



Dellmar Consulting, LLP

A Proposal for RFP #LT00961
Consultant for Public Engagement, Public
Involvement, and DBE Supportive Services

Issued by:
Iowa Department of Transportation
Purchasing Section

Letting Date: June 13, 2012

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(For evaluation purposes this section has been removed and submitted to the Iowa Department of Transportation in a separate envelope.)	





Address: 630 Warren Street
Davenport IA 52802
Telephone: (254) 491-5093

May 23, 2012

Mary J. Zimmerman
Senior Purchasing Officer
800 Lincoln Way
Ames, Iowa 50010

Subject: Consultant for Public Engagement, Public Involvement, and DBE Supportive Services Request for Proposals (RFP) #LT00961

Dear Ms. Zimmerman:

Dellmar Consulting, LLP proudly presents its Proposal for consideration to consult for Public Engagement, Public Involvement, and DBE Supportive Services for the State of Iowa Department of Transportation. In response to the project requirements set forth in the Request for Proposals (RFP) #LT00961, Dellmar Consulting has provided information on our qualifications, experience in program development, expertise and cost of service.

Dellmar Consulting is a consulting company dedicated to presenting governmental entities, non-profits, private businesses, and public-private partnerships with progressive advice and new opportunities. Working closely with senior leadership of both the private and public sector, Dellmar Consulting provides the bridge to assure that projects are completed, new business opportunities developed and sustainable programs created—as well as implemented. Collaborating with other professionals and subject matter experts as and when needed, Dellmar Consulting brings the resources to bear through industry leading entities and individuals. We combine contemporary economic development strategies and innovative initiatives to formulate with its clients the right plan for projects, programs and the most challenging issues. Although a relatively young firm (formed in 2010), our firm is a Limited Liability Partnership in good standing with all known governmental contracting agencies. Additionally, our firm benefits from its established founding Partners Redmond and Kimberline Jones, whose expertise in the industries of construction support services, banking, green energy, and governmental relations are both respected and noteworthy.

Dellmar Consulting, LLP is located at 630 Warren Street, in Davenport, Iowa 52802. The firm has strong roots in Iowa and is well acquainted with the business climate of our state. Our partners are professionals who have worked on many large and complex projects over their prospective careers. Our partners are highly qualified to carry out the tasks detailed in this proposal. Redmond Jones, as Principle and Managing Partner for the firm, supervises the support staff and project coordination. Mr. Jones is a senior executive with advanced and/or master degrees in liberal arts, urban studies, and public administration. He has also completed industrial labor relation training from the Michigan State



University and Senior Executive Training from the University of Virginia, coupled with a firm grounding in public policy implantation and research that he has mastered over a successful 17 year municipal management career.

The leadership of our distinguished firm is accompanied by Kimberline Ingram-Jones as Partner. Ms. Ingram-Jones a Public Administration PhD candidate has advanced and/or master degrees in Social Work and Public Administration from the University of Mississippi and Drake University; manages our research and quality assurance teams. Her accomplished career in banking with expertise in project management, case management, and small group facilitation makes her an invaluable partner in the Dellmar Consulting team.

Our firm shall defend, indemnify and hold harmless the Iowa Department of Transportation and its professional team from liability arising out of or resulting from our advice or services. It is noteworthy that Dellmar Consulting founder Redmond Jones, is noted for his leadership in organizing and implementing the City of Davenport Disadvantaged Business Enterprise Disparity Study. This was the first study of its nature in the State of Iowa. This study was a response to the community desire for a rigorous analysis of the problems and issues affecting minorities and women within the regional construction industry. As a result, Mr. Jones is well acquainted with the legal threshold(s) related to the constructing and implementing DBE programs.

As Principle Consultant and Managing Partner with Dellmar Consulting, I look forward to further communications regarding the possibility of working together. It should also be noted, that to my knowledge, there is no circumstance which shall cause a conflict of interest by our firm performing services for the Iowa Department of Transportation. Thank you for your time and consideration in this matter. If you have any questions, comments, or concerns; please do not hesitate to contact me via phone and/or e-mail.

Respectfully Submitted,



Redmond Jones II, BA, MPA
Principal Consultant
630 Warren Street
Davenport, Iowa 52802



Project Overview

Dellmar Consulting, LLP is pleased to submit a proposal to consult the Iowa Department of Transportation (IDOT) in its activities to develop and implement a Public Engagement, Public Involvement, and Disadvantaged Business Enterprise (DBE) Supportive Service Program. This proposal has been prepared in response to the requirements set forth in IDOT's Request for Proposals.

The methodology for providing advice, recommendation(s), facilitation, research and technical writing and the Dellmar Consulting staff and subconsultants who will perform the work set forth in this proposal; will filter through the follow core values;

Does what we do...

- Allow small companies and entrepreneurs to have the opportunity to grow, develop and expand with as few obstacles as possible.
- Take account of available statistical and anecdotal evidence regarding the existence of market failures (current and/or past discrimination) that hinder DBE firms, and identify legally sound methods of addressing the various obstacles that effect DBE market access and performance.
- Combine best practices and creative new methods to devise better IDOT services and strategies aimed at holistic, interactive, sustainable programs that not only looks at existing business, but invests in the businesses of the future.
- Consider economic development within the State of Iowa as a valued principle and a potential point of leverage that can be used to enhance current activities, program, and services.

