

City of Reno Nevada Professional Services Agreement

AGREEMENT FOR EQUITY PLAN

This AGREEMENT FOR EQUITY PLAN (“Agreement”) is entered into this ____ day of _____, 2023 by and between MGT of America Consulting, LLC whose address is 4320 West Kennedy Boulevard, Suite 200, Tampa, Florida 33609 hereinafter referred to as the (“CONSULTANT”); and the City of Reno, a municipal corporation in the State of Nevada, whose address is One East First Street, Reno, Nevada 89501 and hereinafter referred to as the (“CITY”).

RECITALS

WHEREAS, City has a need for MGT of America Consulting, LLC to providing consulting and assessment services to produce an organizational Equity Plan; and

WHEREAS, as a result of a request for proposal process, it has been determined that CONSULTANT is duly qualified and experienced in the performance of said services; and

WHEREAS, CITY desires to retain the services of CONSULTANT as outlined in CONSULTANT’S submitted proposal; and

NOW, THEREFORE, in consideration of the aforesaid recitals, which are incorporated by reference into this Agreement, the parties mutually agree as follows:

ARTICLE I

SCOPE OF SERVICES TO BE PERFORMED BY CONSULTANT

1.1 Specific Services: CONSULTANT agrees to provide services and deliverables as described in CONSULTANT’S proposal to provide consultation and develop an organizational Equity Plan attached herein as Attachment A. However, should any term and condition in Attachment A contradict a term of this Agreement, the terms and conditions of this Agreement shall control.

1.2 Changes of Scope of Work: No substantial changes to the scope of services may be made without prior written approval of both CITY and CONSULTANT.

1.3 Principal-in-Charge: It is agreed and understood by CITY and CONSULTANT that CONSULTANT will be the principal in charge of the work as described in Attachment A. Any changes to the principal-in-charge shall be subject to written approval by CITY.

ARTICLE II

TERM OF AGREEMENT

2.1 Term of Agreement: This Agreement shall be effective commencing in June 2023 through anticipated to conclude by December 2023 or until deliverables have been accepted by the City, unless otherwise terminated or extended. The Agreement will run for less than 1 year.

2.2 Extension Approval: The City Council authorizes the City’s Chief Equity and Community Relations Officer to engage and enter into 1 additional one-year extension.

ARTICLE III COMPENSATION TERMS AND CONDITIONS

3.1 **Compensation & Reimbursement:** The fee for MGT of America Consulting, LLC shall be as stated in CONSULTANT'S proposal and are provided in the CONSULTANT'S Scope of Services and Fee Schedule attached herein as **Attachment A**:

In addition, if events or circumstances are encountered that result in a modification to the scope of the engagement, cost adjustments may be required. However, any proposed cost adjustments will be discussed in detail and negotiated with the City's Chief Equity and Community Relations Officer and subject to final approval by the City Manager.

Notwithstanding any other provision in this Agreement to the contrary, the total maximum compensation to be paid for the satisfactory accomplishment and completion of all services to be performed hereunder shall in no event exceed the sum of one hundred and forty-two thousand, two hundred and seventy-six.

3.2 **Method of Payment:** The manner of payment for the duration of the Agreement shall be as follows:

- (a) CONSULTANT shall submit to the CITY monthly invoices based on the actual services rendered;
- (b) As a condition precedent to any payment to CONSULTANT under this Agreement, CONSULTANT shall submit monthly to the CITY a statement of account which clearly sets forth by dates the designated items of work for which the billing is submitted and the purchase order number that has been assigned for this Agreement; and
- (c) Original billing invoices should be addressed to:

 City of Reno
 Cynthia Esparza
 1 East First Street, 10th Floor
 Reno, NV 89509
- (d) CONSULTANT shall receive payments from the CITY based upon approved invoices within thirty (30) days of CITY receipt of invoice.

ARTICLE IV GUARANTEE/WARRANTY

4.1 CONSULTANT shall replace and or redo, at no cost to the City of Reno, any products or services purchased under this Agreement, if that product/service is deemed unacceptable for any reason resulting from deviations from the specifications contained herein, or as a result of improper procedures, and/or improper handling by CONSULTANT.

ARTICLE V OBLIGATIONS OF CITY

5.1 CITY Responsibilities: Unless otherwise specified in this Agreement, the CITY shall be responsible for the following:

- (a) The CITY providing access to and coordinating logistics involving staff and community members and adequate project management staff time.

5.2 CITY Principal Contact: The CITY shall designate in writing a staff person to act as the CITY's project manager with respect to the CONSULTANT for services to be performed under this Agreement, and such person shall have complete authority to transmit instructions, receive information, interpret and define the CITY's policies and decisions with respect to services covered by this Agreement.

5.3 Special Services: No additional services shall be performed and no additional compensation shall be permitted without a City approved written supplemental agreement. This supplemental agreement must be approved by the City's Chief Equity and Community Relations Officer, City Manager or City Council depending on the signatory authority required. Further, such supplemental agreement must be executed prior to the commencement or performance of any additional work.

ARTICLE VI OBLIGATIONS OF CONSULTANT

6.1 Performance: CONSULTANT agrees to devote the time necessary to complete performance of the above described services covered under this Agreement. CONSULTANT is not precluded hereunder from representing or performing services for and being employed by other persons or companies, provided that such services do not create a conflict of interest relative to the CITY.

6.2 Assignment: Neither this Agreement nor any duties or obligations, including the right to receive payment, under this Agreement may be assigned by CONSULTANT without the prior consent of the CITY.

6.3 Compliance: CONSULTANT shall, at their own expense, obtain and pay for all licenses, permits or fees and agree to observe and comply with all applicable federal, state and local laws, rules and regulations, including but not limited to, compliance with State of Nevada Workers' Compensation laws and City of Reno business license requirements.

6.4 Independent Contractor: The parties understand and agree that CONSULTANT is an independent contractor as recognized under Nevada law. Accordingly, with respect to the CONSULTANT, the CITY will NOT:

- a) Withhold any income taxes;
- b) Provide workers' compensation coverage;
- c) Provide group insurance plans which may be available to CITY employees;
- d) Participate or contribute by either the independent contractor or the CITY to the public employees' retirement system;
- e) Provide for vacation leave or sick leave; or
- f) Approve or authorize unemployment compensation coverage.

6.5 Worker's Compensation Insurance: As required by the laws of the State of Nevada, Consultant shall carry during the term of this Agreement, Worker's Compensation Insurance under the laws of the State of Nevada, to cover any compensable injuries or diseases arising during the performance of this Agreement. Specifically, Consultant shall comply with the provisions of NRS Chapters 616A, 616B, 616C regarding Industrial Insurance, and NRS Chapters 617 and 618 regarding Occupational Diseases, Safety and Health.

6.6 Insurance: CONSULTANT shall maintain comprehensive general liability coverage for limits of not less than one million dollars (\$1,000,000) for bodily injury and property damages, per occurrence during the term of this Agreement. The City to be an additional insured with thirty (30) day notice of termination requirement for reasons other than non-payment of premium and at least ten (10) days for non-payment of premium. Automobile coverage of no less than \$1,000,000 combined single limit per accident for bodily injury and property damage. No aggregate limit may apply. CONSULTANT shall also maintain during the term of this Agreement professional liability insurance in the amount of not less than Two Million Dollars (\$2,000,000.00) per claim and Four Million Dollars (\$4,000,000) aggregate. As evidence of insurance coverage, the CITY will accept certification of insurance by an authorized representative of the insurance carrier. Each certificate will bear a thirty (30) day written notice of cancellation to the CITY for reasons other than non-payment of premium and at least ten (10) days for non-payment of premium. Certificates of insurance should be delivered to the office of the Risk Manager c/o Reno City Attorney's Office, at; 1 E. 1st Street, Reno, NV 89501, or mailed to: P.O. Box 1900, Reno, NV 89505.

ARTICLE VII

TERMINATION OF AGREEMENT AND SERVICES

7.1 Notice and Termination: This Agreement and all services to be rendered hereunder may be terminated at any time upon thirty (30) days written notice from either party. In such event, all finished and unfinished documents, project data and reports shall become CITY property and shall be delivered to it or to any party it may designate. In the event of such termination, CONSULTANT shall be paid for the work actually performed prior to the effective date of termination, plus any agreed on work required for closing the services.

7.2 Cancellation may occur in the event the type, quality and/or work is unsatisfactory to the City of Reno. In the event CONSULTANT does not perform in an acceptable and/or satisfactory manner or is in default for whatever reason, the City of Reno reserves the right to cancel the Agreement and to procure the product(s) or service from other sources and hold the contractor responsible for any excess cost occasioned thereby.

7.3 In the event CONSULTANT shall default or is terminated for default, they shall be recommended to the Reno City Council, for debarment from doing business with the City of Reno for at least one (1) year after the termination of the term of the defaulted agreement.

7.4 In the event the City of Reno fails to obligate requisite funds for the ensuing fiscal year(s) for payment of amounts due against this Agreement, necessitating cancellation of this Agreement, CONSULTANT shall agree to hold the City of Reno free from any charge or penalty.

ARTICLE VIII GENERAL PROVISIONS

8.1 Entire Agreement: This Agreement supersedes any and all agreements, either oral or written between the parties hereto with respect to rendering of services by CONSULTANT for the CITY and contains all of the covenants and agreements between the parties with respect to the rendering of such services in any manner whatsoever. Each party of this Agreement acknowledges that no representation, inducements, promises, or agreements orally or otherwise have been made by any party that are not embodied herein, and that no other agreement, statement or promise not contained in this Agreement shall be valid or binding. Any modification of this Agreement will be effective only if it is in writing and signed by the parties to this Agreement.

8.2 Nondiscrimination. In connection with the performance of work under this Contract, the Consultant shall not discriminate against any employee or applicant for employment because of age, race, creed, religion, color, veteran status, sex, sexual orientation (means having or being perceived as having an orientation for heterosexuality, homosexuality, or bi-sexuality), gender identity or gender expression (means a gender-related identity, appearance, expression, or behavior of a person regardless of the person's assigned sex at birth), physical condition, disability, national origin, or any other protected class status applicable under federal, state or local law, rule or regulation. Race includes traits associated with race, including, without limitation, hair texture and protective hairstyles. Any violation of this provision shall constitute a material breach of contract.

8.3 Approvals. Whenever this Agreement calls for City approval, consent, or waiver, the written approval, consent, or waiver of the City's City Manager or Chief Equity and Community Relations Officer shall constitute the approval, consent, or waiver of the City, without further authorization required from the City Council. Where this Agreement specifically refers to City Council, then City Council approval, consent or waiver is required. The City hereby authorizes the foregoing persons to deliver such approvals or consents as are required by this Agreement, or to waive requirements under this Agreement, on behalf of the City.

8.4 Waiver: The waiver by either party of a breach or violation of any provision of this Agreement will not operate as or be construed to be a waiver of any subsequent breach thereof.

8.5 Records: CONSULTANT'S books, documents, papers and records ("Records") specifically relating to this Agreement shall be open for inspection and subject to audit, examination, excerpts and transactions, during working hours by the CITY, Reno City Attorney or any of their duly authorized representatives at the expense of the CITY. CONSULTANT shall maintain all Records for four (4) years after the date of final payment and close of all other pending matters.

8.6 Indemnification:

- (a) To the fullest extent permitted by law, CONSULTANT shall assume the defense of, indemnify and hold harmless the CITY and its officers, agents, employees, and volunteers (collectively "Indemnitees") from and against any claim, loss, damage, injury (including, without limitation, injury to or death of an employee of the

CONSULTANT or its sub-consultants) and liability of every kind, nature and description (including without limitation, incidental and consequential damages, court costs, attorneys' fees and costs of investigation) that arise directly or indirectly, in whole or in part, from: (1) the services under this Agreement, or any part thereof, (2) any act or omission of CONSULTANT, and sub-consultants to the CONSULTANT, anyone directly or indirectly employed by it, agents of CONSULTANT, or anyone that they control (collectively "Liabilities"), even if such Liabilities are caused in part by the negligence of any indemnitee, subject to the provisions set forth below in this section.

- (b) CONSULTANT assumes no liability for the sole negligence or willful misconduct of Indemnitees.
- (c) CONSULTANT's indemnification obligations for claims involving "Professional Liability" (claims involving acts, error, or omissions in the rendering of professional services) and "Economic Loss Only" (claims involving economic loss which are not connected with bodily injury or physical damage to property) shall be limited to the proportionate extent of Consultant's negligence or other breach of duty.
- (d) Any and all Federal, State and local taxes, charges, fees, or contributions required by law to be paid with respect to CONSULTANT's performance of this Agreement (including, without limitation, unemployment insurance, social security, business license taxes, and income taxes) shall be CONSULTANT's sole liability.

