

Debra Gould & Associates

"Positive Persistence Beats Resistance Every Time"



A STATEMENT OF SCOPE TO PROVIDE REGIONAL TRANSIT AUTHORITY EXECUTIVE COACHING & CONSULTANT SERVICE RFP #2024-012

Prepared for: Regional Transit Authority by Debra Gould and Associates, Inc.

Technical Proposal



June 6, 2024
New Orleans, LA

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Debra Gould & Associates, Inc. (DGAI)
Technical Proposal
RTA RFP #2024-012
Executive Coaching & Consultant Services



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APPENDICES

Letter of Interest

Consultant Questionnaire Form

Non-Collusion Affidavit

Certificate on Primary Debarment

Certificate Regarding Debarment-Lower Tier

Certification of Restrictions on Lobbying

Participation Information Plan

Form CQ – 2012

DBE Form 1 – Contract Participation and Disadvantaged Business Enterprise (DBE) Commitment

DBE Form 3 – Documentation of Good Faith Efforts

DBE Form 4 – DBE Participation Plan

SBE Eligibility Affidavit and/or SBE Certification Application

DBE Certifications: SLDBE, LAUCP and Hudson Initiative

Executive Coaching Certifications

Place of Performance

Addenda: Addendum I, 4/18/24; Addendum II, 5/10/24; Addendum III, 5/16/24

Buy America – Certificate of Compliance with Section 165A

DGAI Team Resumes



Letter of Interest

June 6, 2024

Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119

Re: A Statement of Scope to Provide Regional Transit Authority Executive Coaching & Consultant Services
Debra Gould and Associates, Inc. is proud to submit to your request for A Statement of Scope to Provide Regional Transit Authority Executive Coaching & Consultant Services.

Primary Contact: Debra W. Gould, MS
Company Name: Debra Gould & Associates, Inc.
Address: P. O. Box 871211 – New Orleans, LA - 70187-1211
Phone: (504) 460-9641 • Email: djgould@gouldassoc.com

A New Orleans-based business, Debra Gould and Associates has been serving clients since 1996. We specialize in management consulting, executive coaching, human relations and organizational development, facilitation, training, and research & analysis services. Our clients include private industry, educational institutions, and government agencies. Our team is committed to ensuring that the experience of Regional Transit Authority customers is documented efficiently and accurately.

Please contact me with any questions concerning this proposal. Thank you for your time and consideration. We eagerly look forward to hearing from you by June 28, 2024. We are at your service.

Sincerely,

Debra Washington Gould, M.S.
President/CEO



Regional Transit Authority's Agency Mission and Vision

Mission: Our mission is to provide safe, dependable, efficient transit services to the residents of and visitors to the greater New Orleans region, through investment in infrastructure and service to expand access to opportunities, to build a more resilient community, and protect the cultural, social, and economic well-being of our community through mobility.

Vision: We're connecting more people to more places to make life better and create equitable opportunities for all!

OPPORTUNITY STATEMENT

The New Orleans Regional Transit Authority (NORTA) is undergoing a leadership change and identified a need to support current, emerging, and new executive team members in their professional development and team building amongst the executive team. Executive Coaching is recognized as a valuable tool that can provide tremendous benefits by empowering high-performance, effective communication, and leadership development.

Scope of Services:

A. Individual Coaching Services

Coaching services would focus on identifying and prioritizing developmental issues and goals with an action plan.

- The coach will collect data through various sources such as client cluster and air at 360-degree feedback and/or other assessments such as Myers-Briggs DiSC, Hogan, etc.
- The coaching will be for up to one year.
- Most coaching relationships are expected to be one-on-one, however, occasional team/group coaching approaches may be used or requested.
- Delivery may be in-person coaching, virtual coaching, or blended delivery using in-person and electronic delivery methods.
- The coaching relationship will start with a meeting between the employee and the coach client and the coach. Together a coaching agreement will be defined. The coaching agreement will include assessments to be used for desired outcomes, frequency of coaching meetings, duration of the engagement, and a statement outlining confidentiality, and metrics of success.
- Coaching relationships will be specified. Once the coaching approach is defined, the coach will provide the client with his/her manager/sponsor with a detailed coaching plan.
- Assessments and other team-slash diagnostic tools can be used to provide the most comprehensive coaching plan for the coaching client.



B. Assessments/Diagnostic Tools

A collaborative development process may require individual, manager, and peer/coworker assessments.

- Assessment tools may vary based on the individual needs of the individual/manager/team.
- The utilization of assessment tools including purpose, value, cost, and ownership of results will be reviewed before their use, to ensure the best value for the organization.

C. Teambuilding

Team building will be used to enhance social relations and define roles within the executive team. These services are an essential piece of the development process for the teams and manager relationships.

- Delivery may be an in-person facilitation or blended learning of in-person and electronic delivery methods. Specific topics and focus areas will be defined by management and vary based on the needs of the team/or RTA. Examples of topics include strategy, vision and purpose, teamwork, motivation, understanding perspectives, finding efficiencies, behavior awareness, manager assumptions, and accountability.
- The type of team-building activities may vary from activities focused on high-functioning highly productive teams to teams needing techniques to improve productivity and inclusion.
- Workshops may vary in length from one hour, half-day, or full-day increments depending on the organizational needs.

D. Facilitation Services

Facilitation services may be an integral component of successful workshops and meetings, especially if the message requires complicated outcomes, accountability, and commitments, or if the topics are sensitive.