Based on our firm's understanding of IDOT's objectives, we will assist IDOT's staff review and expand its Comprehensive Plan for Public Engagement to include: clear purpose, clear end user targets, marketing exposure, and performance measures. Additionally, we will assist and facilitate an IDOT Public Involvement process that will look to be interactive bringing together a wide range of professional, business owners and concerned citizens; thus, engaging practical strategies that are aimed at service enhancement and efficiency. With regards to DBE support services Dellmar Consulting may be uniquely positioned to provide strong and practical insight. Dellmar Consulting has been engaged in similar services and projects in the past for clients like the Quad Cities Minority Enterprise Council and we are very familiar with the types of support services that we may be called upon to provide.

Section 3: entitled "methodology" of this proposal will outline several of our firmly ground strategies that we anticipate utilizing in order to meet the requirements of the services IDOT has outlined in this RFP. With cooperation from IDOT staff and officials we are certain services will be delivered on time and on task throughout the contract period.



Scope of Services: A Comprehensive Plan for Public Engagement

It is the understanding of Dellmar Consulting that the IDOT is in need of a qualified consultant to provide on-going services (over the contract period of 07/02/2012 through 06/30/2013 with an option to pick-up an additional year) in the areas of engagement plan development, public involvement planning / implementation, and DBE supportive services.

With regard to assisting, drafting, and other activities needed to fully develop a comprehensive plan for public engagement, Dellmar Consulting will perform all necessary tasks to collect data, analyze data, research existing benchmarks, and provide technical writing that will meet and/or consider the following objectives as established in the IDOT Request for proposal.

- Increase the visibility of employment opportunities in areas like engineering, highway operations, driver's license issuance, commercial vehicle management, planning and business administration;
- Expand coordination of the development of emerging small businesses and disadvantaged business enterprises with diverse employers;
- Enhance recruitment of students from diverse backgrounds.

Furthermore, Dellmar Consulting will assist, draft, develop and provide other services related to the following:

- Developing an engagement plan
- Creating an engagement model that increases community interaction and involvement in Iowa DOT projects and planning.
- Determining who IDOT wants/needs to engage and where the gaps are in their current engagement process
- Developing increased engagement strategies for those groups already working with IDOT
- Developing engagement strategies for those groups that are not currently working with IDOT but desire to start a relationship with IDOT
- Creating an implementation plan

Dellmar Consulting has the necessary financial resources to provide high quality consulting services. We have at our disposal the ability to provide written and electronic work product in a color format. Dellmar Consultant will provide updates, final reports, and final draft plans in color format with a limit of 2 per task (printing required beyond the established limit shall be the responsibility of IDOT unless otherwise negotiated). We also have the ability to travel (in / out of state) as needed and the ability to video conference via Skype. We have mobile computers and projector equipment that will allow our consultants to do on-site presentations.



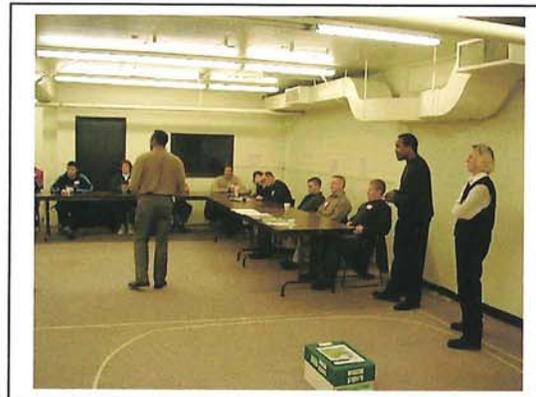
Scope of Services: Public Involvement

With regard to assisting, drafting, and other activities required to fully developing a public involvement process, Dellmar Consulting will perform all necessary tasks to collect data, analyze data, research existing benchmarks, and provide technical writing that will meet and/or consider the following objectives as established in the IDOT Request for proposal.

- Identify existing events in the state for participation
- Prioritize those activities
- Develop initiatives or events that:
 - Highlight the mission of IDOT
 - Emphasize opportunities within IDOT
 - Promote IDOT as a culturally inclusive and accountable partner
- Identify other departments, agencies, or organizations to invite or include for participation.

Dellmar Consulting benefits from the expertise of its partners who have solid track records in implementing public education awareness campaigns, garnering community approval, visioning, strategic planning, consortium organizing, and building “win win” team scenarios that improve the environment for all parties involved.

We use flexible methodologies that adapt to meet the needs of the targeted population (audience), service providers, consumers, and the at-large community. By using a combination of visuals, interactive work groups, consensus building exercises, newsletter campaigns, social media, etc. we are confident that we can develop a public involvement process that will build a strong IDOT contractors network.



