WSDOT data that can be used for the purposes of this study. We will also assess prime and subcontractor records using awards and payment data, vendor identification, and where the appropriate data are located and the retrieval process.

Based on the findings from the data query process, MGT will develop comprehensive Data Collection Plans that detail the data we will collect, the format of the data, and data limitations. Our team is experienced collecting data from multiple data systems including electronic contract files, financial software systems and hard copy records.

During this evaluation process, we will determine whether WSDOT has sufficient subcontracting records within its own data for the study. It is not unusual for governments to have adequate DBE subcontracting records but lack adequate non-DBE subcontracting records. If WSDOT does not have adequate non-DBE

We will follow the subcontracting data collection process detailed in Appendix A of the *National Cooperative Highway Research Program Report 644* that provides national model disparity study guidelines. We are one of only two firms who perform this task.

subcontracting records, we will collect the subcontracting data directly from the prime firms. This is the method recommended in the *National Cooperative Highway Research Program (NCHRP) Report 644* for the national model disparity study. Final data preparation is a resource intensive task that requires extensive data enhancement including:

- ◆ Creating and/or cleaning variable names and data definitions.
- ◆ Updating incorrect or missing addresses, race/gender, and certification information.
- ◆ Assigning commodity codes and type of work descriptions.
- ◆ Identifying location of firms by county and state.
- ◆ Ensuring field values are consistent regarding firm name, contact information, race/gender, industry code.
- ◆ Removing or reconciling duplicate records.
- ◆ Eliminating unnecessary records such as payments to other governments, employee reimbursements, utility payments, and other assorted expenditures that are often discovered in contracting and procurement data.

Often a firm's remittance address, as opposed to the local office, is presented in the vendor-related data we obtain. MGT conducts additional research on firms not indicated within the local area to determine whether they have a local office, that way firms that are in the potential geographic area are accurately recorded.

MGT will collect diverse business and/or vendor lists from other governmental agencies, trade associations, and business organizations, and combine those lists into a Master Vendor Database. This database will be used to update race, ethnicity, and/or gender of firms and will be utilized in qualitative activities.

Task 5.0: UTILIZATION ANALYSIS

Purpose: Identify WSDOT's prime and subcontracting and purchasing activities to determine the utilization of firms.

MGT will conduct utilization analyses on WSDOT's FAA-funded contracts awarded during the study period. The utilization analysis will include contracts for construction, construction-related services, non-construction-related services, and commodities. This process involves examining dollars in the relevant market area for each procurement category during each fiscal year of the study. We will conduct a prime-only analysis, as well as an overall utilization analysis of all contracting and subcontracting records.

Task 6.0: RELEVANT GEOGRAPHIC MARKET AND PRODUCT MARKET ANALYSIS

Purpose: Identify WSDOT’s relevant geographic and product markets.

MGT will conduct geographic and product market area analyses of the utilization data to determine the markets to adhere to when identifying available firms. The **geographic market** analysis will be conducted using the agreed upon and most comprehensive sources of procurement data to determine vendor locations (e.g., metropolitan statistical area [MSA], counties) that represent most of WSDOT’s contract expenditures. The courts have accepted the use of counties as standard geographic units in conducting equal employment opportunity and disparity studies and will be used for this study. MGT will adhere to this approach since county boundaries are externally determined, so there are no subjective determinations. The **product market** analysis will use the procurement data to determine which industries (i.e., North American Industry Classification System [NAICS] commodity codes) represent the majority of WSDOT’s contracts.

MGT uses the 75% standard when determining relevant market areas. In other words, we identify the locations and industries that capture 75% of the procurement dollars spent. The 75% rule is generally accepted in antitrust cases and has been accepted as precedent in other relevant areas.

Task 7.0: AVAILABILITY ANALYSIS

Purpose: Provide availability estimates of firms in WSDOT’s relevant markets.

Using the geographic and product market parameters, MGT will calculate availability estimates of ready, willing, and able firms using the true custom census method detailed in the NCHRP report for recommended disparity study procedures.