- Specific topics and focus areas will vary based on the needs of the client and/or specific organization with whom the affiliation occurs. Small or group facilitation may be needed with topics such as but not limited to strategic planning workshops, understanding diversity, addressing inclusion in the workplace, manager accountability, goal setting, minor level conflict resolution topics, executive and/or mid-manager coaching, team building, change management, or specific topic discussions.
- Facilitation sessions may vary in length from one-hour, half-day, or full-day increments depending on organizational needs. Facilitation may require multiple sessions. The length and number of sessions will be agreed upon in advance at the facilitation services.

E. Deliverables

- Meet with required staff to assess the level of commitment and willingness to participate in the coaching program, determine goals, and assess strengths and challenges.
- Meet with supervisory staff to discuss goals and staff strengths and challenges.
- Conduct the diagnostic assessment after the staff takes the assessment, to best identify issues, and discuss the development of a work plan with staff and supervisors.



- DGAI can provide both in-person and virtual coaching sessions for the RTA executive flexible schedule.

ORGANIZATIONAL QUALIFICATIONS:

Debra Gould & Associates, Inc. (DGA) is a New Orleans-based Performance Management consulting and training business founded in 1996. DGAI's mission is to develop and train individuals to grow and rise to their highest potential. DGAI specializes in Performance Management, Organizational Development, and Workforce Management. We facilitate focus group discussions with management and employees. DGAI services commercial, healthcare, and educational institutions as well as government agencies.

PAST PERFORMANCE

DGAI has performed services for public and private sector agencies such as U.S. Department of Energy, U.S. Food and Drug Administration, NASA HQ, Stennis Space Center and Johnson Space Center, Department of the Army Pentagon – Headquarters, Naval Sea Systems Command, U.S. Department of Housing and Urban Development, Bureau of Engraving and Printing, Federal Executive Board General Services Administration, DynMcDermott Petroleum Operations Company, and Louis Armstrong New Orleans International Airport, New Orleans Regional Transit Authority, New Orleans Sewerage & Water Board, Port of New Orleans, New Orleans Workforce/Job1, IBM, Housing Authority of New Orleans, Folgers Coffee, Entergy, Liberty Bank & Trust, ConocoPhillips, Shell Exploration and Production, Chevron, Motiva Enterprises LLC, Ochsner Hospital, the Louisiana Superdome, National Speakers Association, Clemson University, Federally Employed Women, City of New Orleans Departments: New Orleans Redevelopment Authority, Project Delivery Unit/Infrastructure, RoadworkNOLA, Equipment Maintenance Division, Capital Projects Administration, Port of New Orleans, and Southern University at New Orleans, to name a few.

CERTIFICATIONS

DGAI is a certified U.S. Small Business Administration Post Graduate 8(a)/SDB firm and is currently certified as a Woman-owned Small Business Program with the U.S. Small Business Administration. DGAI is a certified Disadvantaged Business Enterprise (DBE) by the Louisiana Unified Certification Program (LAUCP). We are also certified with the State of Louisiana Hudson Initiative, the City of New Orleans State/Local DBE (S/LDBE), and Small Business Enterprise (SBE). Additionally, DGAI is a certified Woman Owned Business with the Women's Business Council of Louisiana, the National Women's Business Council, and Minority Owned Business with the National Minority Supplier Diversity Council.

DGAI Professional Service Matrix Strategies for the Regional Transit Authority Executive Coaching & Consultant Services



Nancy J. Lewis, has worked with Metropolitan Atlanta Rapid & Transit Authority (MARTA) in helping their leaders navigate the changing world of work. Through team building, leadership and change management workshops, we have provided the skills and competencies necessary to lead at the top of your game. As leaders who must manage fleet and service delivery in a transit system, learning how to navigate change and lead others is critical. To ensure smooth operations and customer satisfaction, leveraging the skills of your team is necessary to achieve the transits' mission. From navigating fleet management software, vehicle maintenance, safety, compliance, and collaboration, leaders must know how to utilize the tools and talents of their greatest asset, people. Our workshops and coaching provide the essential competencies needed in to help leaders know how to lead in changing times.

Debra Gould can speak the language and understands the RTA culture. The big "why" is because she worked in this business environment in the early 80's for special projects in a management role. Debra is an independent consultant specializing in performance management areas of DEI, people skills, and leadership. Some of the most requested communication courses include conflict management, customer service, interpersonal communication, morale, assertiveness, empowerment, dealing with difficult people, team building, and negativity in the workplace. DGAI has a passion for helping others and is the driving force for empowering others and has pursued these goals for over 25 years.

Since 2012 through 2019 DGAI has been able to provide training service for the RTA Operations employees of some 440 transit operators. Also, provided executive coaching in 2019 for the Operations management team in operating fixed route, paratransit, streetcar, bus rapid transit, and micro transit services at RTA.

DGAI PROFESSIONAL SERVICE MATRIX STRATEGIES FOR THE RTA EXECUTIVE COACHING AND CONSULTANT SERVICES	Shana Hertmann	Michelle Stanton	Kenneth L. Allen	Huehn Harrison	Robert E. Douglas	Dr. Jodi LaMothe	Nancy Lewis	Billy Arcement	Debra W. Gould	Arthur Gaudet
EXECUTIVE COACHING										
CEO 1:1 Coaching - Weekly (24 Sessions)										
C-Suite Executive Coaching (10 Chiefs) - 10 4-hour sessions						X	X			
DGAI COACHING MODEL										
TRAINING SERVICE										
Meeting, Group, Teambuilding facilitation										
Train leaders on how to implement	X	X	X	X	X	X		X	X	X
Train ongoing technology improvement			X	X	X	X		X	X	X
DGAI Multiple Strategies Training Communication Team Building			X	X	X					X
CONSULTANT SERVICE										
Transit Specific Technical Assistance As needed						X	X	X	X	
What's new in the way of getting strong public engagements			X	X						X
How can RTA C-Suite maintain relevancy in planned improvements?/What is the revenue stream?			X	X						X
How does RTA stay informed of FTA Grants?/Can RTA stay engaged?			X	X						X
Who is the liaison with FTA?			X	X						X
Connect with RTA action items and how can DGAI help drive the reality?			X	X						X
SMP 2023: RTA is expecting continued ridership growth in 2023 as a result of the bus network redesign with its better connected and more frequent routes.			X	X						X
More work is needed in basic service but also in developing new, innovative mobility services and in developing creative revenue streams.				X						X
Initial Survey				X						
Executive Summary - quarterly	X	X								X
ASSESSMENT TOOLS										
DGAI Assessment: Myers-Briggs Type Indicator						X	X			
DGAI Emotional Intelligence Assessment						X	X			
DGAI DISC						X	X			