8.7 Governing Law: This Agreement shall be administered and interpreted under the laws of the State of Nevada. If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void insofar as it is in conflict with said laws, but the remainder of this Agreement shall be in full force and effect. Any action at law, suit or equity or judicial proceeding for the enforcement of this Agreement or any provision thereof shall be instituted in a court of competent jurisdiction located in Washoe County, Nevada.

8.8 Drafting: This Agreement shall not be construed for or against a party by virtue of which party drafted the terms and conditions of this Agreement. This Agreement shall be construed and interpreted under the laws of the State of Nevada.

8.9 Arbitration: Any controversy or claim arising out of or relating to this Agreement, or the breach thereof, provided both parties agree, may be settled by arbitration in accordance with the Commercial Arbitration Rules of the American Arbitration Association and judgment upon the award rendered by the Arbitrator(s) may be entered in any court having jurisdiction thereof.

8.10 Limited Liability: The parties will not waive and intend to assert available defenses and limitations contained in Chapter 41 of the Nevada Revised Statutes. Contract liability of both parties shall not be subject to punitive damages. Actual damages for any City breach shall never exceed the amount of funds which have been appropriated for payment under this Agreement, but not yet paid, for the fiscal year budget in existence at the time of the breach.

8.11 Bankruptcy: In the event either party applies for or consents to the appointment of a receiver, trustee, or liquidator of itself or of all or a substantial part of its assets, files a voluntary petition in bankruptcy, admits in writing its inability to pay its debts as they become due, make a general

assignment for the benefit of creditors, files a petition or an answer in seeking a reorganization or arrangement with creditors or, as a debtor, invoke or takes advantage of the provisions of any insolvency law, including without limitation any provision of the United States Bankruptcy Act, or any proceeding in any court is instituted seeking to adjudicate either party as a debtor, bankrupt or insolvent, and the same shall not be dismissed or discharged within thirty (30) days after notice thereof given to the appropriate party, the other party may by unilateral notice terminate this Agreement effective on any future date specified in such notice.

8.12 Notices: All notices, requests, demands and other communications which are required or permitted to be given under this Agreement shall be in writing and shall be deemed to have been duly given upon the delivery by registered mail, certified mail, return receipt requested, or Federal Express, as follows:

CITY: CITY OF RENO
Cynthia Esparza
Chief Equity and Community Relations Officer
One East First Street, 9th Floor
Reno, Nevada 89501

With copy to: Reno City Attorney
P.O. Box 1900
Reno, Nevada 89505

CONSULTANT: MGT OF AMERICA CONSULTING, LLC
Dr. Lamont Browne
4320 West Kennedy Boulevard, Suite 200
Tampa, Florida 33609

A change in the designation of the person or address to which submittals, requests, notices and reports shall be delivered is effective when the other party has received notice of the change by certified mail.

8.13 Authorization to Sign: The parties hereby warrant that the persons executing this Agreement are authorized to execute this Agreement and are authorized to obligate the respective parties to perform this Agreement.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be signed and intend to be legally bound thereby.

Executed on this _____ day of _____, 2023.

CITY:

CITY OF RENO, NEVADA

CONSULTANT:

MGT CONSULTING OF AMERICA, LLC

By: Hillary Schieve, Mayor

By: Dr. Lamont Browne
Title: Vice President, DEI Solutions
Address: 4320 West Kennedy Boulevard, Suite 200
Tampa, Florida 33609

Dated: _____

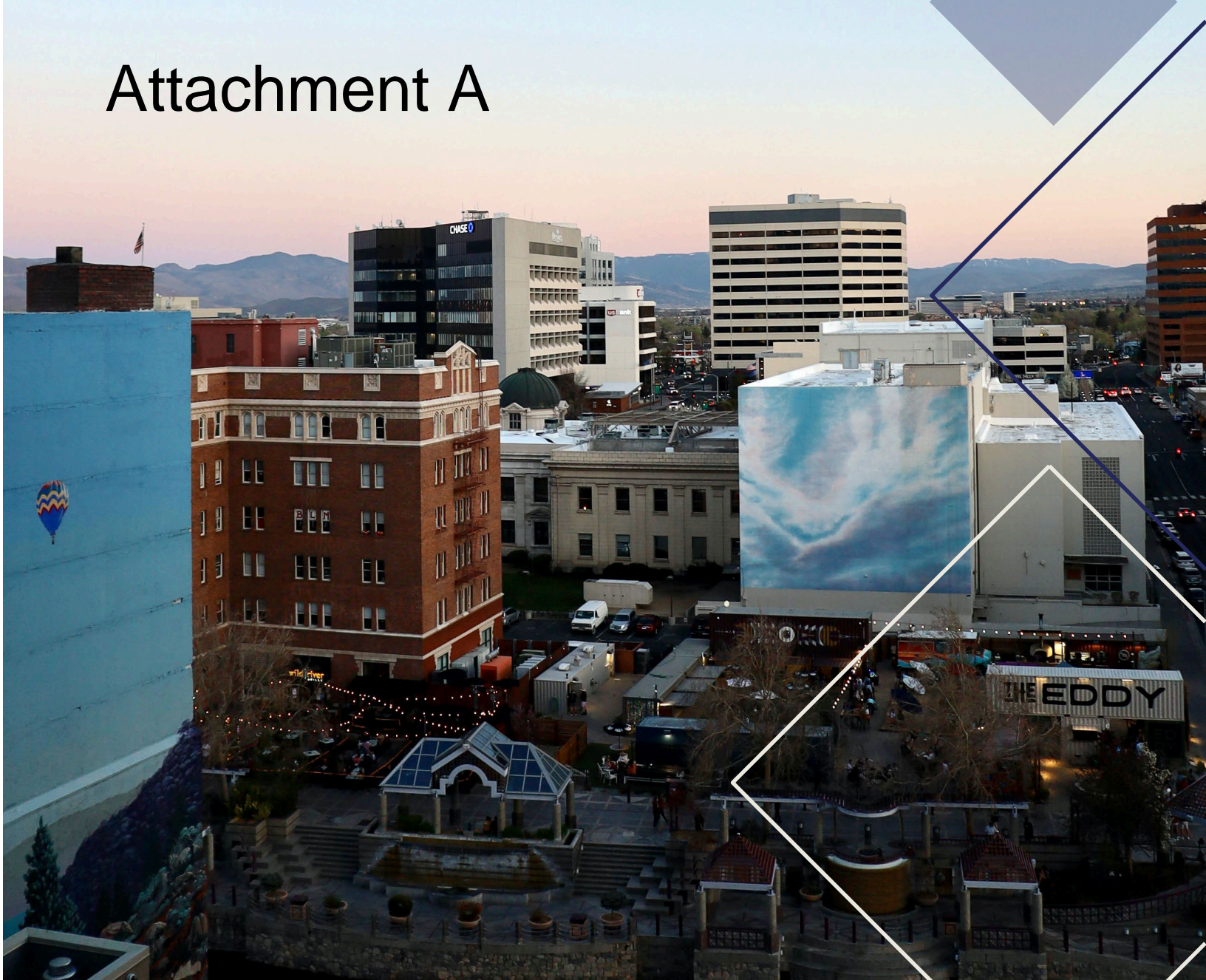
ATTEST:

Mikki Huntsman, City Clerk

APPROVED AS TO LEGAL FORM:

Deputy City Attorney

Attachment A



Proposal

JANUARY 31, 2023

RFQ # 2023-04

COMPREHENSIVE EQUITY PLAN CONSULTANT

CITY OF RENO

Submitted by:

DR. LAMONT BROWNE
VICE PRESIDENT, DEI SOLUTIONS

4320 West Kennedy Boulevard
Suite 200
Tampa, Florida 33609
888.302.0899
lbrowne@mgtconsulting.com



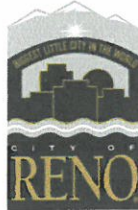
Table of Contents

COVER SHEET FOR REQUEST FOR QUALIFICATIONS	2
EXCEPTIONS FORM.....	3
DISCLOSURE OF PRINCIPALS.....	4
CERTIFICATION	5
SUBMITTERS STATUS.....	6
EXECUTIVE SUMMARY LETTER	8
FIRM PROFILE	9
MGT HISTORY AND ORGANIZATION STRUCTURE	9
EXPERIENCE OF FIRM AND PERSONNEL	10
WORKFORCE AND ORGANIZATION.....	10
DEI PROJECT EXPERIENCE	12
STATE OF NEVADA EXPERIENCE.....	15
PROJECT TEAM & EXPERIENCE	16
PROJECT TEAM AND QUALIFICATIONS	16
ORGANIZATIONAL CHART	17
REFERENCES	18
PROPOSED APPROACH & METHODOLOGY	19
PROJECT UNDERSTANDING	19
METHODOLOGY.....	19
STAKEHOLDER ENGAGEMENT	19
PROJECT MANAGEMENT AND QUALITY ASSURANCE	20
PROPOSED WORKPLAN.....	21
PROJECT SCHEDULE.....	27
SUBMITTER'S FEES.....	29
APPENDIX I: TEAM RESUMES.....	30
APPENDIX II. WORK SAMPLES	38
APPENDIX III: ADDITIONAL CONSULTING SERVICES.....	40
APPENDIX IV: ADDENDUMS.....	43

REQUEST FOR QUALIFICATIONS 2023-04 – COMPREHENSIVE EQUITY PLAN CONSULTANT – ADDENDUM 1.....	43
APPENDIX 5: INSURANCE REQUIREMENTS	48

Request for Qualifications for Comprehensive Equity Plan Consultant

CITY OF RENO
Purchasing Division
P.O. Box 1900
Reno, NV 89505
(775) 326-6658
(775) 334-2409 fax
woodm@reno.gov



Date: 11/21/2022
RFQ No. 2023-04

INVITATION AND ADVERTISED REQUEST FOR QUALIFICATIONS

Sealed submissions will be received until 3:00 pm, 01/31/2023, via our [online portal](#). Said submissions shall be opened no earlier than 3:05 pm 01/31/2023.


Marcie Wood, Management Assistant - Purchasing

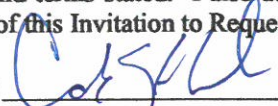
The City of Reno is currently accepting sealed submissions for a qualified Comprehensive Equity Plan Consultant. This Request is exempt from standard NRS §332 guidelines per Chapter 332.115(1)(b). The selection of a qualified Comprehensive Equity Plan Consultant is within the discretion of the governing body.

Questions regarding the Request for Qualifications shall be submitted via the [online portal](#) under the Questions Tab.

Per the attached Terms, Conditions, and Requirements.

Firm Name MGT of America Consulting, LLC
Address 4320 W Kennedy Blvd, Ste 200
City Tampa
State FL Zip Code 33609
Telephone 888.302.0899
Fax none
E-mail proposals@mgtconsulting.com

In compliance with this Invitation for Request for Qualifications and subject to all Terms and Conditions thereof, the undersigned offers and agrees, if selected, to furnish any or all of the items or services listed herein at the fees and terms stated. I also acknowledge receipt of 19 pages of this Invitation to Request for Qualifications.

Signature 
Print Name Carla Luke
Print Title Chief Financial Officer

C. EXCEPTIONS

[illegible]

Request for Qualifications for Comprehensive Equity Plan Consultant

D. DISCLOSURE OF PRINCIPALS

Please print or type:

MGT of America Consulting, LLC	888.302.0899
Company Name	Telephone Number with area code
4320 W. Kennedy Blvd, Ste 200	none
Street Address	Facsimile Number with area code
Tampa, FL 33609	81-0878597
City, State and Zip Code	Federal Tax Identification Number

NAMES OF OFFICERS OR OWNERS OF CONCERN, PARTNERSHIP, ETC.