Past Outreach Facilitation Work Experience:

- *Long Range Transportation Planning*
- *Davenport City Council Goal Setting*
- *Davenport Affirmative Action Committee Goal Setting*
- *Bicycle and Pedestrian Planning*
- *Temple, TX Resurfacing Projects*
- *Davenport Skate Park Exploratory Committee*
- *Waterloo Green Energy and Sustainability*
- *Launch of Department of Treasury's Bank Program for the Unbanked*
- *Launch of Statewide EITC Tax Program*



Scope of Services: DBE Supportive Services

In the DBE supportive services industry it is well known that governmental entities interested in implementing programs outside of solely good-faith effort initiatives (race neutral), must conduct a Disparity Study in accordance with the U.S. Supreme Court decision of City of Richmond v. J.A. Croson Co. (1989). However, this doesn't mean that governmental entities can't pursue aggressive race neutral or "affirmative action like" programs under small business / emerging business provisions. In either case, effective programming and services should be supported by a "strong basis in evidence" that current programming has service gaps or hasn't effectively remedied the barriers that adversely affect DBE(s).

Dellmar Consulting understands the legal intricacies that need to be accounted for when recommending, developing, and implementing legally upheld DBE supportive programs and services. We can also offer services that will give IDOT a framework for data collection, which could serve as a cost savings should IDOT, consider conducting a Disparity Study in the future. Specifically, providing and identifying relevant data collection methods that would allow statistical information of qualified targeted group to be maintained and extrapolated for basic reports.

With regard to assisting, drafting, and identifying other activities necessary to provide various DBE Supportive Services, Dellmar Consulting will perform all necessary tasks related to providing DBE Supportive Services including but limited to the following objectives as established in the IDOT Request for proposal.

- Conducting Surveys
- Developing Survey results into training opportunities
- Assisting IDOT staff to address identified barriers to DBE market access and performance
- Celebrating significant achievements
- Recommending best practices
- Devising methods of maintaining strong relationships between IDOT and DBE firms

In addition to these services, Dellmar Consulting will also be available to provide soft management services to DBE in the following areas:

- Business Plan Assistance
- Setting-up Financials
- Marketing Assistance
- Project Management
- Feasibility Assessment

As these services are requested, we will build evaluation tools into our summaries, reports and briefings related to our work. When appropriate these reports can also be made available to the DBE receiving services.



Methodology

The tasks required to complete the work outlined in the IDOT Request for Proposals are detailed below. Our nine task mythologies are firmly grounded in best practices and legally up-held methods that assure quality product and services.

Task 1: Prepare a comprehensive public engagement frame work. Establishing a frame work is a central component to a host of other related activities, briefly outlined below; redesigning a public engagement process and implementing is not a speedy enterprise, and it can take months and occasionally years, depending on the extent of the design / redesign process and sub-processes. Dellmar Consulting will streamline this process by determining the practical outcomes with both an intrinsic and monetary value from the prospective of both service provider and end-user; as well as, understanding the number of people in our target populations. We will assist IDOT in determining the desired levels of engagement and the various forms of involvement. All of these aspects must be considered to determine how much of the program / process should be redesigned.

As the project develops, the IDOT initiative may change or grow during the contract period and new requirements may surface, so the approach must be flexible and frequently reviewed with the ability to be re-prioritized. For this reason, Dellmar Consulting will stage the process of builds or drafts, within a business quarter, so that each item/issue can be reviewed, assessed and measured to access Public Engagement outcomes. It is essential that people at all levels of the process are engaged. Not only because their input is vital, but also because they need to be fully on board. Senior management buy-in is important to ensure that the resources are available to involve managers and staff members to overcome any resistance to changes during program implementation.

Task 2: Convene Project Meetings. In order to ensure adequate project coordination and timely project completion, maintaining communication with IDOT project coordinator(s) will be critical to delivering a successful project and quality services. Dellmar Consulting proposes to convene a series of meetings with key managers at the inception of the study. This will allow IDOT staff to become informed on the requirements of working within the frame work of the developing plan. The benefits of this process will also ensure that various forms of data, information, and research are extracted and interpreted correctly. Again, these meetings are critically important to ensure adequate project coordination. We anticipate the following:

- Manager's Meeting
- HR / Recruitment Staff
- Data Collecting/ Procurement/ Marketing Staff
- Initial Focus Group (a sample of anticipated end-users)

Dellmar Consulting will prepare a comprehensive slide presentation for a face-to-face meeting with key IDOT project managers. Elements of our project frame work will be detailed, and questions from the managers will be addressed. During the Manager's meeting, Dellmar Consulting will detail IDOT's expectations as it relates to a clear problem statement, desired outcomes, and performance measures. Dellmar Consulting will require participation during the various staff oriented meetings: As part of the objectives noted in the RFP is to foster and maintain stronger relationships with existing, emerging and disadvantaged business enterprise; Dellmar Consulting will begin building this environment at the start,



not in the middle or at the end of the process when much of the major discussion is over. We will look to build these business relationships by actively using focus groups throughout the development and implementation process. This will allow us to diagnose the situation, gather information, organize it, and think about perceptions. Furthermore, we will be able to identify hostile emotions and/or theories, uncover communication barriers, and identify the interest of the parties involved from service provider and customers or end-users.