RELEVANT EXPERIENCES

CLIENT: STATE OF UTAH DIVISION OF PURCHASING OCTOBER 1, 2016, TO JULY 17, 2021 (NEW)

Point of Contact: JJ Acker, Contracting Officer Email: jacker@utah.gov, Office: (801) 664-0364

Need: (Group Coaching, Individual Coaching, Training delivery, and Assessments)

We provided group assessment, individual assessment, one-to-one coaching, training delivery, and post-training recommendations report for the entire engineering staff.

Solution: We helped A). Build self-awareness of leadership styles and values; B). Build understanding of the difference between leadership and management; and C). Participants (K-12 leaders) applied knowledge individually and collectively.

Result: We provided instructional materials and supplies needed to complete exercises.

CLIENT: TRANSDEV

Point of Contact: Vice President-Operations, Email: derrick.breun@transdev.com

Need: Various projects, including On-Time Performance work in multiple cities, training for full rescheduling of service for a county in New York.

Solution: Implement full rescheduling of service for a county in New York, training.

Result: N/A

CLIENT: PALM TRAN (PALM BEACH, FL)

Point of Contact: Michael Blaylock, Interim CEO, Email: mblaylock@pbcgov.org

Need: Various projects, including On-Time Performance work in multiple cities, training for full rescheduling of service for a county in New York.

Solution: Training, Schedule Consulting.

Result: N/A



CLIENT: STANISLAUS REGIONAL TRANSIT AUTHORITY

Point of Contact: Simon Herrera, Director of Operations and Planning, Email: sherrera@stanrta.org

Need: Scheduling Assistance, Training

Solution: N/A

Result: N/A

CLIENT: MORIAL CONVENTION CENTER NEW ORLEANS – DECEMBER 2021 TO SEPTEMBER 2022

Point of Contact: Wendell Finley, Director of Public Safety, Email: wfindley@mccno.com, (504) 582-3050 Ext. 2371 and Cell: (504) 427-3983

DGAI provided **Executive Coaching Engagement service** to MCCNO senior management.

Solution: Enhancing leadership agility by working with cross-functional teams, peers, and up/down the chain of command, working to prioritize requests with others, and working toward mastering a higher level of Executive Leadership and Communication.

Result: How they are approaching communications. They tend to be very direct, and this style can feel very impersonal to those they work with. How they can leverage their performance reviews by asking the right questions in the right tone. How they can use the position of leading meetings, projects, etc. to highlight their leadership ability and readiness for a higher-level role within the organization.

CLIENT: PORT OF NEW ORLEANS – MARCH 2022 TO DECEMBER 2022

Point of Contact: Ms. Garri L. Brown, SPHR, MPE, Chief People and Culture Officer, Email: garri.brown@portnola.com, (504) 528-3268

DGAI provided **Executive Coaching services** to Port NOLA monthly.

Solution: Garri continues to focus on establishing effective communication with her President & CEO and others at Port NOLA. We also discussed how she can manage her emotions when others do not seem interested in doing what they are asked to do in their responsible roles. She cannot always affect the situations in which she does not have control over the outcome.

Result: We focused more extensively on the concepts of:

- How she approaches communications. She tends to be very direct, and this style can feel very impersonal to those with whom she works.
- How she can use the position of leading meetings, projects, etc. to highlight her leadership ability and readiness for a higher-level role within the organization.



CLIENT: CITY OF NEW ORLEANS EQUIPMENT MAINTENANCE DIVISION MARCH 2024

Point of Contact: Mr. Kim T. DeLarge, Jr. MBA, Assistant Chief Administrative Officer -
Operations Email: ktdelargejr@nola.gov, Office: (504) 658-8672, Mobile: (504) 346-6182

Need: (Effective Writing Skills)

DGAI prepared the support staff with proficient writing skills to successfully perform the daily operations of the EMD. This course was developed to cover the basic rules of grammar and punctuation in writing. It was designed for staff to make writing less difficult by providing tips on good writing and answers to many questions. Also, this session provided the participants with the tools to improve and enhance their writing skills, thereby saving the organization time, resources, and money.

Solution: Conducted the writing lab for one-on-one coaching by the Trainer for 4 EMD employees.

Result: EMD supervisors use writing skills and techniques to improve their reports and emails.

CLIENT: CITY OF NEW ORLEANS PROJECT DELIVERY UNIT/INFRASTRUCTURE MARCH 2024

Point of Contact: Ms. LaNitrah B. Hasan, Director – Project Delivery Unit, Chief of Staff, Deputy
Chief Administrative Office (Infrastructure)
Email: lbhasan@nola.gov, Office: (504) 658-8472, Mobile: (504) 655-0616

Need: (Communication Training and Facilitation Services)

Debra Gould & Associates, Inc. (DGAI) was contracted to provide fifteen RoadworkNOLA staff with professional development training in the areas of Customer Service, Conflict Resolution, Interpersonal Communications, and Dealing with Difficult People. In addition, we were asked to provide a space where they could address the challenges and issues they face on the job.