A Trey Traviesa	Chairman & CEO
Name	Official Capacity
4320 W. Kennedy Blvd, Ste 200	Tampa, FL 33609
Street Address	City, State and Zip Code

Carla Luke	Chief Financial Officer
Name	Official Capacity
4320 W. Kennedy Blvd, Ste 200	Tampa, FL 33609
Street Address	City, State and Zip Code

Name	Official Capacity
Street Address	City, State and Zip Code

Name	Official Capacity
Street Address	City, State and Zip Code

Request for Qualifications for Comprehensive Equity Plan Consultant

E. Certification

I/we hereby certify that the Instructions and Term and Conditions have been read and agree to:
(Print)

4320 W Kennedy Blvd, Suite 200; Tampa, FL 33609

(Address)

888.302.0899

(Phone)

none

(Fax)

Representative Carla Luke, Chief Financial Officer

(Print)

(Signature)

Vendor acknowledges 19 pages of this bid. Date January 25, 2023

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Request for Qualifications for Comprehensive Equity Plan Consultant

12. Request for Qualifications Evaluation:

Request for Qualifications shall be evaluated with considerations being fee proposal, responses to questions posed within the RFQ document related to process, references and on the basis of conformance to specifications, terms and conditions of the RFQ as stated herein.

13. Cancellation:

The City reserves the right to cancel a resultant Agreement upon thirty (30) days written notice.

Cancellation may occur in the event the type, quality and/or work is unsatisfactory to the City.

In the event that successful Submitter shall default or is terminated for default, they shall not be considered a responsible Submitter for **RFQ 2023-04**, and shall be recommended to the Reno City Council, for debarment from doing business with the City for at least one (1) year after the termination of the term of the defaulted agreement.

14. Assignment:

No Assignment of any agreement resulting from this award of this Request for Qualifications shall be allowed, including the right to receive payment, without the express written permission of the City.

15. Submitter's Status

Minority Status: Has this firm been certified as a minority, women owned or disadvantaged business enterprise by any governmental agency?

_____ Yes ~~XXX~~ No If yes, please specify government agency:

Date of certification: N/A

The above is for information only. The City encourages minority business participation; however no preferences shall be given.

Notice to disabled persons: The City will make reasonable accommodations for disabled persons who wish to submit Request for Qualifications or attend a Request for Qualifications opening by contacting Marcie Wood prior to the Request for Qualifications opening date.

Debarment and/or Suspension: As required by Executive Order 125.49, Debarment & Suspension, and implemented at 34CFR Part 85, the Submitter certifies that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from transactions with

Request for Qualifications for Comprehensive Equity Plan Consultant

any Federal Department or Agency.

City of Reno Business License Number and Expiration
date R154834A, business license renewal pending

Reno Municipal Code, Section 4.04.020 requires that any business operating within the City of Reno is required to possess a valid City of Reno business license. Be advised that upon award of a contract/agreement to perform services for the City of Reno, a current business license must be in your possession before commencing business.

NONDISCRIMINATION. In connection with the performance of work under this Contract, the Contractor shall not discriminate against any employee or applicant for employment because of age, race, creed, religion, color, veteran status, sex, sexual orientation (means having or being perceived as having an orientation for heterosexuality, homosexuality, or bi-sexuality), gender identity or gender expression (means a gender-related identity, appearance, expression, or behavior of a person regardless of the person's assigned sex at birth), physical condition, disability, national origin, or any other protected class status applicable under federal, state or local law, rule or regulation. Race includes traits associated with race, including, without limitation, hair texture and protective hairstyles.

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Executive Summary Letter

January 31, 2023

Marcie Wood
Management Assistant - Purchasing
P.O. Box 1900
Reno, NV 89505

Dear Ms. Wood:

MGT of America Consulting, LLC (MGT) is pleased to present this proposal to the **City of Reno (City)** in response to the request for a **COMPREHENSIVE EQUITY PLAN CONSULTANT**. For more than **48 years**, MGT has worked with **Cities, Counties, non-profit, and K-12 & Higher Education Institutions** in the areas of Equity, human resources evaluation, strategic planning, organizational assessment, and Equity Training for staff and boards. Having conducted over 350 studies related to advancing the tenets of diversity, equity, inclusion, access, and opportunity (DEI) for all, our team of seasoned professionals offer the expertise and knowledge to exceed your expectations in conducting this important project.

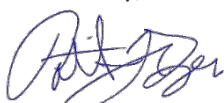
MGT is thoroughly familiar with issues related to equity faced by local and state municipalities as well as small and large organizations in today's politically charged environment. We understand how sensitive such work can be and thus we focus on humility, warmth, and transparent communication as we build strong and authentic relationships with our clients and their stakeholders. Our considerable experience with various clients across the country provides a distinct advantage in facilitating a best-in-class Equity Study, customized to the specific need, culture, and goals of the City. We aim to deliver effective and practical deliverables that produce meaningful impact that is sustainable for years to come.

While we are nationally recognized, our team is also experienced with issues related to Equity and Organizational Improvement throughout the State of Nevada. MGT has a successful track record of performing various services for a diverse array of public sector clients across the State of Nevada.

We are excited about the opportunity to work with the City of Reno to provide these important services and look forward to further discussion about this engagement. MGT is in good standing and possesses both a valid City of Reno and State of Nevada business license.

I confirm that all of the information and data submitted are true and complete to the best of my knowledge. I have read and understand all the information contained within the Qualifications package. If you have questions concerning any aspect of this proposal, please contact **Dr. Lamont Browne** at **215.221.4718** or LBrowne@mgtconsulting.com.

Sincerely,



Patrick Dyer
Vice President, *Authorized to bind the firm*

Firm Profile

MGT History and Organization Structure

MGT of America Consulting, LLC (MGT) began operations in 1974 as a public sector research firm and has expanded its consulting capabilities and client offerings over the years. We are a national consulting firm specializing in **assisting public sector clients to operate more efficiently and effectively**. A significant portion of MGT's work is repeat business, reflecting a high level of customer satisfaction in our ability to provide exceptional professional services.

MGT has acquired a keen understanding of the structures, operations, and issues facing public agencies. This understanding comes from **over 48 years** of extensive experience providing management consulting services to state and local governments, and the prior work experience of our consultants. We are not the biggest, oldest, or highest profile consulting firm; just the best for combining firm qualifications and staff expertise and experience in promoting equity for our clients.

Prior to working as consultants, many of our 400 employees worked in public sector agencies as managers and staff. This inside knowledge and understanding of government gives our consultants an ability to hit the ground running from the very start of a project. MGT consultants understand what it means to work within constrained timelines, and the need to produce a product that concisely and clearly articulates findings, results, and practical recommendations and strategies for improvement.



MGT of America Consulting, LLC is a financially stable national consulting firm with local offices and 400+ staff throughout the country.

Founded in Florida in 1974 as a public-sector research firm, MGT has always taken pride in providing fiercely independent analysis and thoughtful advice to all our clients.

MGT is a privately held and quickly growing limited liability company with a deep roster of experienced management consulting experts and national resources. This ownership structure creates a mindset that permeates through every MGT owner: ***we change the communities we serve – for good.***



Defined by Impact

MGT strives to make a positive difference in the world and each community we are fortunate to support. Our DEI practice has equity embedded within every step of our work, including program management and our customized solutions that advance marginalized communities by reducing achievement and opportunity gaps. This is in our work, and we are proud to partner with you to use an equity lens to create policies and actions towards the City of Reno's growth and development.



Experience of Firm and Personnel

MGT has successfully delivered **more than 20,000 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 listed below:

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** | **Equity TRAINING**

For nearly 50 years, our ability to excel has been driven by our expertise, quality, and our commitment to exceeding client expectations.

Throughout our history, our ability to excel has been driven by our expertise, quality, and our 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 local municipalities.

Workforce and Organization

Diversity is at the core of MGT's culture. We are not only the firm that helped to start racial and gender disparity studies but also have experience humbly and confidently going into challenging politically and socially charged environments, such as with the City of Charlottesville city leadership, by providing a road map for addressing community engagement and disproportionality in policing. We live a culture of diversity, equity, and inclusion not only in the work we do, but in the way we demand it of ourselves as exemplified by our 2020 founding of the Institute of Racial Injustice Solutions, a non-profit organization founded to address issues of social unrest.

The image below depicts the MGT leadership team, demonstrating how diversity is lived by our organizational culture.

Executive Leadership Team



THE MGT CONSULTING **ADVANTAGE**



MGT offers an **impartial perspective** of outcomes and findings. As an independent entity, our only 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 guide the work of an agency or institution. MGT offers useful recommendations that lead to positive results with sensitivity to social and political realities that may exist.



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, and quality services that respond to each client's unique needs.

DEI Project Experience

MGT is one of the premier social impact firms in the country, conducting over **350 DEI studies** for a wide and diverse array of organizations **since 1990**. Overall, these studies are designed to promote and advance access and opportunity for organizations and their communities.

- ★ MGT is conducting a DEI assessment for the **Housing Authority of the City of Austin (TX)**. This project includes analysis of organizational policies and practices and feedback from staff and leaders, all of which will be used to craft a comprehensive DEI Action Plan. The project concludes with staff and leadership training on key DEI topics based on the organizational assessment.
- ★ MGT's partnered with the **County of Sacramento (CA)** to assess the state of equity for employees and residents and craft a DEI action plan to improve access and success for people in a manner that reflects the County's acknowledgement of racism as a public health crisis.
- ★ MGT conducted a Community Equity Profile for the **County of Hillsborough (FL)**. Our public engagement process resulted in more than 300 community members providing insight into barriers across their community and suggestions for improvement. MGT created an Equity Lens Decision guide to drive policy and practice decisions of county leaders and elected officials.
- ★ MGT conducted a DEI assessment for **Arapahoe County (CO)** that consisted of extensive input and ownership by key stakeholders who not only provided critical input but were led by MGT in the collaborative design of DEI action plan for the County and training for commissioners.
- ★ MGT is conducting an Equity and Inclusion assessment for the city of **Shaker Heights (OH)** which includes a comprehensive assessment of policy and practice and stakeholder engagement. The project concludes with an Equity and Inclusion Action Plan for the city.
- ★ MGT's work with the **City of Charlottesville (VA)** following the unrest that put Charlottesville in the national spotlight included data analysis from three different systems in the City and County to determine whether there were disparities in the adult criminal justice system.
- ★ MGT contracted with the **City of Oregon City (OR)** to conduct a DEI assessment of operations and practices and the impact on City staff and residents. Our work entailed surveying staff, leading focus groups, and facilitating a Community DEI Task Force and DEI Action Plan.
- ★ The **Utah Office of Tourism** hired MGT to conduct an equity assessment of the organization which included a pay audit equity. Throughout the partnership, MGT staff facilitated DEI-related training to the Board of directors, staff, and at the annual Utah Tourism Conference.
- ★ The **City of Battle Creek (MI)** hired MGT to conduct an equity audit of the human resource and police department policies and practices, which informed the development of a DEI Action Plan to improve the City's culture and outcomes related to DEI.
- ★ MGT conducted an audit for the **Center of Creative Leadership** program offerings. Some of our deliverables include a DEI toolkit, DEU guide for facilitators, and program redesign recommendations that have been used to enhance content and delivery within CCL's leadership programs which serves more than 100,000 participants each year in more than 10 countries.

Recent DEI Experience (2020-Present)

Client Name	Scope of Work						
	Organization Assessment	Survey & Focus Groups	Community Engagement	Staff/Community Task Force	Strategic/ Action Plan	Staff Training	DEI Toolkit
Albany State University (NY)		X			X		
University of Arkansas Pine Bluff (AK)		X			X		
Virginia Commonwealth University (VA)	X	X			X	X	
Florida State University (FL)	X	X				X	
Florida A&M University (FL)	X	X			X		
City of Riverside (CA)	X	X					X
City of Battle Creek (MI)	X	X	X		X		
County of Hillsborough (FL)	X		X		X		
Center for Creative Leadership (Multi-national)	X						X
County of Arapahoe (CO)	X	X		X	X	X	
Utah Office of Tourism (UT)	X	X		X	X	X	
City of Oregon City (OC)	X	X	X	X	X	X	
Forensic Risk Alliance (Multi-national)	X	X		X	X		
County of Sacramento (CA)	X	X	X		X		
South Carolina Community & Technical College	X	X					
Gwinnett County Public Schools (GA)	X	X					
Florida Department of Education (FL)	X	X			X	X	
Johnson County Community College (KS)	X	X			X	X	
Maricopa Community College District (AZ)	X	X					
Kansas City Public Schools (MO)	X						
Barstow Community College (CA)						X	
Contexture Health Information Exchange (Nat'l.)	X	X		X	X		X
City of Shaker Heights (OH)	X	X		X	X	X	X
Housing Authority of the City of Austin (TX)	X	X	X	X	X	X	
Los Angeles County Metro. Transit Authority (CA)	X	X					
Snohomish County (WA)	X	X	X	X	X	X	X
Housing Authority of the City of Ventura (CA)	X	X	X	X	X	X	X
City of Philadelphia (PA)	X	X	X				
County of Loudon (VA)	X	X	X		X	X	
Montgomery County (PA)	X	X			X		

DEI Action Plans

MGT has successfully completed more than 100 strategic plans for organizations across the country. In addition to our Strategic planning experience, we also have DEI Strategic Action Plans



**OREGON
CITY**

MGT contracted with the City of Oregon City to conduct a DEI assessment of operations and practices and the impact on City staff and residents. Our work entailed surveying staff, leading focus groups, and facilitating a Community DEI Task Force. The findings of the assessment are used to inform the collaborative development of a multi-year DEI Strategic Plan.