Task 3: Identify Relevant Geographic Market Areas. In developing recommendations and a comprehensive plan for public engagement, public involvement, and DBE supportive service initiatives, it is important to maximize resources in order to create sustainable programs. Dellmar Consulting will develop an understanding of the business activity and employment trends of target populations, identify where IDOT does a great deal of their business; we want to note the service gaps (areas for improvement), and identify areas where IDOT would like to see DBE growth and diversity employment recruitment efforts. We will review relevant geographic market areas in order to take a statistical random sample of where IDOT selects its contractors by examining the following types of contracts: awarded contracts, emergency contracts, sole source contracts (if any), subcontracts, purchase orders, blank purchase orders, and other procurement practices. Understanding the subcontractors involved and the nature of the supplies and workforces used in these contracts will give clarity to the markets we are trying to reach.

This will involve a sampling method that IDOT and Dellmar Consulting mutually find agreeable. The process will likely require pulling a modest number of prime contracts based on the overall number of contracts and the dollar value of those contracts. We will use a cluster analysis technique to examine the number of contracts and the dollars awarded by geographic area(s). This will also establish our various market (study) areas around the state, and ensure our identified market areas are relevant to the program goals and objectives.

Task 4: Conduct Market Surveys, Focus Groups, and Anecdotal Interviews. Once we have identified the markets that will maximize IDOT's public engagement campaign to focus on reaching out to Iowa's diverse communities; Dellmar Consulting will begin the process of gathering and extrapolating the various forms of data and information aimed at building, enhancing, and validating our first draft comprehensive public engagement plan. With regard to *Market Surveys*, Dellmar Consulting will identify 100 interested individuals per identified market area, create and mail and/or telephone surveys focused on (but not limited too) testing existing plan objectives, identifying new plan objectives, rating notable past public participation events, and ranking various program strategies. Dellmar Consulting will conduct and present surveys in English and Spanish where appropriate. Upon completion of data collection, codes will be developed with open-ended questions (question in which respondent's verbatim comments are recorded during the interview) and those questions are to be coded (grouped into categories). Data will then be double checked for accuracy and completeness before an appropriate analysis is conducted by the Dellmar Consulting team. Dellmar Consulting will also analyze data with various statistical representations including; bar graphs, cross tabs, individual reports, word / phrase graphs, and/or verbatim reports.

The *Focus Groups* will also be identified from the relevant geographic market areas which will focus on the public perceptions of IDOT and opportunities to maintain or improve IDOT's relationship with Iowa's Diverse Communities. We will take on any perceptions or feelings of frustration, anger and difficulties in communication, but our end goal (ground rule) will be to challenge the Focus Group to seek agreement on objective actions for resolving any perceived opposed interest. Our strategy to conduct *Anecdotal*



Interviews will be conducted to collect and analyze anecdotal evidence that is reflective of each experience of businesses in the identified relevant geographic markets, and develop the context within which the experience occurred. This data can be a valuable source for developing recommendations for best management practices and future DBE programming. We anticipate 5-10 interviews which will be recorded and analyzed for patterns and practices within the market area that represent barriers to achieving equal opportunity in public contracting.

Task 5: Public Involvement. Although, tasks 1-5 are focused on developing a dynamic Comprehensive Plan for Public Engagement, Dellmar Consulting will use methodologies that exhibit strong interactive public involvement techniques in these tasks. In addition to these ongoing activities, Dellmar Consulting will identify several existing events (regional and statewide) that IDOT should consider for state participation. Dellmar Consulting will prioritize these events based on the locations of our relevant geographic market areas. E-flyers and/or postcards designed to show IDOT employees, facilities, vehicles and other promotions of IDOT assets will be distributed via email to regional grass root organizations. Dellmar Consulting upon request can coordinate or assist in providing marketing design, advertising, marketing art, if desired. Marketing will use newspapers, Facebook and Twitter to ensure events are well advertised before the event (we are open to other social media outlets should IDOT have interest in them – such as live feeds, YouTube or streaming video tutorials).

In addition, Dellmar Consulting will develop two initiatives or events that will be scheduled around the IDOT (reintroduced) open house event. With the Open house Event being at the center of our public involvement events schedule, Dellmar Consulting will organize / assist with events that will focus mission of IDOT, emphasize opportunities within IDOT, and promote IDOT as a culturally inclusive and accountable partner. We will identify other state and local departments, agencies, or organizations to invite or include for participation in these events. Our events will have built-in evaluations tools that will be used to track action items, outcomes, and event performance.