Solution: RoadworkNOLA employees were encouraged to take an anonymous, online survey to determine what they considered their top individual responsibilities, challenges, and needs as well as the top responsibilities, challenges, and needs of RoadworkNOLA as a whole.

Result: PDU/Infrastructure held an all-hands meeting with the RoadworkNOLA to address the issues.

CLIENT: PORT OF NEW ORLEANS, APRIL 2024

Point of Contact: Ms. Garri L. Brown, SPHR – Chief People and Culture Officer
Email: garri.brown@portnola.com, Office: (504) 528-3268

Need: (Multiple Strategies Training)

The multiple pieces of training in Change Management, Strategic Thinking, Teamwork, Leadership, and Time Management required Port NOLA to communicate what this means and show employees how to do the expected and ultimately the unexpected. And most importantly, the training will inspire



employees and influence their behaviors, so that they are aligned around the same commitments associated with Port NOLA's vision.

Solution: Instilled an understanding in Port NOLA staff members that they played an important role in making Port of New Orleans the best Customer Experience provider in the quality of our programs and services.

Result: Port NOLA has been incorporating their HR Team Retreat before the Trainers/Facilitators training sessions.

CLIENT: NEW BEGINNINGS BEHAVIORAL HEALTH SERVICES, AUGUST 2023 TO DECEMBER 2023

Point of Contact: Dr. Lisa Wineburg, President & CEO, Email: lruffin12@yahoo.com,

Office: (504) 366-5265

Need: (Leadership Development Program)

The objective is to deliver Multiple Strategies Training for the Case Managers, Office Managers, and Field Managers.

Solution: The intent is to offer training sessions for the emerging leaders who will be the key personnel at the satellite offices in the business expansion. The training was very effective and the first-timers receiving the leadership development training over several months implemented the new knowledge to their staff. The president was pleased to receive positive feedback from the managers and recommended more training by DGAI for their staff.

Result: NBBHS supervisors will be sharing multiple training sessions in their weekly staff meetings.

CLIENT: USDA NATIONAL FINANCE CENTER, SEPTEMBER 2023

Point of Contact: Demetrice Jefferson, Management & Program Office Training Coordinator
Email Demetrice.Jefferson@usda.gov, Office: (504) 226-3468

Need: (Multiple Strategies Training Service)

The objective is to deliver training sessions on Team Building and Conflict Management.

Solution: The DGAI Team successfully pulled together two of the NFC Human Resources Departments that were not communicating well. Both of the training deliverables created a space for personnel to address the issues of this superior status by those who are USDA personnel and those government on the NFC or Contractor side in terms of information shared.

Result: NFC will be inviting DGAI to return and offering additional training sessions.



CLIENT: ORLEANS PARISH ASSESSOR'S OFFICE, APRIL 2023

Point of Contact: Marina M. Kahn, MSUS, MBA, CLA, Chief Deputy

Email: albriant@nola.gov, **Office:** (504) 658-1333 and **FAX:** (504) 658-1353

Need: (Training Manual)

The objective is to create a Training Manual for the Orleans Parish Assessor's Office. DGAI Team managed the staff interviews to document procedures, transcribe, and organize data into training documents and final electronic documents on June 2, 2023.

Solution: The DGAI Team successfully managed the collection, transcription, and organization of data.

CLIENT: NEW ORLEANS REDEVELOPMENT AUTHORITY MARCH 2023

Point of Contact: Anita Briant, Director of Human Resources

Email: albriant@nola.gov, **Office:** (504) 658-4417 and **FAX:** (504) 658-4551

Need: (Training)

The purpose of the **From Conflict to Consensus Strategies Training** is to address both the manager's and employee's issues to cope and conquer situations mired with conflict. The tension that existed when people in the organizations had conflicting or competing goals was on the increase.

Solution: The results are to bring them to a positive and productive close.

CLIENT: SPEARS GROUP DECEMBER 2022

Point of Contact: Cleveland Spears, President & CEO, **Email:** Cleveland@thespearsgroup.com

Tel: (504) 304-8198,

Need: Facilitation service for a two-day annual retreat.

Solution: The DGAI Team developed the assessment for their communication styles, and facilitated questions for dialogue and group activities.

Result: All executive team and staff participated in a successful two-day to address the 2023 goals.

CLIENT: VOLUNTEERS OF AMERICA SOUTHEAST LOUISIANA AUGUST 2022 THROUGH OCTOBER 2022

Point of Contact: Juanita Hill-Kennedy, Director of Human Resources, **Email:** JHill-Kennedy@voasela.org, **O:** (504) 486-8663 and **F:** (504) 482-1922

Need: (Multiple Strategies Training)



The purpose of the **Unconscious Bias: Are you Listening? Strategies Training** to embody the values of equity, diversity, and inclusion and foster a culture of respect and dignity in the workplace.

Solution: The results, VOA employees were ready, willing, and committed to fostering a culture of inclusion and care where every team member feels supported and experiences a strong sense of belonging.