City of Battle Creek (MI)

MGT is also conducting an equity audit of the City's human resource and police department policies and practices and will provide an Equity Plan based on the results of this audit. This project is designed to alter the landscape and change the City's trajectory relative to diversity, equity, and inclusion by first introspectively examining how the City operates in terms of structure, processes, and systems that

limit and/or inhibit the diversity, equity, and inclusion that is critical to the City's future. The results of the in-depth "as is" assessment in Phase I will provide the foundation for the design and creation of the roadmap for change in Phase II and execution of the roadmap for change in Phase III.



ARAPAHOE COUNTY

MGT conducted a DEI assessment for Arapahoe County (CO) that consisted of extensive input and ownership by key stakeholders who not only provided critical input but were led by MGT in the collaborative design of DEI Action Plan for the County and training for commissioners. This project begins with an "Audit" (Phase 1) of the County's processes, systems, policies, procedures, job descriptions, and communications

related to DEI. Phase 2 would be to assist in project planning and strategy and vision to implement appropriate change(s) based on audit findings. Phase 3 would be to recommend appropriate training and development for management and employees. Additionally, the County will use the resulting profile and data to guide the design and implementation of an "equity lens" through which actions taken by the County are examined to assess and measure questions of equity.



SHAKER HEIGHTS

MGT is conducting an Equity and Inclusion assessment for the city of Shaker Heights which includes a comprehensive assessment of policy and practice and stakeholder engagement. The project concludes with an Equity and Inclusion Action Plan for the city. The City is interested in working with an experienced DEI consultant who excels at helping governments successfully promote diversity, equity and inclusion within city operations. The City is specifically looking for a firm that specializes in working with the city staff to analyze existing systems, policies, programs and processes within the City of Shaker Heights government operations relative to DEI. The DEI consulting team at MGT surpasses this expectation with broad experience and capabilities to successfully conduct this project. We will perform this work with understanding of the Shaker Heights DEI Framework Update version 6 published 3/22/2021, which encompasses the following phases:

- ♦ Phase I: "Build Equity Muscle"
- ♦ Phase II: "Build & Flex Equity Muscle"
- ♦ Phase III: "Build & Flex Equity Muscle" (Cont'd.)

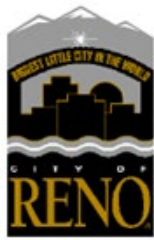
State of Nevada Experience

The MGT project team is well-versed in matters affecting the State of Nevada as we have years of significant experience serving Nevada-based clients. Please see a couple examples below:



University of Nevada, Las Vegas | Strategic Planning

The University of Nevada, Las Vegas (UNLV) College of Education embarked on an initiative to create an institute comparable to the academic medical center, allowing UNLV to scale up its innovations with real-world impacts. The primary focus was to translate research to practice by connecting the college's stellar research with innovative strategies educators can employ to equitably advance both UNLV and PreK-12 student success.



City of Reno | Citywide User Fee Study

The City of Reno, Nevada embarked on a Citywide User Fee Study that included analysis of cost of building permit services. MGT reviewed costs and revenues of 650+ fees in Planning & Development, City Clerk, Finance, Police, Fire, Public Works, and Parks & Recreation. MGT also developed cost allocation plans to support central administrative costs for user fee services.



Project Team & Experience

Project Team and Qualifications

MGT thrives on providing a high level of customer service throughout the life of our partnership. Dr. Browne will serve as project lead for this project. He is joined by a team of consultants who are experts in equity evaluation, social justice initiatives, data analysis, survey design and administration, community engagement, strategic planning, project management, training facilitation, and various diversity and organizational improvement frameworks. We have worked on a diverse range of equity projects with a wide array of clients with the following initiatives:

- ♦ Creating strategies for equity and inclusion that allow for the engagement of all stakeholders
- ♦ Root cause analysis of persistent gaps in access and opportunity
- ♦ Building operational structures to ensure ongoing internal and external DEI success.
- ♦ Assessing policies, procedures, and practices in service of eliminating organizational barriers
- ♦ Analyzing complex issues regarding race, class, gender, and other unique differences
- ♦ Effectively guiding stakeholders in developing shared understanding and commitment to equity

DR. LAMONT W. BROWNE, *Vice President and Executive-in-Charge*

Expertise: Organizational Improvement, Strategic Planning, DEI Analysis, Leadership Training

Years of Related Project Experience: 20

Length of Team Service: 3 years

DR. HEATHER CURRY, *Senior Consultant and Project Manager*

Expertise: DEI Policy and Practice Analysis, Stakeholder Engagement, Qualitative Analysis, DEI Education and Consultation

Years of Related Project Experience: 4

Length of Team Service: Less than 1 year

JUAN OSUNA, *Consultant*

Expertise: DEI Policy and Practice Analysis, Stakeholder Engagement

Years of Related Project Experience: 6

Length of Team Service: 1 year

DAVID BUSHNELL, *Consultant*

Expertise: Quantitative Data Analysis DEI Best Practices, Analysis of Policy, Practice, & Intersectionality, DEI Toolkit)

Years of Related Project Experience: 4

Length of Team Service: 2 years

JAIME HOFFMAN, *Consultant*

Expertise: Stakeholder Engagement, Qualitative Analysis, Policy Analysis, and DEI Toolkit

Years of Related Project Experience: 5

Length of Team Service: Less than 1 year

RACHEL KING, *Analyst*

Expertise: Human Resources, Research, Product Development, and Talent Management

Years of Related Project Experience: 7

Length of Team Service: Less than 1 year

SOPHIA BURGESS, *Analyst*

Expertise: Survey Design and Qualitative Analysis

Years of Related Project Experience: 1

Length of Team Service: 1 year

Organizational Chart

Please see **Appendix I** for the resumes of each project team member.



References

MGT has earned a reputation as a leader in using surveys and strong community engagement to support organizational audits, strategic plans, and diversity, equity, and inclusion projects. We focus on partnering with each client to appropriately merge industry best practice with unique client requirements. Many of our clients have contracted with MGT for multiple projects or updates; this 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, performance quality, and expertise of our staff.



ARAPAHOE COUNTY (CO)

Diversity, Equity, & Inclusivity Consulting Services
2/2022 – 8/2022

PATRICK HERNANDEZ, Human Resources Director
phernandez@arapahoegov.com | 303.795.4482



CITY OF OREGON CITY (OR)

DEI Assessment, Community Task Force, and DEI Action Planning
04/2022 – 12/2022

PATRICK FOILES, Human Resources Director
pfoiles@orc.org | 503.496.1528



UTAH OFFICE of TOURISM

Equity, Diversity, Inclusion, and Access Assessment
2/2022 – 9/2022

CELINA SINCLAIR, Partner Relations Lead
csinclair@utah.gov | 801.557.7416



COUNTY OF SACRAMENTO (CA)

DEI Assessment, Planning, and DEI Action Plan
4/2022 – 1/2023

RAMI ZAKARIA, Chief Information Officer
zakariar@sacounty.gov | 916.508.5296

Proposed Approach & Methodology

Project Understanding

We understand that the City desires to become a stronger equity-focused organization with a culture of inclusion that drives decision-making and encourages a welcoming and supportive working environment for its 1,700+ employees. The City is seeking a consultant to help design a comprehensive equity plan that aligns with the Council's Vision, Mission and Strategic Priorities. The City wants a sustainable plan that will be in place for 4 years. The City wants to look at their policies and actions for growth and development through a diversity, equity, and inclusion (DEI) lens. The City had taken steps toward building a healthy and inclusive workplace already where trust, mutual respect, communication, and excellent service to citizens is provided. The City strives to hire people with shared values and cultivates an equitable culture through a DEI speakers series, employee appreciation opportunities, and safe zone trainings. The City values work life balance and offers competitive salaries and benefits to its employees. MGT is well suited to meet the City's needs. MGT understands the importance of this work and its place as a tool for the City's decision-making and its aim to drive positive and impactful change. The final plan will reflect the City's mission of *"Creating a community that people are proud to call home."*

Methodology

MGT's methodology is premised on experience working in various types of communities across the United States addressing equity and inclusion; and this experience is critical to the success of this project. MGT's qualifications in equity audits, organizational culture, strategic planning, program evaluation, change management, and human services delivery systems, has enabled MGT to develop a level of sensitivity to the focal-point issues of this study.

We do not believe in a one-size-fits-all approach. We understand that every organization and community is different and even within an organization, perspectives and feelings of belonging can vary wildly based on mindsets, biases, expectations, and lived experiences. With this understanding, MGT customizes its approach to meet the specific needs of your organization, ensuring that every work product, meeting, action, and deliverable is aligned to the unique culture and specific goals of the City

Stakeholder Engagement

MGT believes in deep, genuine, and authentic community engagement that empowers stakeholders specifically those from historically underrepresented, underserved, or marginalized communities. It is not a practice to merely keep people informed – rather it is an approach to honor the voices of people who understand and care about the success of the City. Stakeholder feedback should represent all facets of the organization and our approach ensures that all voices are elevated despite historical trends of



discrimination or marginalization. Elevating all voices ensures that all perspectives are heard, the right analysis is conducted, and the most ideal recommendations are considered, while providing opportunity for organization and community-wide buy-in to the City’s plan of action for elevating equity.

We understand that different people regardless of their demographic affiliation can have wildly different experiences and perspectives and as such, we act with empathy, sensitivity, and grace in providing the space for people to feel safe and motivated to share feedback while authentically engaging in the project.

Statistical Significance

MGT proposes to conduct a comprehensive qualitative assessment using a variety of means to ensure maximum participation and feedback representative of your community, while ensuring that our approach to gathering participant insight results in data that is statistically significant. We understand the importance of valid and reliable data representative of the broad diversity of the Reno community.

Project Management and Quality Assurance

MGT uses proven project management methodologies to ensure we deliver project results that are on time, on budget, and meet or exceed client expectations by identifying the most effective long-term, decision-making solutions.

Throughout the project, we will maintain frequent, transparent, and authentic communication with the client to avoid surprises or conflict. Our lead project consultants will be primarily responsible for **quality assurance**. Our project team will be in regular contact with the Project Executive, providing regular project status updates and bi-weekly status calls to provide a summary of progress and to address any risks or variances from the planned schedule.



Proposed Workplan

Task 1.0: CLIENT ENGAGEMENT & BEST PRACTICES REVIEW

1.1 Project Kickoff

MGT will facilitate an initial meeting for key members of the project team to meet each other, identify desired communication strategy, ensure mutual understanding of the project goals and outcomes, identify potential barriers, and establish consensus regarding activities, timelines, deliverables, and mutual expectations.

DELIVERABLES

- ◆ Finalized work plan and project schedule
- ◆ Description of deliverables
- ◆ Identification of key stakeholders, engagement expectations, responsibilities, and project roles
- ◆ Logistics for project management meeting schedule, agenda, and reporting protocols
- ◆ List of potential stakeholders who might advise the project and provide valuable insight

1.2 Client Engagement

MGT prioritizes effective communication with our clients to maximize trust, clarity of project progress and action steps, and ensure timely and successful execution of all components of the project. Regular collaborative engagement in a manner that meets our clients' availability and interest allows mutual certainty that all aspects of our work align with the organization's mission and ultimate goals.

DELIVERABLES

- ◆ Facilitation of regular (weekly, bi-weekly, or monthly) meeting agendas and minutes
- ◆ Meeting documents including PowerPoint presentations and related materials
- ◆ Documentation of decisions made, action steps, responsibility matrix, and deadlines

1.3 Best Practice Landscape Analysis

MGT will provide an overview of what is considered industry standard equity best practices that have been utilized in similar organizations with an overview of successes and lessons learned regarding equity initiatives. This work will help you understand what general best practice is and may inform the potential recommendations that will follow.