Task 6: Internet Marketing Campaign. We will use technology including various social media outlets, to be a vital part of our public relations enhancement program. Dellmar Consulting will utilize social media by building IDOT a Facebook site and opening a Twitter account for public engagement and public involvement with Iowa's diverse communities. Dellmar Consulting will devise and gain approval from IDOT for a process that will utilize these social media mechanisms to promote events, convey news items, update our planning process, highlight recruiting opportunities, and other initiatives that interest IDOT throughout the fiscal year. As a part of these services we will handle the monthly maintenance and updates during the contract period. We will also use our social media network to promote the following collaborative diversity and career events:

- Capital Showcase Event
- Iowa Juneteenth Observation Celebration festival in Des Moines
- Commission for Asian and Pacific Islanders of Iowa
- Latino Festival
- Martin Luther King Day Celebration in Des Moines
- Greater Des Moines Partnership's Quarterly Multicultural Receptions
- Iowa State University's Diversity Conference
- Engineering Fair
- Iowa Latino Youth Congress
- CelebrAsian



- Immigrant Entrepreneurial Summit
- Iowa State University Spring Engineering Fair
- NAACP Job Fair
- Iowa State Fair
- Iowa Workforce Development April Job Fair
- Boone High School Career Fair
- Iowa Black Business Summit
- NAACP Economic Empowerment Conference
- University of Iowa Spring Engineering Fair
- Iowa State University Fall Engineering Fair
- Society of Human Resource Management Career Expo
- Veteran's Career Fair

We are not limited to these events and/or social media networks will have the ability to handle any events IDOT would like to add.

Task 7: DBE Supportive Services. Dellmar Consulting understands that Disadvantaged Business Enterprise Supportive Services are valuable and necessary tools to ensure the improved growth of companies owned by socially and economically disadvantaged individuals. Upon successful acceptance of this proposal, companies engaged in or interested in performing highway-related work that are certified as DBEs will be eligible to receive (one on one and group) business development training, financing, and bonding assistance from Dellmar Consulting at no additional cost to the DBE. Prior to receipt of any service, the firm must first complete a short intake form. The intake form can be completed by telephone. Dellmar Consulting will then use this information to determine the firm's needs and identify the specific area of assistance required. Dellmar Consulting understands that IDOT has a DBE supportive services program currently, and we look to augment IDOT's activities in the following areas:

- General Office Management
 - Record-Keeping/Employee Reporting
 - Budgeting
 - Accounting
 - Human Resources/Staffing
- Construction Bid Preparation
 - Blueprint Reading/Take-Offs
 - Estimating and Bidding
 - Assembly of Bid Documents
 - Full Service Construction Plan Center
- Long Term Development
 - Business Plan Preparation/Review
 - Feasibility Analyses
 - Marketing
 - Financial Planning
 - Loan/Bonding/Insurance Application Preparation/Review
- Contract Administration/Construction Management
 - Cost Management
 - Project Control

Task 8: Prepare Final Draft and Recommendation Report(s). We use the term "Final Draft" rather than "Final Report" to reflect the flexibility and frequency of our project review process. Our quarterly "builds" or updated drafts will be produced and submitted for review and comment before the draft is finalized for that business quarter. Our quarterly builds may also include background task reports that will track the current status of the work production, identify outstanding issues affecting the product, and specify the ongoing research process. A Microsoft Excel or Access form will be designed to capture



the occurrence of task activities and deliverables, this information may be used to produce or augment the written report. This computer aided tool will permit the efficient logging of tasks and activities on a frequent basis and the electronic generation on quarterly builds.

Although recommendations may come throughout the contract period, a surmising report will be produced. The data produced from task activities performed, their outcome, any problems encountered and the solutions implemented, survey results and interpretations will make-up the basis for recommendations. Dellmar Consulting will draw upon a repertoire of best management practices from other jurisdictions and corporations to recommend enhancements in the contract areas of the Comprehensive Plan for Public Engagement Plan, Public Involvement, and DBE Supportive Services.

Task 9: Closing Evaluation Focus Group. Although focus groups are often conducted as a precursor to quantitative research as indicate in this proposal; we anticipate reconvening our initial focus group (the frame work discussion group) to test the efficacy of advertising and/or marketing concepts being used for IDOT's Comprehensive Public Engagement Plan. Dellmar Consulting understands that markets are constantly changing, and even if you know how customers are likely to react to your ideas, focus groups can be helpful in identifying new opportunities as well as potential problems that might not be apparent to an organization. In addition, it again serves as a mechanism to keep in touch with consumers and maintain pertinent business relationships.