CITY OF NEW ORLEANS CAPITAL PROJECTS/PROJECT DELIVERY UNIT DECEMBER 2022

Point of Contact: Ms. Chantel R. Bernard, Fiscal Specialist, City Hall, 1300 Perdido Street, Suite 6E12, New Orleans, LA 70112, Email: crwilliams@nola.gov, O: (504) 658-8673, C: (504) 914-8823

Need: (Training)

The purpose of the **Leadership and Interpersonal Communication Strategies Training** is to ensure the Customer Experience instills an understanding in the City of New Orleans Capital Projects/Project Delivery Unit staff members that they play an important role in making the City of New Orleans Capital Projects/Project Delivery Unit the best Customer Experience provider in the quality of our programs and services.

Solution: The results, most importantly the training, will inspire employees and influence their behaviors so that they are aligned around the same commitments associated with the City of New Orleans Capital Projects/Project Delivery Unit vision.

CITY OF NEW ORLEANS OFFICE OF PROCUREMENT/BUREAU OF PURCHASING DECEMBER 2022

Point of Contact: Julien P. Meyer, Chief Procurement Officer, City Hall, 1300 Perdido Street, Suite 4W07, New Orleans, LA 70112, Email: jpmeyer@nola.gov, O: (504) 658-1550 main

Need: (Training)

The goal of this **ENHANCING CUSTOMER SERVICE THROUGH LISTENING, COMMUNICATION, AND CONFLICT STRATEGIES TRAINING** is to ensure the Customer Experience instills an understanding in the City of New Orleans Department of Purchasing staff members that they play an important role in making CNO Department of Purchasing the best Customer Experience provider in the Local Government. This requires the Department of Purchasing to communicate what this means and show employees how to do the expected and ultimately the unexpected when they are communicating with internal and external customers that we serve.

Solution: The Department of Purchasing interacts with external customers (vendors who want to do business and are doing business) and internal customers (30 departments). The Department of Purchasing manages through discussions a wide array of matters with the City of New Orleans customers: PO, contracts, payment, and opportunities. While discussing those matters, Purchasing realized that they are subject to regulations and best practices that they must follow to protect processes.



CLIENT: CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC) – AUGUST TO NOVEMBER 2021
Point of Contact: Roslyn Q. Buffington, AS, BA, Education Program Specialist Curriculum Development Team (CD), Centers for Disease Control and Prevention CDC University (CDCU), Human Resources Office (HRO), Office of the Chief Operating Officer (OCCO),
Email: rqb1@cdc.gov, Office: 770 488-1976

Need: The purpose of the **Managing Excellence through Morale and Motivation Strategies Training** is to address both the manager's and employee's issues with burnout, deployment, and retention during COVID-19 that was affecting morale in the workplace culture as being low. How to jumpstart with increased motivation to help employees desire, interest, and focus energy to get the job done. Provide this training for the 150 supervisors and 150 non-supervisory by Zoom virtual conferencing.

Solution: - Designed two training curriculums to deliver the supervisors and non-supervisory by offering:

Training Title: Managing Excellence through Morale and Motivation (Supervisors)

Course Description: The challenge facing managers today is creating an environment where employees can satisfy their personal needs and achieve their goals while helping the manager achieve organizational needs and the agency's goals. The manager must discover ways to reshape relationships that will create conditions capitalizing on individual desires for recognition. As a manager of today and tomorrow, he/she must implement new methods to channel the energies of their workforce, new ways to communicate, and new ways to help their staff become motivated.

Training Title: Managing Excellence through Morale and Motivation (Non-Supervisory: Employees)

Course Description: Learn to identify the important relationship between morale and motivation and how best to create a more motivating environment for yourself and other employees. In this training session, you will choose a motivation model that works best for you and your team, along with ways to incorporate morale and motivation building into your daily practice.

Result: DGA provided strategies that work with clients to provide feedback on the workplace culture. When there was an opportunity to address the signs of morale and things affecting their low morale at work, supervisors felt like bosses rather than managers with the high demand to produce a nationwide focus on their federal organization. Also, the managers were struggling to let their teams understand we hear you and working on plans to alleviate the stress, pressures, and feeling overwhelmed. Employees were able to talk about their concerns with the workload compared to others on their teams. They were pleased to have a voice at the table and forward movement to schedule time with supervisors and managers to spread the projects around.



CITY OF NEW ORLEANS NEW ORLEANS WORKFORCE DEVELOPMENT BOARD JUNE 2019 –
FEBRUARY 2021

Point of Contact: Sunae Villavaso, Deputy Director Office of Workforce Development
1307 Oretha Castle Haley Blvd., New Orleans, LA 70113, Email: Sunae.Villavaso@nola.gov, O: (504)
658-4542. C: (504) 858-6444

Designed and conducted for the New Orleans Workforce Development Board qualitative and quantitative research, provided data analysis, and authored recommendations and a final report in support of the NOWDB Early Analysis of its 2016 Strategic Plan.

CLIENT: USDA NATIONAL FINANCE CENTER, ANITA ADKINS, DEPUTY DIRECTOR – 2014 - 2018

Point of Contact: Anita Adkins, Deputy Director, Email: Anita.R.Adkins@nfc.usda.gov

Point of Contact: Dominique Carrie, Workforce Planning & HR Policy Branch

Human Resources Management Staff National Finance Center, OCFO, USDA

Dominique.Carrie@nfc.usda.gov, and Office: (504) 426-7904

Need: The purpose of the **Transitional Leadership Strategies Work Training** is to address the manager's issues with accepting and following the new leadership of the first African American female in this role and the federal organization's purpose, vision and mission continue to thrive. The risk facing the organization's existence with the climate in Washington DC concerning privatization will require leaders to pull together in a unifying effort.

Solution: To schedule a training day to conduct the Transitional Leadership and focus group to hear from managers about their thoughts and contributions to the organizational culture.

Result: DGAI provided strategies and recommendations on specific actions the organization can take to continue the momentum from the training provided to all employees.