DELIVERABLE

- ◆ Written draft chapter of industry-leading best practices in equity initiatives

Task 2.0: ORGANIZATIONAL ASSESSMENT

MGT will conduct an assessment of the organization to determine strengths, weaknesses, equity understanding, and readiness to embrace and infuse equity through all levels of the organization's structure and operations. This will involve an analysis of quantitative and qualitative data and other information to ensure a comprehensive understanding of the state of the organization related to equity.

MGT uses several tools to effectively execute our organizational assessment. In order to identify the strengths, weaknesses, opportunities and threats to diversity, equity, and inclusion, MGT operationalizes a policy analysis rubric. Our rubric is rooted in a historic understanding of systemic racism and focuses on hiring, pay and promotion transparency, antidiscrimination, antiharassment, benefits, and good faith efforts. If necessary, MGT will analyze EEOC data collected by the City through a combination of SPSS a statistical analysis software and the R language for data manipulation, to organize and clean data.

2.1 Analysis of Data, Policy, and Practice

MGT will work with the City's project leadership to establish a comprehensive list of data, documents, policies, and practices to be included in the equity audit. Each of these will be strategically organized for effective assessment by our expert consultants. This assessment will include analysis of internal policies with special emphasis on the impact of policies and practices on people from historically marginalized demographic groups.

An equity lens will be applied to our analysis of the following topics:

- ◆ Internal Culture
 - Assessment of organizational practices that impact organizational culture and the employee experience
 - Identification of policies and practices that are either contributing to or inhibiting the success of people from historically marginalized backgrounds
- ◆ Hiring and Development
 - Employee and leadership demographics
 - Organization recruitment, hiring and promotion practices
 - Barriers to recruiting, hiring, and retaining a diverse workforce
 - Development opportunities and investment into employee growth
- ◆ Racial Equity Readiness
 - Evaluation of leadership racial equity acumen and sensitivity
 - Impact of staff and leadership self-awareness and implicit and explicit bias on organizational culture and the employee experience
- ◆ Compensation & Benefit Transparency
 - Transparent communications around seniority, pay-scale, and promotion requirements
 - Equity of benefits package
- ◆ Human Resources Policies
 - Anti-discrimination
 - Formal and informal resources for employees
 - Harassment & Retaliation
 - Good Faith Efforts

DELIVERABLES

- ♦ Comprehensive set of policies, practice, documents and data points for review and analysis
- ♦ Summary of interview with leadership and HR representatives to discuss organizational and/or department-specific practices
- ♦ A written analysis of existing organizational strengths and gaps with clear recommendations on how to best build upon strengths that will enhance equity throughout the organization and for its stakeholders

2.2 Employee Outreach Plan

MGT will develop a comprehensive communication and outreach plan to ensure widespread understanding, representative participation, and authentic engagement in this important work. To maximize awareness of the City's commitment to equity and build interest and motivation to engage in the organization's equity-related vision and this assessment, we will create an internal staff outreach plan to boost authentic engagement. This staff outreach plan will provide a strategic road map for informing staff of the importance of their participation.

DELIVERABLE

- ♦ Employee Outreach Plan to maximize awareness and motivation for internal stakeholders to engage in the feedback portion of the Equity Assessment

2.3 Employee Engagement

MGT will design and administer a set of protocols to garner insight of staff and leadership perspective regarding organizational culture, equity in the workplace, and the employee experience. We design and administer an employee equity survey, interview leadership, and conduct focus groups of the staff, middle managers, and leadership team. Upon completion, we will evaluate all insight collected to ensure representative participation from all stakeholder groups and re-administer with targeted outreach if necessary.

DELIVERABLES

- ♦ Key Leader Interview Guide
- ♦ Focus Group Interview Guide and Protocol
- ♦ Organizational Assessment Equity Survey
- ♦ Quantitative and Qualitative analysis of survey results

2.4 Focus Groups with Local Content Experts

MGT will conduct a series of focus groups and/or 1:1 interviews with key local experts who demonstrate a thorough understanding of the community and the juxtaposition of its history and its present. We will seek to understand barriers and opportunities regarding pervasive inequities that are relevant to the community served by the City of Reno. In order to provide a more comprehensive assessment that is contextualized with a 360-degree perspective, we will seek insight from a sample of members of the following local experts:

- Local Historians
- Educators (PK-12 and Higher Education)
- Business Leaders
- Healthcare Providers
- Community Based Organizations
- Organizational Department/Division Heads

- Citizen Experts/Neighborhood Leaders

DELIVERABLES

- ◆ Focus group and/or 1:1 interview guide
- ◆ Summary report of feedback and insight gained from content experts

2.5 Community Outreach Plan

To maximize awareness of the City's commitment to equity, build interest and motivation to engage in the City's equity-related vision and this equity audit, we will create an external outreach plan to boost meaningful engagement in the audit process. This external stakeholder outreach plan will provide a strategic road map for informing the City's residents of the importance of their participation. We will bring a unique perspective and a set of strategies to increase participation and receptivity to this important work.

DELIVERABLE

- ◆ External Stakeholder Outreach Plan to maximize awareness and motivation for internal stakeholders to engage in the feedback portion of the Equity Plan

2.6 Community Engagement

MGT will design and administer a set of protocols aimed at maximizing participation of Reno residents to allow us to gain comprehensive and accurate insight of the resident perspective on equity in the City. We will utilize some or all of the following engagement channels for stakeholders to use:

- 1) A phone-accessible voicemail
- 2) An e-mail inbox system (ex.Reno_Equity@mgtconsulting.com)
- 3) A community equity survey
- 4) Focus groups with leaders and representatives of local community-based organizations
- 5) A series of community meetings that are open to all City residents and community members (in-person or remote as appropriate)

Upon completion, we will evaluate all insight collected to ensure representative participation from all stakeholder groups and re-administer with targeted outreach if necessary.

DELIVERABLES

- ◆ Community Equity Survey
- ◆ Focus Group Interview Guide
- ◆ Demographic data summary of resident participation
- ◆ Quantitative and qualitative analysis of feedback results

Task 3.0: SUMMARY REPORT AND PRESENTATION

3.1 Equity Assessment Report

The assessment concludes with the delivery of a report and presentation that provides a comprehensive synopsis of what was learned in the assessment, as well as our observations and recommendations from internal and external stakeholders. Ultimately, the Equity Audit is intended to be used to drive the design and successful implementation of a comprehensive multi-year Equity Action Plan that elevates equity through all aspects of the organization's policies and practices.

DELIVERABLES

- ♦ Written delivery of final report: *The Current State of Equity at the City of Reno*
- ♦ Comprehensive list of recommendations for prioritization of actions to take to elevate equity, access, and opportunity for City of Reno employees and stakeholders

3.2 Presentation of Findings and Recommendations

Our team will deliver an oral presentation of the project methodology, findings, recommendations, and suggested action steps to City of Reno leaders to ensure widespread understanding and internalization of strengths, gaps and improvement actions needed to meet the goals and performance expectations of the organization.

DELIVERABLES

- ♦ Oral presentation of final report
- ♦ Presentation materials including PowerPoint and related documents

Task 4.0: EQUITY PLAN AND STRATEGIES

4.1 Future Envisioning Analysis

MGT will design and facilitate a workshop with a representative sample of the organization's leaders to conduct future envisioning focused on building themes and initiatives around the desire for the state of equity across the organization. This work will result in the identification of a "North Star" for the organization to strive to become. This North Star will drive the work of the Equity Plan.

DELIVERABLES

- ♦ Future Envisioning Workshop
- ♦ Equity Goals for the City of Reno

4.2 Development of Equity Plan

The North Star established during the future envisioning analysis will inform the development of an Equity Plan that includes goals, metrics, actions, owners, deliverables, timelines, and accountability measures to ensure the implementation of best practices that are strategically designed to meet the highest leverage needs of the organization (e.g., workforce diversity, workplace inclusion/belonging, sustainability). Material gathered from the survey, interviews, and focus groups will drive development of a strategic roadmap for advancing equity within the organization. MGT will facilitate a series of workshops with a diverse set of the organization's leaders to collaboratively build the Equity Plan.

DELIVERABLES

- ♦ Written action plan document
- ♦ Development of a shared organizational goal and public equity statement

4.3 Implementation Strategy for Equity Plan

MGT believes that the quality of a plan (Equity Plan) is inextricably tied to the quality of its delivery (Implementation Strategy). With this as our guide, we are committed to supporting leadership by outlining specific steps that need to be taken to ensure implementation fidelity of the Equity Plan and meaningful engagement from staff, leaders, and elected officials. We will help identify human capital,

financial, and other resources needed. We will also support any communication needs such as facilitating a meeting to share the plan with stakeholders.

DELIVERABLES

- ♦ Implementation framework that assigns responsibility, accountability, resource allocation, key milestones, and dates for each strategic action
- ♦ Detailed implementation plan inclusive of a strategic implementation timeline and list of resources needed
- ♦ Communication plan for informing stakeholders of the Equity Plan process, approach, and critical next steps

4.4 Development of Equity Decision Point Guide

In order to ensure that policy changes, budget development, and other key decisions are made with equity in mind, we will create a customized Equity Decision Guide which will serve as a tool that the City can use to apply an equity lens to actions taken by leaders. This will ensure a general ‘best practice’ type of approach for leaders to use in the decision-making process.

DELIVERABLES

- ♦ A 1-2 page Equity Decision Point Guide
- ♦ Training on how to use the Decision Point Rubric with a practice case study (optional)

4.5 Equity Playbook

MGT will create a succinct Implementation Guide based on a collection of peer-inspired, research proven, and innovative strategies on equity best practices in an easy-to-read and digestible fashion for City leaders to understand, learn from, and implement. We will establish a clear guide for what it means to function with a racial equity lens that drives equity-driven policy, practice, funding, staffing, and operational decisions. MGT will socialize all content for understanding and preparation of implementation, providing technical support as needed.

DELIVERABLES

- ♦ Comprehensive Equity Playbook that includes direction on strategies to achieve success as an organization that prioritizes a diverse and inclusive culture
- ♦ Clear definition and strategy for operating with a racial equity lens

Project Schedule (Revised)

MGT prides itself on excellent service that leads to client satisfaction, and we know that timeliness, efficiency, and cost effectiveness is key to this end result. Our project team routinely completes projects within budget when the scope of work does not change from the agreed upon contract.

WORK TASKS		2023						
		Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
TASK 1: CLIENT ENGAGEMENT & BEST PRACTICES REVIEW								
1.1	Project Kickoff							
1.2	Client Engagement							
1.3	Best Practices Landscape Analysis							
TASK 2: ORGANIZATIONAL ASSESSMENT								
2.1	Analysis of Data, Policy, and Practice							
2.2	Employee Outreach Plan							
2.3	Employee Engagement							
2.4	Focus Groups with Local Content Experts							
2.5	Community Outreach Plan							
2.6	Community Engagement							
TASK 3: SUMMARY REPORT AND PRESENTATION								
3.1	Equity Assessment Report							
3.2	Presentation of Findings and Recommendations							
TASK 4: EQUITY PLAN AND STRATEGIES								
4.1	Future Envisioning Analysis							
4.2	Development of Equity Plan							
4.3	Implementation Strategy for Equity Plan							
4.4	Development of Decision Point Guide							
4.5	Equity Playbook							

Encountering Resistance

MGT has extensive experience engaging internal and external project stakeholders. The biggest hurdle to overcome is getting a participant to believe in the work and commitment of their organization or their community and then to “sit at the table” when asked to engage. We are sensitive to the perspectives, concerns, and doubts that people may have, and we work diligently to overcome these barriers – sometimes from residents and staff, sometimes even from representatives of the client.

We believe that humility, empathy, and effective communication is crucial to the success of a project. Equity work can be sensitive, emotionally taxing, and politically charged. The ability to remain objective, emotionally stable, and sensitive to the feelings, perspectives, and lived experiences of all stakeholders is crucial. We aim to engage this work in a way that is inviting to all people, not just those on one side or another of a divisive topic. We customize our communication to allow for the inclusion of a broad and diverse array of stakeholders. We listen, we emphasize, and we withhold judgement to promote all voices which ultimately provides for more diverse input, higher level of engagement, and stronger commitment to the project and to our client’s mission.

Example: In our City of Charlottesville project, there was resistance to participate from a few departments, but once we demonstrated consistency in having a genuine and authentic dialogue with those that were resistant, they became supportive, engaged, and ultimately served as the biggest proponents of the project and quickly became supportive of our client.