Experience and Qualifications

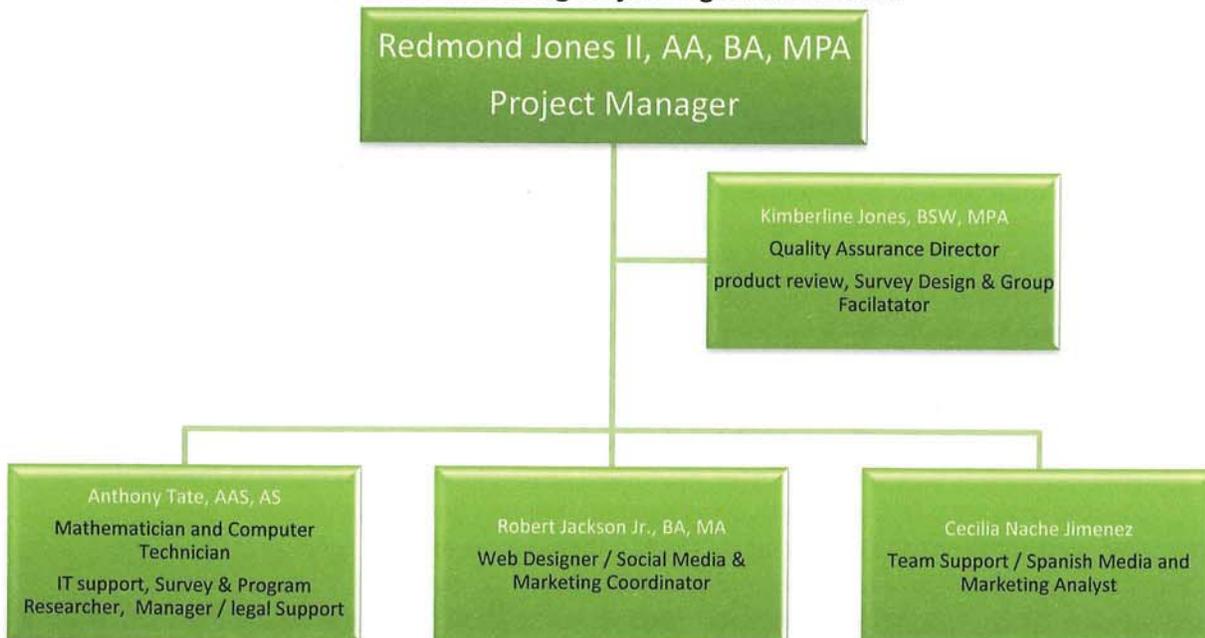
Dellmar Consulting is a minority owned, Limited Liability Partnership. Dellmar Consulting has experienced multi-discipline experts in the areas of:

- Diversity/ Equity/ Affirmative Action,
- Government Relations,
- Banking,
- Organizational Analysis,
- Public Policy,
- Alternative Energy,
- Web Site Design and Marketing,
- Industrial Science, and Labor Relations,
- Quantitative Methods and Statistics,
- Community Development, and
- Issues of Sustainability.

Dellmar Consulting Key Personnel and Subcontractor Areas of Expertise

Dellmar Consulting Personnel	Project Design, Process Model Coordination	Program & Legal Researcher	Statistical Analysis	Web and Social Media Marketing	Facilitation Support Service
Redmond D. Jones II	•	•	•	•	•
Kimberline L. Jones	•		•		•
Anthony M. Tate		•	•		
Cecilia N. Jimenez				•	•
Robert Jackson Jr.				•	

Dellmar Consulting Project Organization Chart



Project Team Members

The Comprehensive Plan for Public Engagement, Public Involvement Programming / Activities, and the DBE Support Services will be managed and coordinated by Redmond Jones II, MPA.

- **Redmond Dellmar Jones II, MPA, Project Manager**, holds a Master Degree in Public Administration from the University of Kansas. He earned a baccalaureate in Urban Studies from Cleveland State University, Cleveland, Ohio. As Managing Partner of Dellmar Consulting, Mr. Jones directs the staff performance on various projects. Under his direction and leadership, Dellmar Consulting has complete projects in the area(s) of: Non-Profit Organizational Development, Green Energy Project Development, Business Plan Consulting, and Community Sustainability. Redmond is responsible for ensuring that sufficient resources are allocated to projects. In this project, he will also establish the research parameters for the team.

Additionally, Mr. Jones has over 17 years experience in government relations, and 8 of those years in core affirmative action services. Mr. Jones is well known for his work in guiding, evaluating and designing DBE and TSB programs for the City of Davenport. In fact, Mr. Jones was the recipient of the 2010 Governor's Dr. Martin Luther King, Jr. Achievement Award, "for demonstrating a lifetime commitment toward improving the quality of life in his community and in the State of Iowa." His breadth of experience ranges from fielding complaints from the business community, negotiating explosive public relations issues, to building consensus and community support for ground breaking DBE and Diversity Empowerment policy. Mr. Jones has worked with and in large and small public agencies in the development and implementation issues of diversity, equity, and affirmative action. Mr. Jones has developed and delivered noteworthy training programs, seminars, and presentations to a variety of audiences both in the public and private sector. Redmond's well rounded knowledge and experience base allows him to formulate effective public outreach efforts, including media attention and community attendance at public meetings and hearings to develop community awareness, consensus, and DBE participation in contracting.

- **Kimberline L. Jones, MPA, Quality Assurance Director**, (a PhD candidate) holds a Master Degree in Public Administration from Drake University. She earned a baccalaureate in Social Work from the University of Mississippi. As Partner and Co-founder of Dellmar Consulting, Ms. Jones assures that product and services meet with the highest level of professionalism and performance. As Partner in the firm she functions as business development manager, Ms. Jones works with activists and grassroots, non profits and minority organizations to establish relationships for company services. She has over 8 years experience as an accomplished banking Vice President of Community Development; thus, making herself invaluable to the Dellmar Consulting Team in the area financial support services.