CLIENT: REGIONAL TRANSIT AUTHORITY NEW ORLEANS – JUNE 2017 TO OCTOBER 2017

Point of Contact: Brendan Matthew, Chief Operating Officer, Email:

brendan.matthews@transdev.com, and Office: (504) 827-8383 and Mobile: (504) 762-0552

DGAI provided **executive coaching services** to the Safety Manager, Transportation Director, Paratransit, and COO.

Solution: The intent of the executive coaching sessions was aimed at the organizational leaders from NORTA to offer support in their growth opportunities and their strengthening their leadership skills.

Result: Each monthly session continued to be of value in strengthening the coach-to-coachee communications and relationships. Each executive set their action goals for discussions and next steps.



CLIENT: REGIONAL TRANSIT AUTHORITY NEW ORLEANS – 2012 TO 2019

Point of Contact: Derrick Breun, Chief Operating Officer, Email: derrick.breun@veoliatransdev.com, and Office: (504) 827-8413 and Mobile: (504) 858-6776

DGAI provided multiple pieces of training in leadership, conflict resolution, team building, customer service, morale, and interpersonal communication skills for the senior management, middle management, and supervisors.

Solution: Effective servant leadership enabled other federal agencies in need of their service to bring forth excellent customer service as the number one priority of the Regional Transit Authority (RTA).

Result: DGAI designed a program that met the needs of the RTA client being able to go through each tier level and view how they were impacted by the culture shift. This enabled everyone to be on the same page to serve the local government that depends on their service.

CLIENT: SEWERAGE AND WATER BOARD OF NEW ORLEANS – 2008 TO 2014

Point of Contact: Ms. Jacqueline K. Shine, SWBNO Utility Services Administrator, Work: (504) 585-2128, FAX: (504) 585-2519, Email: 4134, 625 Saint Joseph Street, New Orleans, LA 70165

Need: The purpose of the SWBNO Training Programs was to increase the knowledge of the importance that customer service is the highest priority at SWBNO. The training also developed consistency in the SWBNO personnel image in working together with fellow employees while maintaining the SWBNO's positive image to external customers.

Solution: From 2008 through 2014, provided multiple training topics to improve employee performance and enhance customer experiences.

Result: Provided a report focused on employee performance and customer experience that was used by SWBNO to inform changes in operations and provided recommendations for improvements. DGAI training was specifically designed for SWB employees helping to improve morale, personal motivation, leadership, customer service, workplace negativity, and time management. Based on feedback, well-planned, organized, and interactive sessions proved valuable to employees.

HENRY COUNTY WATER AUTHORITY - 2022- PRESENT

Point of Contact: Tony Carnell, General Manager, Email: tony.carnell@hcwa.com Office: (770) 957-6659

Progressive Techniques, Inc. provides leadership training and executive coaching to their leadership team.



Solution: To help leaders in areas where development was needed to be more effective in their roles.

Result: Leaders made progress and created strategies that provided the platform for building better and more engaged teams. They learned the power of emotional intelligence and leveraging empathy in their relationships with staff.

THE CITY OF UNION CITY - 2023 – PRESENT

Point of Contact: Brittany Sainnatus, Director of Human Resources,
Email: bsainnatus@unioncityga.org - Office: (770) 515-7874

Progressive Techniques, Inc. is presenting a Leadership Academy to the Senior & Middle Managers monthly.

Solution: Strategies and tools have been shared that are positively impacting their work teams and improving relationships with employees.

Result: Leaders are now tasking staff with assignments that they used to do and are growing teams that are developing their capacity to do more. Team engagement and productivity are better as leaders are now able to focus on other issues relevant to their roles.



The Action Plan

Debra Gould & Associates proposes a three-phase process to . This Action Plan will provide the opportunity for the participants to engage in discussions for learning, to improve supervisory and leadership skills, to show respect and courtesy to internal and external customers, and to foster working together.

Phase I—Pre-Program Information Gathering Assessment

Debra Gould & Associates will conduct behavioral and needs assessments. This phase allows us to understand the strengths, weaknesses, and opportunities that the RTA personnel feel are their biggest challenges. It is imperative for maximum effectiveness that information on current work-related matters be part of the background used to prepare training materials. This ensures that the Executive Coaching & Consultant Services are tailored to the specific needs and desired outcomes. Debra Gould & Associates has allocated time to discuss via email or phone conversations with Executive Coaching & Consultant Services representatives, to thoroughly review the information received to incorporate it into the one-on-one coaching. Phase I will be initiated in July 2024.

Phase II—Training/Facilitation

The learning components of the training/facilitation processes are designed to drive the concepts from awareness to constructive behavior. Each participant is expected to attain a much greater sense of personal capability and the tools to achieve it. The program is designed to enable participants to make significant improvements in communication, problem-solving, and results achieved. A sharper focus on government behavioral issues and clear solutions will inevitably emerge. This phase represents the heart of the process. Goals with action steps will be developed throughout the facilitation process to increase personal and professional effectiveness.

Phase III—Executive Coaching, Consulting, and Executive Summary Report

Phase III of the Executive Coaching & Consultant Services entails consultation and assurance checks by Debra Gould & Associates, Inc. that the Executive Coaching & Consultant Services executives are comprehending and utilizing the information gained from the training sessions. Clear systems of accountability, such as evaluations, will be established for Executive Coaching & Consultant Services executives with progress measurement reports. These reports are compiled by Ms. Gould's senior consultant and submitted to the Executive Coaching & Consultant Services RTA Program Manager within 30 days of the last training session in the base and option years. Overall measurement of the Executive Coaching & Consultant Services provided upon conclusion of the series, by December 31 of each year.