Sustainable Approach to Organizational Equity

Equity and anti-bias work is not a one-time institutional inoculation against the deleterious effects of institutional racism, group-based prejudices, or demographic marginalization. Lack of inclusion for members of historically marginalized groups has been hundreds of years in the making, so it’s unrealistic to expect that lasting changes can be made overnight. However, a comprehensive assessment followed by an action plan that is buoyed by authentic long-term commitment is needed. This plan must address the improvement (or eradication) of policies, procedures, programs, and processes in the organization that adversely affect stakeholders from particular groups or allow others’ biases to adversely impact people.

A sustainable approach requires thinking about diversity, equity and inclusion from a broader perspective. Abiding change means implementing a set of diversity and inclusion strategies that adapts to evolving social issues and to changes within your own organization. It is an ongoing commitment to self- and organizational-reflection, evaluation, and re-evaluation. Reducing bias in a lasting way is not about solving a static one-time “problem”; it is about creating a cultural environment where diversity and inclusion are valued and where ongoing improvement in addressing conscious and unconscious biases is encouraged and fostered. The goal of a diversity, equity and inclusion strategy is to create an environment in which – because people from diverse perspectives and with different backgrounds can thrive – the City will be more successful.

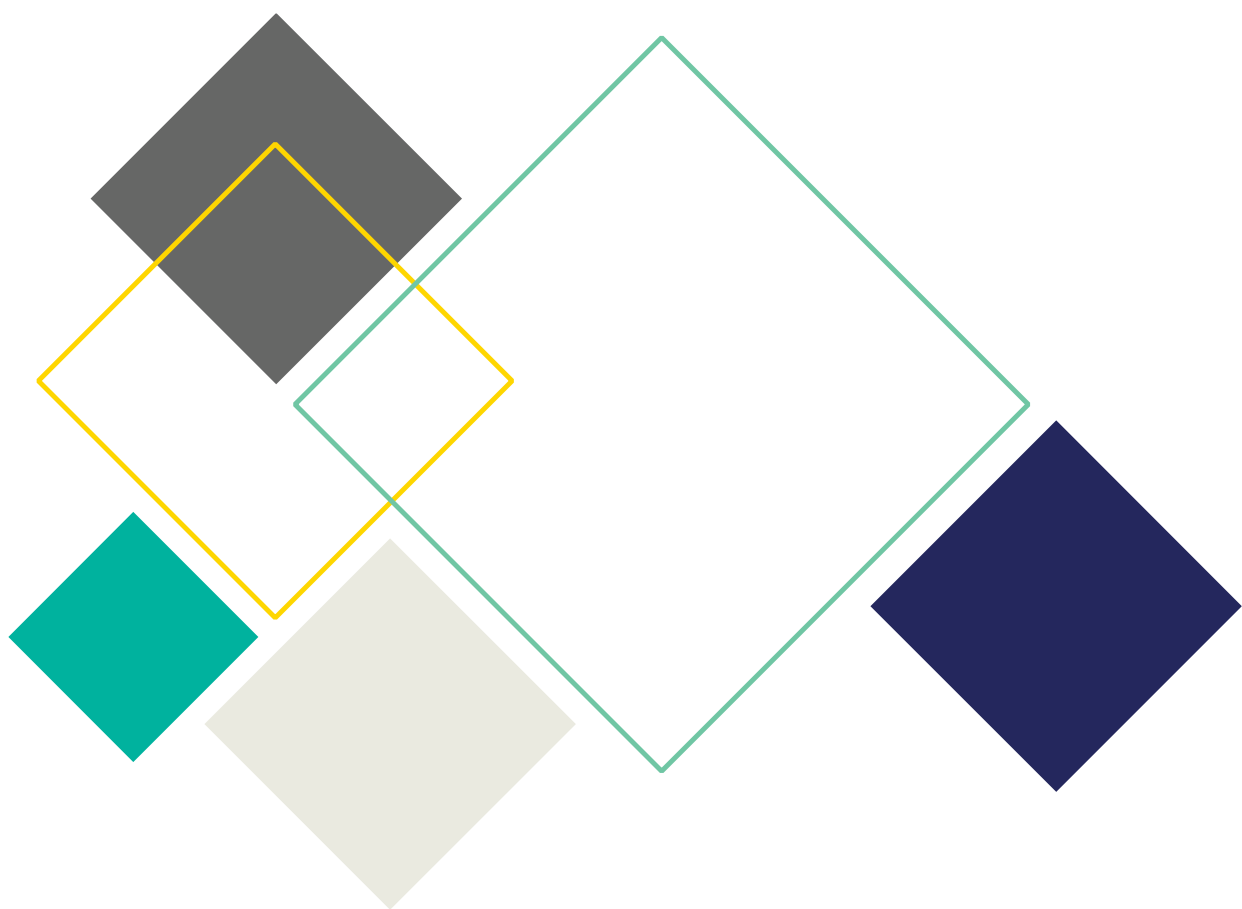
Our equity work promotes an identity-inclusive environment where individuals have the skills and confidence necessary to foster equity and inclusion in today’s increasingly diverse, opportunistic, and complex living and work environment. Our work allows partners to own the data and the action plan and feel confident in the long-term success of this initiative.

Submitter's Fees

Based on MGT's understanding of the project and extensive experience completing similar studies, we propose to complete the study for a total cost of **\$142,276.00**. Our cost proposal includes professional fees, technology expenses, and other costs (printing, surveys, etc.). The table below illustrates the cost associated with each task in our proposed work plan. The final cost can fluctuate based on mutually agreed upon changes to project scope and travel frequency and length.

Milestones and Tasks		Cost Per Task
1.0	Client Engagement & Best Practices Review	\$23,829.00
2.0	Organizational Assessment	\$72,637.00
3.0	Summary Report and Presentation	\$10,100.00
4.0	Equity Plan and Strategies	\$35,710.00
Total Fees		\$142,276.00

Appendix I: Team Resumes





Dr. Lamont Browne

Vice President, DEI Solutions

MGT Consulting

Proposed Role: Executive in Charge and DEI Consultant

Summary

Dr. Browne has more than 20 years of experience as an organizational improvement leader and project executive for K12 school systems, higher education institutions, local and state municipalities, and complex organizations through leadership development, executive coaching, strategic planning, and DEI training and programming.

What I Bring to the Engagement

I pursue innovation, equity, and excellence in my work. I pride myself on people-centric leadership, listening with an open ear, and supporting my colleagues and clients to be their best in everything they do. My depth of experiences as a public-school teacher and administrator has enhanced my ability to be a high quality facilitator and trainer helping to ensure ultimate performance that leads to client satisfaction. In addition, I bring a wealth of lived experience and multi-cultural understanding to my client-facing work

Relevant Project Experience

- Arapahoe County (CO) | DEI Assessment and Training
- Aurora Public Schools (CO) | Organizational Improvement
- Center For Creative Leadership (NC) | Equity Audit
- City of Battle Creek (MI) | DEI Audit and Strategic Plan
- City of Riverside (CA) | DEI Audit and DEI Action Plan
- Department of Education (DE) | DEI Training
- Florida A&M University (FL) | Work from Home Training
- County of Hillsborough (FL) | Community Engagement, DEI Audit, and Strategic Plan
- Johnson County Community College (KS) | Diversity, Equity, and Inclusion Study and Staff Training
- K -12 Inc. (VA) | Organizational Review
- City of Shaker Heights (OH) | DEI Assessment
- County of Sacramento (CA) | DEI Assessment and
- Gwinnett County Public Schools (GA) | Organizational Assessment

Education

University of Colorado

Master of Business Administration

University of Delaware

Doctor of Education: Administration & Policy

University of Delaware

Master of Education:

University of Delaware

Bachelor of Science: Business Administration

Certifications

Diversity, Equity, and Inclusion in the Workplace

Corporate Training

Public School Math Teacher

School District Leadership

Leverage Leadership Institute

Lean Six Sigma, Green Belt

Acknowledgements

2015 recipient of the nationally acclaimed Ryan Award, presented by the Accelerate Institute.

Order of Excellence and Merit Award, presented by the Delaware State BOE and Secretary of Education.



Dr. Heather Curry

Manager DEI Solutions

MGT Consulting

Proposed Role: Manager

Summary

Dr. Curry is a Results-oriented, driven DEI Consultant with an extensive background supporting DEI efforts through research, project management and consulting. Proven success delivering solutions to improve a diverse range of employee experiences by collaborating with companies to develop culture and leadership practices with sensitivity to DE&I. Skilled at driving and innovating organizational change and developing and implementing new processes that emphasize diversity and inclusion and reflect established mission and values. Holds Ph.D. in Communication. With over 19 years of experience as an organizational improvement leader for schools and organization through leadership development, executive coaching, strategic planning, and equity-driven practices. Led projects for higher ed and municipalities on DEI training and programs.

What I Bring to the Engagement:

Dr. Curry improved company culture and maximized opportunities to increase inclusivity by consulting with over 20 local, national, and international organizations across multiple industries to assess current DEI practices, policies and procedures as Consultant, DEI Facilitator, and Executive Organizational Coach with JP Enterprises. Led the Equity Initiative for Hillsborough County, assessing community-wide equity in healthcare, criminal justice, and land usage for 1.7 million residents in an extremely diverse county as Director, Strategic Initiatives. Launched a county-wide, two-year campaign, "Don't Buy it Tampa Bay", to raise awareness about human trafficking. She brings her in-depth experience to the MGT DEI Team.

Relevant Project Experience

- Consultant, DEI Facilitator, and Executive Organizational Coach | JP Enterprises (2020-December 2022)
- Director, Strategic Initiatives for Hillsborough County (2020-2021)
- Lead Program Evaluator for University Area Community Development Corporation

Education

University of South Florida,

Doctor of Philosophy in Communications

Master of Arts in Women's and Gender Studies

Bachelor of Arts in Women's and Gender Studies

Bachelor of Arts in Creative Writing

Certifications

Diversity, Equity, and Inclusion in the Workplace

University of South Florida, MUMA College of Business

Notable Presentations

The Data Problem in Human Trafficking Research, 14th Annual Human Trafficking Summit, UCF, January, 2022.

Human Trafficking as a Matter of Equity, , 14th Annual Human Trafficking Summit, UCF, January, 2022.

Community Equity and Healthcare, UACDC, January 2021.

Government and Community Collaboration for Counter-Trafficking Approaches to the Super Bowl, Panel, 13th Annual Human Trafficking Summit, UCF, January 2021.

Precarity, Community, and Localized Responses to Precarious Phenomena, Guest Lecturer, The Changing Workplace, University of South



Education

University of Washington

Master of Science - Policy Studies

University of Washington

Bachelor of Arts - Law, Economics, Public Policy

Certifications

Data Science Specialization

Acknowledgements

Successfully led an Equity Audit for the Center for Creative Leadership

2021 Recipient of the MGT Consulting Group's Rookie of the Year Award

David Bushnell, M.A.

Consultant, DEI Solutions
MGT Consulting

Proposed Role: Consultant

Summary

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

What I Bring to the Engagement:

A dedicated team member skilled in diversity, equity, and inclusion policy. Tasked with participating in the evaluation, implementation, and support of our public sector clients' DEI strategies and programs.

Relevant Project Experience

- Center For Creative Leadership (NC) | Equity Audit
- City of Battle Creek (MD) | Equity Audit & Equity Plan
- City of Baltimore (MD) | Disparity Study
- County of Essex (NJ) | Disparity Study
- City of Riviera Beach (FL) | Pre-disparity Study
- City of Riverside (CA) | Diversity, Equity, and Inclusion Study
- County of Hillsborough (FL) | Equity Plan
- Housing Authority of Baltimore (MD) | Disparity Study
- Osceola County School District (FL) | Equity Master Plan
- Tallahassee City (FL) | Disparity Study
- Washington Suburban Sanitary Commission | Disparity Study



Education

American University School of International Service

Master of Arts - International Affairs

University of California

Bachelor of Arts - Political Science and Chicano Studies

Juan Osuna, M.A.

Consultant, DEI Solutions

MGT Consulting

Proposed Role: Consultant

Summary

Mr. Osuna is an experienced analyst with a demonstrated history of working in cross-functional teams to help organizations transform their culture and drive growth. Juan has worked with 15+ organizations, across multiple industries, to solve strategic business challenges and help build more diverse and inclusive workplaces. Juan has coordinated with client's human resources team to collect, review, and maintained current diversity statistics and collated information into analyses of workforce trends. He has also designed and developed Inclusion, Diversity, Equity, and Accessibility strategies.