As Program Manager with the Institute for Social and Economic Development, Ms. Jones implemented projects designed to assist individuals with free tax preparation, asset building strategies, homeownership and financial management. Designed and organized product opportunities to assist un-banked populations to develop savings and wealth building strategies. She facilitated training for financial education in penal institutions, community resources and collaborated extensively with human service agencies, government agencies, non-profits, banks



and community volunteers. Ms. Jones understands what it takes to provide support services to disadvantage individuals, businesses, and community; therefore, we are excited at the opportunity to utilize her expertise in building a Public Involvement Process and offering financial related DBE support services.

- **Anthony M. Tate, AAS, Mathematician and Computer Technician**, holds an Associate in Applied Sciences Degree in PC and Internet Programming from Kirkwood Community College, and is also degreed in the areas of Paralegal and Electronics. Mr. Tate is locally celebrated for his skills at using various forms of mathematics, calculus, derivatives, multivariate analysis, partial derivatives, statistics, and differential equation. In 1999, Mr. Tate founded and opened a charter school focused on electronic sciences. Mr. Tate has over 34 years experience as Senior Electronics and Computer Technician. With regards to the Comprehensive Plan for Public Engagement and our process to deploy a series of surveys and focus groups; Mr. Tate will be the backbone for taking the ideas from our large and small group engagements and turning them into the right questions to be posed, the right issues to be addressed, and the hypotheses to test in our statistical analysis. He is a critical part of the Dellmar Consulting team as we determine the best way to structure the data, and interpret the service needs to structure our programs and processes around.
- **Robert Jackson Jr., BA, MA, Web Designer / Social Media & Marketing Coordinator**, holds a Master Degree in Telecommunications from Michigan State University in East Lansing, MI. He earned a baccalaureate in Broadcast Management at Howard University in Washington, DC and he is a member of numerous business associations, including but not limited to the Association of Internet Marketing, the Direct Marketing Association, the International Association of Internet Marketing, and SEO Professional Organization. An accomplished businessman in his own right he founded and presides as president of Internet Marketing Professionals Group (I.M. Pros), a Quad Cities-based Internet marketing and design firm that specializes in online marketing and website design for small to medium businesses.
- **Cecilia N. Jimenez, Team Support / Spanish Media and Marketing Analyst**, has a 20 years experience in a career of Advertising, Sales, and Marketing. Ms. Jimenez is experienced in translation and interpreting English into Spanish for commercial productions, advertising and marketing campaigns. With regards to this proposal, Cecilia's service to Dellmar Consulting will be invaluable in reaching Spanish speaking minority populations around the State of Iowa. During her career as an Advertising Sales Account Executive with one of Quad Cities' large newspapers, Ms. Jimenez gained tremendous experience designing layouts and maximizing advertising budget to get the best result for her clients. With Ms. Jimenez's "get it done" attitude and her team orientated work ethic, she is a wonderful asset on the Dellmar Consulting Project Team.



Client and Personal References



WORLD CONSTRUCTION ENERGY GROUP

May 23, 2012

Tyrone Holmes
Founder
World Construction Energy Group
5322 Ingersoll Avenue, Suite 3B
Des Moines, Iowa 50312

To Whom It May Concern:

I am writing this letter of recommendation for Mr. Redmond Jones and his company, Dellmar Consulting, because I believe his work is of the high standard that will assist other organizations as they have assisted World Construction Energy Group in the past. I know how challenging it is to select a consultant, unsure in their service will actually meet the expectations set forth in their marketing materials. Well, I can attest that you will not be disappointed with the service provided by this firm.

Although, our contract was for government relations, Mr. Jones is extremely well versed and he provided us with valuable insights that often assisted our operations in areas outside of the terms of our original scope of work. Dellmar Consulting handled several Public Hearings, City Manager / City Staff / State Permit Meetings, and Community Meetings with outstanding performance throughout his contract with us.

If you would like to discuss my experience in working with Dellmar Consulting, I invite you to call me at 515-423-4583.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Tyrone E. Holmes".

Tyrone E. Holmes, Founder
World Construction Energy Group



Dellmar Consulting | prepared for the Iowa Department of Transportation



City of Davenport

City Administration

226 West Fourth Street – Davenport, Iowa 52801
Telephone: 563-326-7763 Fax: 563-326-7736
www.cityofdavenportiowa.com

To Whom It May Concern:

Redmond Jones was employed by the City of Davenport from November, 2002 to May, 2010. Redmond served as the City's Affirmative Action Officer / Assistant to the City Administrator, reporting directly to me throughout his tenure.

Redmond undertook a range of job responsibilities for Davenport. In addition to his duties as Affirmative Action Officer, he served as project manager for a \$14.5 million renovation of the City's riverfront ballpark, coordinated the City's Neighborhood Beautification Program, served as a Hearing Officer for citizen appeals and assisted with a variety of tasks in the City Administrator's Office. His work as a member of a team of Davenport employees dispatched to the gulf coast in the wake of Hurricane Katrina was especially commendable.

As Affirmative Action Officer, Redmond staffed the City's Affirmative Action Committee and provided leadership for significant initiatives including undertaking the first municipal disparity study in Iowa and creating a nanoloan program to support small business development.

Redmond's noteworthy academic training and professional development, combined with his interpersonal skills, creative thinking and big picture orientation, could be an asset to any organization.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig Malin".