Many firms use the words “custom census” to describe their availability analysis; however, upon closer review it is evident that they are *not* following the true custom census guidelines. Typically, departures from the guidelines include:

- ◆ Requiring firms to participate in a lengthy survey to be included in the availability analysis.
- ◆ Omitting steps, such as not conducting a race/gender misclassification/non-classification survey.
- ◆ Failing to conduct a product market analysis to restrict availability of firms to the industries in the top spend of the agencies contracting.

MGT is the only firm using the true custom census in its entirety as detailed in the national model disparity study guidelines.

MGT is the *only* firm following the national model disparity study guidelines for calculating availability recommended in NCHRP Report 644, “Guidelines for Conducting an Availability and

Disparity Study.” This is the only method under Part 26 that has received favorable judicial analysis.³

This report specifies seven specific steps for calculating availability:

1. Create a database of WSDOT’s contracts to identify utilization.
2. Identify the relevant geographic market based on the utilization data.
3. Identify the relevant product markets based on the utilization data.
4. Count all businesses in those relevant markets.
5. Identify listed minority- and women-owned businesses in those markets.
6. Verify the ownership status of listed minority- and women-owned businesses.
7. Verify the ownership status of all other firms.

In previous sections, we detailed our methodology for achieving steps 1 through 3 above. To obtain a count of all firms in the relevant markets, MGT will procure a comprehensive download of businesses in the relevant geographic and product markets from Dunn & Bradstreet (D&B). As part of our data collection efforts, MGT will identify and obtain lists of minority- and women-owned firms from relevant certifying entities, other local governments, and national directories of DBE’s firms to supplement the D&B data with race and gender data. Once we have a complete and clean database of all available firms in the relevant markets from D&B and WSDOT’s certification and registered vendor lists, we will create a random stratified sample of firms by ownership category and industry code. We will conduct a survey of the firms in this sample to verify race and gender information for the firm owner. Results of the survey are then extrapolated to the full scale of the applicable universe to arrive at an estimation of available firms by ethnicity/gender classification and procurement category.

MGT will provide an availability analysis weighted by NAICS code expenditure and disaggregated by:

- ◆ Procurement categories: construction, construction-related services, non-construction-related services, and commodities.
- ◆ NAICS commodity code.
- ◆ Year and in summary.
- ◆ Dollar amount and percentages.
- ◆ Business ownership classification (race/ethnicity and gender).

The custom census does not introduce capacity-like variables (e.g., age of the firm, revenues, etc.) into the availability estimates. As explained in the NCHRP Report 644, Appendix B “Understanding Capacity”, this would import the current effects of past discrimination into the analysis. Proper statistical analysis should not control for the variables affected by the behavior sought to be isolated. DBEs being newer, smaller, and less competitive are potentially a result of the discrimination sought to be remedied. If a methodology eliminates firms based on such “capacity” variables, then it is importing the results of discrimination into the analysis meant to

³ *Sherbrooke*, 345 F.3d at 973; see *Concrete Works IV*, 321 F.3d at 966 (custom census was “more sophisticated” than earlier studies using Census data and bidders’ lists).

identify discrimination. The courts⁴ have rejected the need for attempting to control firm qualifications such as revenues, employees, experience, etc., because it is wrong to use the outcomes of discrimination as the measure of a race-neutral market.

Task 8.0: PUBLIC SECTOR DISPARITY ANALYSIS

Purpose: Establish whether there is there a statistically significant disparity between the utilization of firms and their availability in WSDOT’s markets.

To demonstrate an evidentiary basis for enacting a race-conscious program and to satisfy *Croson’s* compelling interest prong, governmental entities must present evidence of underutilization of DBE’s businesses that would give rise to an inference of discrimination in public contracting.⁵ If disparity can be shown, a *prima facie* case may be established if the differences between utilization and availability are large or statistically significant. Appropriate statistical tests must be used to determine if significant differences exist between the estimates of availability and utilization of firms. Therefore, MGT will determine disparity by creating a disparity index, as well as using statistical significance testing.

The disparity index is a number that shows how actual utilization compares to the ideal utilization we would expect to see based on the availability of firms in their respective categories.

The disparity analysis compares utilization with availability to determine whether there is a disparity between the utilization and availability of firms. MGT will calculate disparity for each of the study’s procurement categories and ownership classifications. A disparity index of 100 indicates the levels of utilization and availability are similar. A disparity index of 80 or lower is the threshold for establishing substantial disparity.