What I Bring to the Engagement:

A dedicated team member skilled in diversity, equity, and inclusion policy. Tasked with participating in the evaluation, implementation, and support of our public sector clients' DEI strategies and programs. An experienced analyst with a demonstrated history of working in cross-functional teams to help organizations transform their culture and drive growth.

Relevant Project Experience

- City of Richmond (VA) | Disparity Study
- County of Essex (NJ) | Disparity Study
- Tallahassee City (FL) | Disparity Study
- Hannover Insurance Group, Inc. | DEI Assessment
- The Pew Charitable Trusts | DEI Assessment
- Metro-North Railroad | DEI Assessment
- Yale School of Drama | DEI Assessment
- Planned Parenthood of Greater New York | DEI Assessment
- National Association for Music Education (NAfME) | DEI Assessment
- Curriculum Associates Inc. | DEI Assessment
- Raise Against Hunger | DEI Assessment
- Draper Laboratory | DEI Assessment
- Howard Hughes Medical Institute (HHMI) | DEI Assessment



Education

University of Michigan, Ann Arbor

Master of Social Work, macro

Michigan State University

Bachelor of Arts – Human Development and Family Studies

Jaime L Hoffman, LLMSW

DEI Solutions

MGT Consulting

Proposed Role: Policy Analysis and DEI Training

Summary

Jaime has over seven years of experience working with program evaluation and data analysis. She uses data to shape change and demonstrate community impact through evaluation and policy. Jaime will provide thorough DEI policy and practice analysis with a focus on race equity and social justice.

What I Bring to the Engagement:

Demonstrated experience in designing evaluation tools and analyzing findings. Experience in policy analysis using DEI lens. Experience working with communities of color and additional historically excluded groups.

Relevant Project Experience

- United Way of Washtenaw County (MI) | Community Impact Manager; 2021 and 2022 Equity Challenge – content creator, group facilitator
- Ralph C. Wilson Jr. (MI) | Community Researcher, Alzheimer's Disease and Related Dementias
- The Children's Center of Wayne County (MI) | Quality and Compliance Specialist, Policy Analysis
- Quality Improvement, Program Process Improvement, and Utilization Management Audit Experience
- Council on Accreditation Experience



Education

Southern New Hampshire University

Bachelor of Science – Human Resource Management

Acknowledgements

Initiated and awarded Great Place to Work™ Certification

Rachel King, B.S.

DEI Solutions

MGT Consulting

Proposed Role: Analyst

Summary

Ms. King has almost 7 years of experience devising and implementing HR procedures. Her areas of expertise include policy development, employee recognition and engagement, classification and compensation, benefits reviews, and performance management. Ms. King also has experience with the management and development of annual operating budgets, preparing monthly financial reports and analysis and contributing to the maintenance of accurate, up-to-date general ledgers. Her primary responsibilities include obtaining, compiling, and analyzing complex information and data for projects, survey administration, supporting the project director with project communications, and writing and editing reports. Ms. King will support the team in enhancing strategies to advance inclusion and collect data metrics on ongoing DEI initiatives in the United States and globally.

What I Bring to the Engagement:

*Expert in policy development, inclusion, and equity.
Ownership of the analysis process and assisting in developing reports to senior management.*

Relevant Project Experience

- Contexture (CO) (AZ) | Organizational Review and DEIB Study
- Housing Authority of the City of San Buenaventura (CA) | DEIB Study
- Chester County Wastewater Recovery (SC) | Classification and Compensation Study
- Iowa Central Community College (IA) | Classification and Compensation Study
- Lapeer County (MI) | Classification and Compensation Study
- Lenawee County (MI) | Classification and Compensation Study
- Livingston Community Mental Health Authority (MI) | Classification and Compensation Study
- Livingston County (MI) | Classification and Compensation Study
- Sangamon County (IL) | Attorney Salary Compensation Study
- Southern Nevada Regional Housing Authority (NV) | Performance Evaluation Review



Arizona State University

Bachelor of Arts (BA), Digital Culture

Affiliations

Arizona State University, Herberger Institute for Design and the Arts, Creative Fellow

Sophia Burgess

Performance Solutions

MGT Consulting

Proposed Role: Analyst

Summary

Ms. Burgess is an Analyst with MGT and has a background in financial analysis and compliance. She has experience with engaging city leaders to better serve their needs, conducting surveys, research projects and developing presentations. Ms. Burgess also has a background in community analysis and engagement, event planning, public speaking, and mentoring. She has experience working with complex software interfaces, including Adobe products, Microsoft Office products (most notably Excel and Photoshop), Clip Studio, Prezi and is a prolific digital artist.


What I Bring to the Engagement:

Diligent notetaking, Qualtrics survey set-up, analysis and report formatting, assessment writing and editing.

Relevant Project Experience

- Gary, IN | Education Survey
- SMUD | Utility Survey
- City of Livingston, MI | Resume Editing
- City of Shaker Heights | DEI Survey
- Contexture | DEI Survey
- City of Oregon City | DEI Survey
- City of Oregon City | DEI Task Force
- HACSB | DEI Survey
- UOT EDIA | DEI Survey
- City of Riverside | DEI Assessment
- FRA | DEI Survey
- Apprenticeship South Carolina | DEI Assessment
- Arapahoe County | DEI Assessment
- Sacramento County | DEI Assessment

Appendix II. Work Samples



A DEI LENS FOR FACILITATION

IN-PERSON AND ONLINE

Top Action Steps for EDI-centered Facilitation:

- 1. Remember that great facilitation:**
 - Promotes participation
 - Is experiential
 - Maximizes diversity
 - Fosters a culture of inclusion and honor differences
 - Is honest
 - Takes risks
 - Includes checking one's assumptions to unlearn biases and stereotypes
 - Embodies equity – meaning that each participant gets what they need to be themselves and share their ideas and perspective
- 2. Acknowledge the room**
 - Identify the level of diversity in the room and the identity potentially damaging assumptions (e.g., assuming that presenting person uses “she or her” as a pronoun).
 - Be aware of the voices that are not in the room and be obvious.
 - Understand historically marginalized groups including people living in poverty, people of color, people with disabilities, refugees, minority religious groups, women, and youth
- 3. Create a comfortable environment**
 - Demonstrate vulnerability: Acknowledge your identity
 - Invite people to bring their authentic selves.
 - Acknowledge that being authentic can feel like a risk for
 - Suggested language: “I want to acknowledge the level mindful that we all have different life experiences that this may impact how we show up today. I encourage hearts and minds to all perspectives that are shared to
- 4. Set meeting norms**
 - Set norms in advance — Adherence to norms can help for equitable exchanges and allow groups to explore learning of EDI-centered norms follow below.
 - o Practice Empathy — Seek to understand and empathy reactions, particularly those who have an identity
 - o Agree to disagree — Make it okay to identify and without shame, blame, or guilt.
 - o Understand intent AND impact — Acknowledge intent and actions. Assume others have good intention
 - o Accept discomfort — The content of some conversations. Accept that this is ok and can make us strong
 - o Expect and accept non-closure — Some conversations unanswered questions. It's ok to leave this session
- 5. Pay attention**
 - Pay attention to and react to trends in conversations. Identify who is speaking up versus who is staying silent. Adjust your facilitation to prompt new and more diversity in participation.
 - Be aware of facial expressions and body language of participants to gain understanding of how they are internalizing the discussion.
 - Be mindful of demographic markers when cold calling, ensure diversity of selection, and be careful when to target a participant based on context (e.g., DO: Call on a female after three males have volunteered a response. DO NOT: Call on a Black participant to share how they've experienced racism).
- 6. Invite, honor, and celebrate unique perspectives**
 - Give one minute of thinking/writing time after a critical question or for self-reflection. This will provide sufficient reflection time and promote greater engagement.
 - Structure conversations to support equity of voice. Sometimes simply giving some time for participants to process individually or with a partner before a whole group conversation helps bring new voices into the discussion. Be thoughtful in how you set up structures to invite all voices into the conversation.
 - Suggested language: “Is there someone who hasn't yet spoken who wants to share a different perspective on this topic?”
- 7. Ensure affirmative answers to the following key questions:**
 - Will the learning objectives be designed to influence participants' awareness and consideration of individuals and communities from diverse backgrounds?
 - Are barriers addressed? (e.g., emotional safety, language, visual and auditory accessibility, etc.).
 - Does this session integrate the diverse perspectives of people who have specific equity concerns or needs, even if they may not be obvious? (LGBTQIA+ identities, dietary, auditory, language needs or preferences, accommodations).
 - Is the content sensitive to the experience of participants who may experience systemic barriers and/or injustices?
- 8. Use inclusive language**
 - Model, then invite participants to state their preferred pronoun upon registration and/or introductions.
 - Use gender-neutral language (e.g., “Friends and colleagues” versus “ladies and gentlemen” or using one's first name versus he or she).
 - Avoid using analogies. Analogies only work when the speaker has the same cultural frame of reference as the listener.
 - In the session evaluation, probe to identify any barriers to participation and the degree to which the facilitator fosters an inclusive culture.
- 9. Make it accessible**
 - Provide various options for engagement (e.g., online chat, independent self-reflection, volunteer to speak, cold call, turn and talk, break-out group discussions, large group discussion, live surveys, etc.)
 - Use various means to meet multiple learning modalities (e.g., verbalize, image, video, hard copy, close captioning, video on, etc.).
 - Acknowledge the type of learning (e.g., “This is going to be a lot of information and little active engagement).
- 10. Live in the moment**
 - Be strategic in deciding when to stay on your plan and when to take an equity pause to dive deeper into an EDI learning opportunity, sensitive topic, or potential conflict.
 - Refer to the norms when addressing a potentially uncomfortable interaction.
 - Speak up against hurtful comments or insulting action by addressing the action, not the person.
 - Practice to become a master at gently shifting the conversation to the designed topic while stating the benefit of the tangent and how it relates to the session.
 - Acknowledge potential for non-closure.

Appendix III: Additional Consulting Services

The RFQ for the City of Reno stated that the City would like to develop a potentially long-term, deeper working relationship that will provide opportunities to work together across other projects as the City increases their commitment to equity in their work going forward. Below you will find additional services we can provide that can drive a more comprehensive scope of work. To this end, we would like to share information on additional phases you may want to consider that MGT would be happy to fully engage.

OPTIONAL SERVICES

- 1) Equity Education and Training Plan
- 2) Community Equity Taskforce

Please review the information below for suggested objectives and deliverables for each additional service.

ADDITIONAL SERVICE #1: EQUITY EDUCATION AND TRAINING PLAN

MGT believes that high quality staff training can elevate and accelerate the City's commitment to promote and sustain a culture of diversity, equity, and inclusion. We included this section to inform the City of MGT's ability to provide world-class equity-related training and coaching. Our team is made up of seasoned educators who are skilled in the art of adult learning, design, and facilitation.

In addition to 1:1 executive coaching for current and aspiring leaders, we also often equity-driven training that includes topics including but not limited to the sample list below. as well as the topics and session descriptions listed on the following page.

- Systemic Racism – what it is and how to recognize it
- Implicit/Unconscious Bias – how it shows up and how to recognize it
- Micro-Aggressions – how to recognize them and respond appropriately when encountering them
- Cultural Awareness and Inclusion – understanding and create a safe space for people from different backgrounds so they feel like they belong on the team or in the organization
- Gender and Sex – Select topics on the importance of LGBTQIA+ representation and effective inclusion strategies.
- Avoiding Ableism – Provide leadership with strategies to attract, retain and support people living with various disabilities
- Stop API Hate - Orientalism and the rebirth of Asian American Pacific Islander hate post WWII.
- Neurodiversity – Training around needs of neurodiverse populations and how to include and maximize neurodiverse members of the team.

Exploring the Benefits of an Equity-Driven Organization

Description: Organizations that genuinely and meaningfully focus on employing a diverse staff and establishing and sustaining a culture of equity and inclusion experience significant improvements in employee engagement and retention, service delivery, financial health, and employee success and satisfaction. This session will examine the benefits of being an equity-driven organization.

Objectives: Participants will be able to...

- Increase awareness and sensitivity to diversity, equity, and inclusion and its impact on people in society and in the workplace
- Demonstrate the knowledge and understanding required to create a welcoming and inclusive environment across the organization
- Articulate how a focus on equity can improve outcomes for employees and citizens

Creating a Culture of Awareness and Inclusion

Description: While subject matter expertise is important, effective leaders also possess ever-growing cultural awareness that allows them to understand the motivations and sensitivities of others so that all stakeholders can feel safe, cared for, and comfortable being authentic.