Craig Malin
City Administrator



Quad Cities **Minority
Enterprise
Construction
Council**



May 24, 2012

Willie Henderson
Vice President
Quad Cities Minority Enterprise Construction Council (QCMECC)
P.O. Box 4289
Davenport, Iowa 52808

To Whom It May Concern:

I am pleased to recommend Mr. Redmond Jones of Dellmar Consulting LLP, to conduct DBE Support Services for the Iowa Department of Transportation. Dellmar Consulting under the leadership of Redmond Jones has a long history in the Quad Cities for working and supporting Small Business Enterprise and Disadvantage Business Enterprise.

Redmond's leadership has been demonstrated in multiple ways:

1. He led a team concerned citizens on a campaign to convince the City of Davenport to conduct a Disparity Study when it wasn't popular. As a result, Davenport became the first city in Iowa and the Quad Cities to fully review its purchasing practices related to minority and women owned businesses.
2. He donated his services and provided support to the QCMECC by helping our members establish themselves in business by showing them how put in bids, get insurance and obtain the necessary bonding for their companies.
3. Mr. Jones made available his relationship with John Deere to benefit the QCMECC and Job Training in the Quad Cities. Through his negotiations, he developed an agreement to allow QCMECC members to gain equipment operator time on brand new John Deere Equipment at their training facility in Milan Illinois. This gave businesses the opportunity to better prepare themselves to pursue bids that required heavy equipment rental and operation.

As a DBE myself, I can attest that Redmond Jones stands out among the rest. He is a talented and astute professional that would be an asset to the Iowa Department of Transportation. Please feel free to contact me at 563-940-0021 regarding the work of Mr. Jones and his firm.

Sincerely,

Willie Henderson
Vice President QCMECC



Dellmar Consulting | prepared for the Iowa Department of Transportation

Appendix: Signed IDOT Proposal Statement

Form 132026wd 3-02		 Iowa Department of Transportation		Purchasing Proposal	
		Purchasing Section 800 Lincoln Way Ames, IA 50010			
		Date Bids Due: May 30, 2012		Time of Bid Opening: 1:00 P.M.	
Proposal Number: LT00961	Commodity Description: Consultant for Public Engagement, Public Involvement, and DBE Supportive Services			Bid Opening Location: Ames, IA	
Contract to Begin: 07/02/12	Date of Completion: 06/30/13	Proposal Guaranty Amount: N/A		Liquidated Damages: N/A	
Purchasing Agent to contact for additional info.: Mary J. Zimmerman		e-mail: mary.zimmerman@dot.iowa.gov	Phone: 515-239-1298	Fax: 515-239-1538	
Company Name: Dellmar Consulting, LLP				Federal Tax ID: 45-5318267	
Street Address: 630 Warren Street		City: Davenport	State: Iowa	Zip Code: 52802	
Individual preparing bid (type or print): Redmond Jones II	e-mail: redmondjonesii@netsecpe.net		Phone: 254-421-5093	Fax:	
Will you sell these items/services to political subdivisions within the State of Iowa under the same prices, terms and conditions as specified? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			Are you an Iowa Targeted Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		

GENERAL INFORMATION

The bid package labeled "Vendor Copy" is retained by the bidder and includes a copy of the proposal, schedule of prices, Terms and Conditions, specifications, and other information you may need to prepare your bid. The copy labeled "Dot Copy" must be typed or completed in ink, signed, and returned prior to the bid opening date and time. Proposals must be submitted on the form supplied by the department.

Bids must be typed or completed in ink on the forms supplied by the department. You must sign your bid and seal it in the envelope provided. Bids must be received prior to the bid opening date and time. The bidder may personally deliver, mail, or select a carrier that ensures timely delivery. **Faxed bids will not be accepted.**

If required, each bid must be accompanied by a proposal guaranty in an accepted form, in the sum indicated above. Refer to the Standard Terms and Conditions for the accepted forms in which the proposal guaranty requirement may be fulfilled. Bids lacking a required proposal guaranty will not be considered for award. If the contractor fails to enter into a formal contract within fifteen (15) days after award is made, the proposal guaranty may be retained by the State.

PROPOSAL STATEMENT

The entire contents of this Proposal, Addendums to the Proposal, Specifications, Supplemental Terms and Conditions, Standard Terms and Conditions, and Schedule of Prices shall become part of the contract.

We promise to enter into a contract within fifteen (15) days after award or forfeit the proposal guaranty furnished herewith.

We promise to furnish all materials, equipment and/or services specified, in the manner and the time prescribed, at prices hereinafter set out.

We certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a bid; that this bid has been independently arrived at without collusion with any other bidder, competitor, or potential competitor; and that this bid has not been knowingly disclosed prior to the opening of bids to any other bidder or competitor.

We certify that all materials, equipment and/or services proposed meet or exceed the specifications and will be supplied in accordance with the entire contents of this proposal.

We promise to complete the contract within the contract period, or pay any liquidated damages, if stipulated, for each calendar day as set forth in the bid documents.

Signed *Redmond Jones II* Date *5/28/2012*