This approach is based on the Equal Employment Opportunity Commission’s (EEOC) *80% rule* used in calculating employment disparity. The 80% rule has widespread acceptance in the field and has been accepted by the Supreme Court as an appropriate disparity threshold.

After calculating the various disparity indices, MGT will conduct statistical significance testing to determine whether any disparities seen in WSDOT’s procurement categories are (a) substantial in nature, and (b) can be reasonably interpreted as non-random. MGT’s proven analytic and statistical methodologies produce results that are accurate, well-reasoned, and legally defensible.

⁴ *Concrete Works of Colorado, Inc. v. City and County of Denver*, 321 F.3d 950, 981, 983 (10th Cir. 2003), cert. denied, 124 S.Ct. 556 (2003) (“M/WBE construction firms are generally smaller and less experienced because of discrimination...”

⁵ *County of Richmond v. Croson*, at 509.

Task 9.0: PRIVATE MARKET DISPARITY AND NON-GOAL ANALYSIS

Purpose: Identify whether there is disparity in un-remediated markets where there are no goals for contracting.

The goal of these analyses is to determine whether discrimination exists in the private sector contracting market. This helps to identify what occurs in the absence of an affirmative program.

Private market and non-goals analyses serve to illustrate what occurs in markets that do not have affirmative programs to ameliorate contracting practices.

Our private sector model includes:

Non-Goal Analysis – MGT will conduct a comparative analysis of prime contractor utilization of DBE’s firms on projects without goals, should the data allow.

Disparities in Self-Employment – MGT will provide a statistical analysis of disparities in entry into and earnings from construction self-employment using data from the Public Use Micro Sample (PUMS) from the U.S. Census Bureau. MGT will present results from a logit model to estimate self-employment disparities for minorities and women.

Disparities in the Marketplace – MGT will examine disparities for minorities in the marketplace by using the U.S. Census Bureau’s 2012 Survey of Business Owners (SBO) and 2021 Annual Business Survey (ABS). SBO and ABS provide data on economic and demographic characteristics for businesses and business owners by geography, industries defined by NAICS codes, firm sales, firm employment size, and business ownership classification.

Credit Market Analysis – MGT will use national data to evaluate issues related to access to and cost of credit for minority- and women-owned firms as compared to non-minority owned firms. We will also provide analysis for WSDOT’s area using information collected in our vendor survey.

Task 10.0: QUALITATIVE DATA COLLECTION AND ANALYSIS

Purpose: Solicit information about experiences of discrimination and impacts of WSDOT’s application of procurement and program practices.

Qualitative evidence is a crucial component of a defensible disparity study and is important in meeting strict scrutiny. It helps in identifying strong evidence of discrimination, demonstrating a compelling interest, and crafting recommendations that are narrowly tailored to WSDOT and its market. It can be probative of a continuing need for remedial measures when a government has had a race-conscious program in place for many years and its contracting records reflect the impact of the program and without showing disparity. This does not necessarily mean discrimination has ended and there is no

Our approach for gathering and analyzing the qualitative information is an enhanced and collective approach. We use several methods to collect this vital information:

- 2 Business engagement meetings
- 50 In-depth interviews with local businesses
- 2 Professional organization interviews

longer a need for a remedial program. Qualitative evidence can shed light on deeply imbedded discriminatory practices and on what the market might be like if there was no remedial program. The information obtained in this component provides information about the effectiveness of current programs and policies as well as suggestions for improvements.

Task 11.0: RECOMMENDATIONS

Purpose: Identify actions WSDOT can take in its procurement and program policies to create a level playing field for all firms.

MGT has an extensive repository of best practices that can be tailored for WSDOT to help remedy disparity and improve purchasing and program administration.

MGT will review the data and information gathered and the findings of all analyses to develop recommendations for WSDOT to consider regarding its procurement and program policies and practices that would help to level the playing field for all firms.

The recommendations will detail multiple race/gender neutral initiatives and, if supported by the evidence, a recommendation regarding race/gender conscious measures. Suggestions may be provided for program administration and monitoring, reporting and data record keeping and storage practices, consideration of a small business program, unbundling large contracts, and supportive services.