TRAINING DELIVERY

DGAI TRAINING METHODOLOGY

Our approach is highly interactive. Our trainers have years of preparation in how to create and maintain an open, non-threatening learning community in which participants are encouraged to use their own experiences and take risks to maximize their joint learning.

Our trainers work to meet the unique training needs of adults. Based on our experience and in-depth knowledge of the adult learner, we believe adults learn best in an environment that encourages participation, input, and interaction. We have also learned that our training is most effective when participants are helped and encouraged to transition from the classroom into "real-world" assignments. Our trainers are facilitators, coaches, role models, and discussion leaders. We attempt to minimize lectures and encourage participants to raise questions. We welcome disagreements and encourage participants to take an active role in their own training and learning process. Participants are also encouraged to help one another in the learning process. As they do so, their communication and leadership skills will also improve.

Our programs are designed to maintain high learner involvement and to reflect sound principles of instructional design for the adult learner. A variety of instructional methods will be used during the program to maximize both potential learning benefits and participant interest. These methods include, but are not limited to:

1. **Brief lectures** to introduce concepts or to transition from one major concept or learning to the next. This presents the framework needed for understanding and application of the concepts that are presented
2. **Experiential "hands-on" activities** including role-playing, videos, exercises, and problem-solving activities. The curriculum will be designed with adequate time to have participants practice during class.
3. **Small and large group discussions** will encourage active involvement in the learning process. Personal interaction through small group discussions is designed to foster openness and shared learning. This allows for an exchange of ideas and concerns most directly relevant to the areas under discussion.
4. **Coaching, consultation, and counseling** are interpersonal skills employed by the presenters. They will encourage individual learning, build skills, and enhance individual problem-solving.



COURSE OFFERINGS

Debra Gould & Associates, Inc. believes in making training both informative and fun. Throughout the training sessions, the facilitator uses audience interactions and discussions, stories relevant to the subject matter, humor, exercises, and opportunities for Q&A sessions. We believe in providing strong, relevant content that can immediately be put to use. Real-world examples of how to use the information shared are also part of the training process. The extensive experience in both leadership and management of the DGAI team makes the presentation become “real” and not “theory.” Materials presented are enhanced with visuals and detailed handouts.

The Contractor shall incorporate, at a minimum, the following mandatory elements into the leadership training curriculum topics such as (1) Team Building, (2) Effective Communication (3) Interpersonal Communication Skills (4) Problem Solving (5) Process Improvement (6) Self Awareness (7) Other Options

#1 Team Building

High Performing Teams

Course Description: The session focuses on defining teams, exploring their importance, identifying support, and developing team goals. The session covers the stages, benefits, and problems of team development. Overcoming barriers and resistance to teamwork are important components of this session.

Cross-Functional Teams

Course Description: RTA consists of a group of people with different functional expertise working toward a common goal. It may include employees from all levels of our organization. Your employees need the skills to work together in teams while respecting one another’s inputs and talents individually accomplishing one goal collectively.

#2 Effective Communication

Presentation Pizzazz & Business Savvy

Course Description: This interactive session is designed to build a foundation of skill sets for delivering impactful presentations for large and small audiences. Applicable both for small meetings or large conferences, the workshop will provide a comprehensive approach to oral communications, persuasive speech delivery, overcoming objections, audio/visual tips, and motivational techniques for effective adult learning outcomes.



Building a Better Foundation for Communication

Course Description: Communication is the key to success in any professional's career. Lasting positive impressions can be built around proper communication. The art of powerful communication and public speaking starts with understanding the various components of artful communication and the recognition of when to use which form. Hone your communication skills, find solutions to differences in communication, and reap the benefits of communicating with power, influence, authority, and confidence. This course will focus on in-depth communication components and the effectiveness of each component for designated needs.

#3 Problem Solving

Problem-Solving Skills and Strategies

Course Description: This course will teach participants how to identify and diagnose a problem, generate and evaluate alternatives, implement actions, and monitor the results. These problem-solving techniques can be applied to work-related and personal problems.

#4 Process Improvement

Building New Business Analytical Skills

Course Description: Develop your skills and capabilities for improved financial and performance management and decision-making. As a manager, you live in a world of declining budgets and increasing performance expectations, where each decision impacts budget and/or performance. This course enhances your business intelligence to help you effectively manage and make informed decisions affecting your programs and services to the American public and concentrating on eliminating defects and reducing waste. The DGAI course offering "Building New Analytical Skills" involves logic and reason of critical thinking, problem-solving, decision-making, root cause analysis, and quantitative and qualitative analyses. Concentrating on eliminating defects and reducing waste.

#5 Self-Awareness

Leadership Training: Invited to Lead

Course Description: In effective organizations, leadership is exhibited at all levels. The most successful companies understand that leaders are developed, and invest in their people through training, education, and mentorship to foster leadership evolution. Servant leaders are innovators, explorers, and have the ability to gain respect, loyalty, and commitment from their employees. Traditional leadership is failing to keep pace with the ever-evolving workforce. This workshop addresses leadership development, personal growth, and actions that influence others.



Managing Change: "Where There's Change There's Opportunity"

Course Description: Change has changed—in its magnitude, the approach required to handle it, and the shortened time of the effectiveness of our responses to it. This course is designed to aid participants in recognizing and preparing for change, understanding its impact, and building skills to aid in the management of change.

Unconscious Bias: Are You Listening?