Objectives: Participants will be able to...

- Understand and articulate how political, cultural, social, and economic issues affect teams, organizations, and society
- Identify the impact of bias in the workplace and communicate strategies to create a safe and objective environment
- Self-assess and acknowledge their personality traits and leadership style and the impact they have on their team's culture and employee experience

Maximizing Diversity and Difference

Description: This session will enhance the capacity of senior leaders to have the awareness to understand difference, value diversity, and create a culture of inclusion so that all employees and key stakeholders feel emotionally safe, respected, and comfortable being authentic in the workplace.

Objectives: Participants will be able to...

- Explain the importance of developing and sustaining various types of diversity on employee teams
- Understand and articulate how implicit bias impacts people effectiveness and team success
- Identify and execute strategies that foster a culture of inclusion and ensure an emotionally safe environment for all employees
- Model and hold people accountable for ensuring fair treatment and opportunity for employees.

Additional Service #2: Community Equity Task Force Development

MGT believes organizational improvement plans, particularly those focused on equity initiatives, are most effective when they are owned by the client and fully supported by their stakeholders. We know the City has an internal equity team, but we will support the City in creating a more expansive Community Equity Taskforce.

Task A: Equity Taskforce Outreach Plan

To increase the awareness of the Task Force’s activities and build interest for the City’s Equity Action plan, we will create an outreach plan which will help 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 ongoing engagement that will persist through and after changes in the political leadership due to the regular election cycle.

DELIVERABLES

- ◆ Task Force findings, report and recommendations
- ◆ Equity Taskforce Outreach Plan

Task B: Community Equity Task Force Development

MGT will consult with City leadership and key stakeholders to develop a charter for the Community Equity Task Force. It is anticipated the scope of Task Force activities will include (at a minimum) education of and discussion amongst Task Force members of equity concepts, discussion about the impacts of bias and marginalization in the community and crafting recommendations on making the City community more welcoming and inclusive. We will support the design and administration of a recruitment process to ensure that Task Force membership represents the diversity of the entire Reno community.

DELIVERABLES

- ◆ Comprehensive Equity Task Force membership list and signed commitment letters
- ◆ Long-term set of Equity Task Force goals

Task C: Community Equity Task Force Facilitation

MGT will facilitate Task Force meetings, including meeting planning and logistics, preparation of meeting minutes, and preparation of reports/presentations for Task Force members and/or the City Commission.

DELIVERABLES

- ◆ Task Force meeting materials (e.g. agenda, PPT presentations, minutes, etc.)
- ◆ Participant satisfaction survey for each meeting with summary of feedback and next steps
- ◆ Coherent set of decisions made, action steps and owners, deadlines, and accountability measures for meetings and action steps

Appendix IV: Addendums

Request for Qualifications 2023-04 – Comprehensive Equity Plan Consultant – Addendum 1



City of Reno

Purchasing Division

P.O. Box 1900

Reno, NV 89505

December 7, 2022

Request for Qualifications 2023-04 – Comprehensive Equity Plan Consultant – Addendum 1

All potential participants: Please note that for your qualifications to be considered, you must sign and attach this addendum to your response. Failure to do so may be cause for disqualification of your response.

Additional Information

Question #1

What was the impetus for this RFP? Was there an event(s), lawsuit, etc. or is this proactive as part of a broader plan?

The City of Reno's continuing efforts to invest in diversity, equity, and inclusion is a major priority. In 2018, the City had a three-year diversity plan that focused on becoming a workforce that attracts and leverages diversity, equity, and inclusion in its staff to reflect the Reno community. This plan has then expired in 2021. As a result, a new comprehensive equity plan is in need to continue to build a people centric organization and community.

Question #2

What Equity activities have been engaged in so far?

The City has engaged employees and constituents in different equitable activities to bring in unity and inclusiveness. Some of these efforts include the following:

- [One City Many Voice Speaker Series](#)
 - A speaker series composed of various speakers' perspectives, lived experiences, and discussions, we seek to inspire a greater understanding of our community, cultivate a stronger sense of belonging, and create shared knowledge and language as an organization. Professional development opportunity for all City employees.
- Diversity, Equity, and Inclusion Committee
 - Composed of inter-departmental staff focusing on DEI discussion, activities, and initiatives to engage all City employees.
- [Reno Citizens Institute \(RCI\)](#)
- [City of Reno en Español](#)
- Special events participation and ongoing community partnerships. Reno Community Clean Ups, Pride parade, and a diverse number of partnership with community members through event programming and activities to continue to build inclusive communities.

Question #3

What trainings have been provided to staff in the areas of justice, equity, diversity and inclusion?

- While not a formal training, the One City Many Voices series assists with DEI capacity building.
- City Safe Zone Training
- Previous diversity training as part of the training system.

Question #4

Does the City of Reno currently have definitions of equity, diversity and inclusion?

The definitions used to define diversity, equity, and inclusion are reference from the previous diversity plan. They are as followed:

- **Diversity:** "The collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures" (U.S. Office of Personnel Management, p. 5).
- **Equity:** When everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential. More specifically, equity

represents the shared opportunity for success and advancement within an organization based on merit principles and performance evaluations.

- **Inclusion:** Describes the extent to which each employee feels welcomed, respected, supported, and valued as a team member. Inclusivity connects each employee to the organization and encourages collaboration, flexibility, and builds teamwork.

For the new equity plan, these definitions will be revisited, redefined, and adjusted as needed.

Question #5

Is there a staff Equity Team in place? What training have they engaged in?

- Yes, there is a designated [team](#) working on Diversity, Equity, and Inclusion Efforts. In July 2022, the City announced two new positions that would focus on diversity, equity, and inclusion across the City. This office is under the City Manager's. The goal of these positions is to continue to build and invest in accessible and equitable opportunities for all Reno residents and City employees. The team has a comprehensive educational and professional background related to DEI.
- Reference question number 3 to read further on the trainings that are currently in place.

Question #6

Do you have a preference for in state vs out of state consultants?

No. The City of Reno is seeking to work with a consulting partner that will deliver and help build a strong equity plan for the organization and outcomes as described on the RFQ. Travel to the City of Reno will likely be required.

Question #7

Is there a budget for this RFQ?

Not in place. Reviewing the cost of each individual submission during the application review.

Question #8

Are you interested in virtual as well as in person activities?

Yes. Various stakeholders will be invited to participate in engagement efforts both virtually and in-person.

Question #9

What is the City's budget for this assignment?

Not in place. Reviewing the cost of each individual submission during the application review.

Question #10

What is the City's desired timeline for this project?

Upon selection, we will work with the consultant(s) to establish a timeline. Ideally, we would like to have the equity plan completed by July 2023.

Question #11

On page 8 of the RFQ, Section B.2.f states, "Proposers are instructed to use City Request for Qualifications forms, if provided and complete the requested information fully" Please confirm if any additional RFQ forms will be provided for this solicitation.

No additional forms will be provided.

Question #12

Have you had a firm perform a similar service prior to this request?

Yes. In 2016, a consultant was briefly contracted.

Question #13

Is preference given to firms local to your state?

No. The City of Reno is seeking to work with a consulting partner that will deliver and help build a strong equity plan for the organization.

Question #14

Has a budget been made publicly available for the work outlined in the RFP?

Not in place. Reviewing the cost of each individual submission during the application review.

I Carla Luke, CFO of MGT of America Consulting, LLC

Print Name

Firm Name

acknowledge receipt of Addenda #1 (4 pages) for RFQ 2023-04 on January 27, 2023.

Date

This addendum must be completed and returned with your documents.




Marcie Wood

Purchasing Technician

Appendix 5: Insurance Requirements

MGT maintains Comprehensive or Commercial General Liability Insurance (occurrence form) from a carrier licensed to do business in the State of Nevada with a Best Rating of A and is above the \$2,000,000.00 minimum acceptable policy limit. See attached certificate as evidence below. MGT also has evidence of worker's compensation as required by the State of Nevada.

ACORD®		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 8/5/2022		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER Alliant Insurance Services, Inc. 32 Old Slip New York NY 10005		CONTACT NAME: Meagan Rago PHONE (A/C, No, Ext): E-MAIL: Meagan.Rago@alliant.com ADDRESS: Meagan.Rago@alliant.com				
INSURED MGT of America, LLC and all of its subsidiaries 4320 West Kennedy Blvd Tampa, FL 33609		License#: 812008 MGTCONS-01		INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Fire Insurance Company 19682 INSURER B: Trumbull Insurance Company 27120 INSURER C: Hartford Casualty Insurance Co 29424 INSURER D: Hartford Insurance Group 914 INSURER E: Continental Casualty Company 11568 INSURER F: Lloyd's of London 0		
COVERAGES CERTIFICATE NUMBER: 1537981668 REVISION NUMBER:						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD. WVD	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		10 UUN CG6832	5/12/2022	5/12/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		10 UEN CG6748	5/12/2022	5/12/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		10 XHU DL6029	5/12/2022	5/12/2023	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	10 WB AR7J14	5/12/2022	5/12/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Professional Liability Cyber Liability Management Liability		652348448 03134598	7/1/2022 7/1/2022	7/1/2023 7/1/2023	Limit of Liability Limit of Liability See Below \$6,000,000 \$5,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Management Liability (Policy#652444788, 7/1/2022-7/1/2023, Continental Casualty Company) consisting of the following Coverage: •Employment Practices and Third Party Liability: \$3,000,000 Limit of Liability •Fiduciary Liability: \$1,000,000 Limit of Liability •Crime: \$1,000,000 Limit of Liability Additional Named Insureds: MGT of America, LLC; MGT Intermediate, LLC; MGT EH&A Investor, LLC; MGT of America Consulting, LLC; Layer 3 MGT, LLC; Davis Demographics MGT, LLC; Kitamba MGT, LLC; MGT Cira Investor, LLC; Hillsborough County Schools Succeed, LLC; Adams 14 Schools Succeed, LLC; Aurora Colorado Schools Succeed, LLC; Gary Schools Recovery, LLC; Davis Demographics & Planning, Inc.; Cira Infotech, Inc.; MGT Cira InfoTech; Layer 3 Communications, LLC; Layer 3 Communications (Texas), LLC; Layer 3 Communications (Georgia), LLC; Education Direction MGT, LLC, a Florida limited liability company						
CERTIFICATE HOLDER			CANCELLATION			
Evidence of Insurance			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.			
			AUTHORIZED REPRESENTATIVE 			

ACORD 25 (2016/03)

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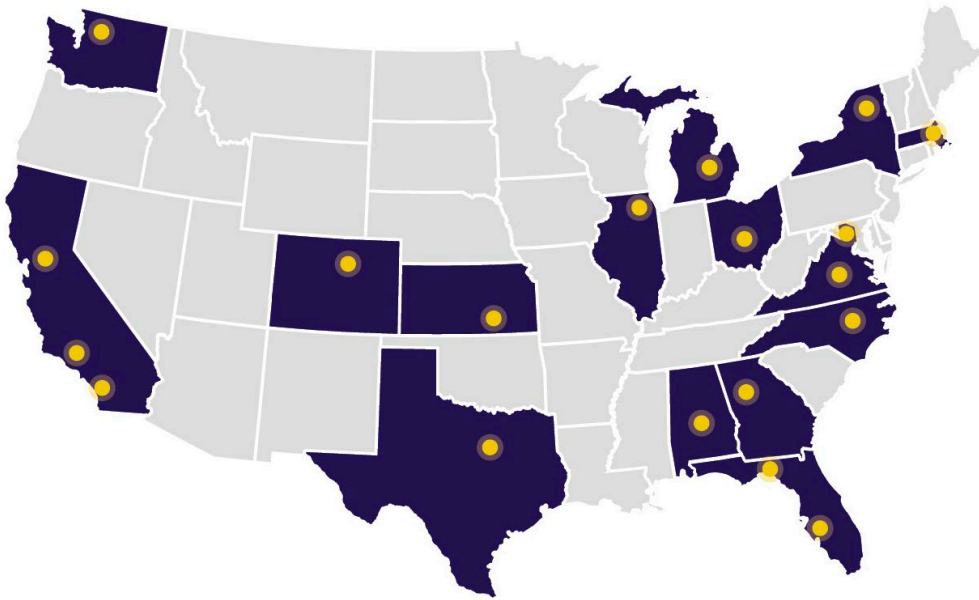
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