Task 12.0: GOAL SETTING

Purpose: To establish an annual aspirational goal for WSDOT.

MGT adheres to the Department of Transportation’s (DOT) recommended method of goal setting. We will provide annual aspirational goals per industry for WSDOT’s contracting. To meet the narrow tailoring requirement, WSDOT must set project-specific goals rather than apply the aspirational goal to all projects. If requested, we can provide some guidance regarding this.

STEP ONE – DETERMINING THE BASE FIGURE

This calculation is produced by dividing the number of DBE firms by the total number of firms in the relevant market. However, the DOT recommends weighing the availability estimate based on the percentage of spending for each category or industry code. For the aspirational goal, therefore, we will provide a weighted estimate of availability. The calculation is weight multiplied by availability.

We will also identify availability for each industry category, weighting the estimate by the spend in the industry category.

STEP TWO – ADJUSTING THE BASE FIGURE

The DOT requires consideration of an adjustment to the Step One calculation so that the goals are as accurate as possible. Step Two requires recipients to consider evidence of the effects of the DBE Program and historical and current discrimination on DBE’s availability, and potentially adjusting the Step One figure of availability “but for” the effects of discrimination. Evidence we may consider includes past participation, evidence from other disparity studies conducted in

WSDOT’s market area, statistical disparities observed in the private market, or any other data or information that would help to better measure the percentage of work DBE would be likely to obtain in the absence of discrimination.

MGT will fully explain a Step Two adjustment and the sources relied upon or will provide an explanation about why no adjustment is recommended.

Task 13.0: DEVELOP DRAFT AND FINAL REPORT

Purpose: Provide WSDOT with documentation regarding disparity in its markets and recommendations to improve its procurement and program practices to level the playing field for all firms.

MGT’s Disparity Study report will be a comprehensive document that captures all aspects of the study and presents the findings in a well-organized, easily understood format. The report will fully explain all the findings and recommendations. It will present the Study’s legal framework and provide complete discussions of the methodologies used, including the regression models and other statistical analytics.

After the final Disparity Report is accepted, MGT will prepare and facilitate a presentation for WSDOT.

We will also provide copies of the data files and anecdotal instruments developed during the study. To ensure the report meets WSDOT’s needs and expectations, MGT’s report development process is iterative and collaborative. Throughout the study period, MGT will provide the results of analysis, preliminary findings, and other interim work products including draft chapters to WSDOT for review and comment. As the study concludes, we will compile all draft chapters, incorporate all feedback, and prepare an executive summary to create the final report.

B. Conflict Resolution

PROBLEM RESOLUTION

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

- ◆ **Managing Communication Among Multiple Entities.** We find we are best able to meet our clients’ expectations when we have regular and informative communication. Establishing well-functioning lines of communication takes time and commitment. We propose initiating the project by developing a detailed communication plan that outlines the roles and responsibilities for ongoing communication.
- ◆ **Reluctance or Resistance to Respond to Participation in the Process.** Stakeholders may view participation in the evaluation as intrusive and/or time consuming. MGT will coordinate with WSDOT officials to distribute a letter requesting participation written on WSDOT letterhead with the signature of appropriate staff.
- ◆ **Data Management.** When data elements must be collected from multiple sources, understandably, there may be some variation in the quality of such data elements. MGT

will provide technical assistance, ensuring all data provided is reliable, collected, and summarized.

C. Project Assumptions

The work plan and budget for this proposal were developed with several key assumptions made. Changes to these assumptions may impact both our methodology and project costs. We welcome the opportunity to meet with WSDOT's Project Officer to review these assumptions, validate or adjust them based on more complete information, and adjust the work plan and/or budget accordingly. Below, we present our assumptions:

1. MGT will work with WSDOT to find the appropriate balance between onsite and virtual work. MGT can and has successfully performed all tasks virtually.
2. There will be a designated Project Officer assigned to the study to resolve any conflicts that may arise.
3. MGT expects to have complete and timely access to necessary documents and personnel.
4. Some tasks will be conducted concurrently, when possible.
5. WSDOT will make any meetings or interviews a priority.
6. Meeting rooms will be arranged for, and used at, the expense of WSDOT.
7. MGT will receive all requested electronic data either in Microsoft (MS) Excel, MS Access, a comma delimited file, or any combination thereof.
8. MGT assumes the project management tools, cost accounting, and time keeping systems selected for this program will be common, off-the-shelf software packages (e.g., MS Project) that do not require significant specialized knowledge of the software. More sophisticated applications may require additional effort to implement and/or the assistance of a qualified vendor representative.
9. The report will make recommendations to the extent possible; some findings will not result in recommendations.
10. WSDOT has the right to review and reject any MGT staff proposed for or assigned to this engagement.
11. MGT is willing to negotiate adjustments in the proposed cost should WSDOT and MGT mutually agree upon reduction or increases to the scope of the project.
12. WSDOT's Project Officer will ensure comments on the draft report from select project stakeholders are consolidated into a single document and any conflicting comments are reconciled before delivering the comments to MGT.
13. If we do not hear from WSDOT within two weeks of report delivery (email or hard copy), final reports are assumed final.

D. Critical Milestones

Based on MGT’s experience conducting disparity studies and the requirements of the RFQ, we anticipate it will take 12 months from project initiation to complete WSDOT’s study. *Exhibit 3* illustrates the timeframe associated with each task in our work plan.

Exhibit 3. Proposed Timeline

WORK PLAN TASKS	MONTH												
	1	2	3	4	5	6	7	8	9	10	11	12	
1.0 Project Initiation	█												
2.0 Legal Review		█											
3.0 Procurement and Program Policy Review		█	█										
4.0 Data Assessment, Collection, and Preparation	█	█	█	█									
5.0 Utilization Analysis				█	█	█							
6.0 Relevant Geographic Market and Product Market Analysis						█	█						
7.0 Availability Analysis							█	█	█				
8.0 Public Sector Disparity Analysis									█	█			
9.0 Private Market Disparity and Non-Goal Analysis									█	█			
10.0 Qualitative Data Collection and Analysis				█	█	█	█						
11.0 Recommendations											█		
12.0 Goal Setting											█		
13.0 Develop Draft and Final Report												█	

Criteria 6: Investigation and Analysis

MGT has completed two of the largest disparity studies in the country, for the City of New York and the State of Texas. MGT completed the following studies comparable to WSDOT's 2024 Disparity Study within the last five years:

STATE OF DELAWARE | DISPARITY STUDY | JAN 2021 – MAR 2022

MGT conducted a disparity study within the legal framework as established by court rulings, to determine the absence or presence of discrimination in contracting by the State, and how that relates to implementing an affirmative action program in public contracting.

ALASKA DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES | DBE AVAILABILITY AND DISPARITY STUDY | DEC 2019 - JAN 2021

MGT recently completed a two-part Availability Analysis and a Disparity Analysis study for DOT and Public Facilities (PF). The study was conducted within the legal framework as established by 49 Code of Federal Regulations (CFR) Part 26 and court rulings, to determine the absence or presence of discrimination in federal aid contracting in Alaska, as well as how it related to implementing an affirmative action program in public contracting. MGT completed all necessary investigations and interviews, surveys, and collections of quantitative data, as well as performed the required analyses, and collected all pertinent anecdotal information. MGT provided a complete review of the DOT&PF DBE program and sub-recipients to assist in administering the program and for the establishment of a statewide overall DBE goal. Completed on budget and on schedule.

NORTH TEXAS TOLLWAY AUTHORITY | AVAILABILITY AND DISPARITY STUDY | JUN 2016 - APR 2020

MGT was retained by the North Texas Tollway Authority (NTTA) to conduct an Availability and Disparity Study. This study is analyzing the availability and disparity of disadvantaged, minority-owned, and women-owned firms contracting within the NTTA's relevant industries of Professional Services, Construction Services, Consulting and Non-professional Services, and Goods and Commodities. Study tasks included a legal review; a review of policies, procedures, and programs; data assessment and data collection; identification of geographical market area; utilization, availability, and disparity analyses; anecdotal data collection; private sector analysis; recommendations, draft, and final reports. Completed on budget and on schedule.

Note: This study encompassed an additional utilization time period add on; which accounts for the extended timeline period.