Course Description: Are you Listening? Ready, willing, and committed to fostering a culture of inclusion and care where every team member feels supported and experiences a strong sense of belonging. Team leaders and members should embody the values of equity, diversity, and inclusion and foster a culture of respect and dignity in the workplace. As leaders, the focus is on actively working to mitigate the effects of unconscious bias, along with implementing new employment opportunities for personnel to meaningfully engage with unconscious bias. As leaders, we must continue to learn, grow, and challenge our perceptions and biases. Only by doing so will we be able to truly access the power of the many diverse experiences and perspectives that comprise our work environment.

Cornerstones of Customer Service (Integrity, Respect and Accountability—IRA)

Course Description: Customer service represents a vital link in the success and growth of any organization. This session focuses on the importance of customer service in a practical and basic format with tools that can be used immediately back on the job. Customer service is not a one-time event, but an ongoing process. This customer service program is delivered to meet the unique needs of the RTA providing effective service that is efficient, integrated, informative, and responsive. It is the cornerstone of every employee to show integrity, respect, and accountability in representing RTA and serving their customers and the public. Good customer service plays a key role in safety as well. Customer service is not a department it's an attitude. The takeaway message will be *"Realizing we are here to help the Customer."*

How to Master Your Time and Bring Balance to Your Life

Course Description: This course provides each participant with practical experience with their time use management within the work setting. The professional and personal side of time use and goal setting will be examined. Bring balance in your life by understanding your strengths and weaknesses before it's too late. Practice the art of sharing responsibility, accountability, flexibility, and needed R & R for yourself. You are worthy of it.

Basic Project Management

Course Description: Learn to organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, overcome potential obstacles, manage the project



scope, and meet milestones. Whether managing an office move, implementing a new accounting system, or launching a special program initiative, this course will give you the crucial skills for success, covering all related best practices.

#5 Other Options

Building Workplace and Organizational Culture

Course Description: It's the "PERSONALITY of the company." The set of shared attitudes, values, goals, and practices that characterize an institution or organization—manage the project scope and meet milestones.

Managing High-Middle-Low Performers

Course Description: In almost any organization, leaders speak to their frustration that they spend 80% of their time on 5% of the staff who are not meeting expectations. This course provides the path forward every manager can use to oversee managing the performance of their entire staff.

Generational Differences: From the Vet to the "Net"

Course Description: Changing workforce demographics have a notable effect on organizations. They occur across a variety of industries and geographies. Company learning functions must address issues associated with this shift. There is a need to reorient its focus and capabilities. Capturing the critical skills and knowledge transfer of retiring workers is most important. This helps mitigate the challenges of retiring workers and their replacements. This helps reduce the time it takes new employees to master these necessary skills. Get ready to cover all these issues in sufficient detail—a most important set of achievements every organization needs.



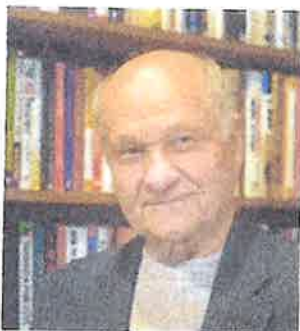
DGAI PROJECT TEAM KEY PERSONNEL

Key Personnel:



DEBRA W. GOULD, M.S., PRESIDENT OF DEBRA GOULD AND ASSOCIATES, INC., is a management consultant, international speaker, workshop trainer/facilitator, executive coach, and author. She is a team player and independent thinker with strong critical and analytical skills, a proven problem-solver, and an effective decision-maker. Debra has over 25 years of progressively responsible experience in Diversity and Inclusion, leadership, change, and project management. She also brings extensive experience in training and development projects on customer service, and leadership. Debra is a part New Orleans Chapter President of the National Speakers Association (NSA) and an active member of the Society for Human Resource Management, the National Association of Women Business Owners, and the National Association of Female Executives. Debra is a graduate of the Tuck

WBENC Executive Education Program at Dartmouth by IBM, SBA e-200 Business Management and Growth, 2010, and SBA Small Business Executive Education Program (SBEEP). She was awarded the Silver Pin Supplier by the Louisiana Minority Business Council. She holds a MS in Management from Florida Institute of Technology. With a primary business focus on working with governmental agencies across the nation, DGAI ranks among her clients, Volunteers of America, the Centers for Disease Control, the USDA National Finance Center, and the Housing and Urban Development (HUD). Locally, the Orleans Parish Assessor's Office, City of New Orleans Capital Projects Unit, and Office of Procurement/Bureau of Purchasing, New Orleans Workforce Development Board, the New Orleans Regional Transit Authority and Louis Armstrong International Airport.



BILLY ARCEMENT, MEd, THE CANDID CAJUN AND LEADERSHIP STRATEGIST. He is a former high school teacher and coach. Billy has a Master's of Education in Administration and Supervision from Louisiana State University and completed graduate studies in Counseling from Nicholls State University. He was elected to and served 12 years on his local school board. In those years he was elected to and served as state president of the Louisiana School Boards Association. He is a former 30-year senior corporate manager in the chemical industry with oversight of product quality, environmental, and safety regulatory compliance. He also developed and managed a global customer/technical service for 20 years. He has a 43-

year membership in the National Speakers Association and was a founder and past president of the New Orleans chapter. He is a prolific author writing on leadership and personal success strategies. He is also



the author of seven books. For seven years, he wrote a monthly leadership column that was distributed to 44 Business Journals around the nation by the American Business Journal. Billy has the rare quality to quickly grasp reality, make the “*People Connection*,” assess the impact on your business or life, and provide workable solutions. His candid approach skirts around the “fluff” and gets to the heart of the issues. He knows how to deliver agreed-upon outcomes. This translates into presentations that are not theory but the truth.



Arthur N. Gaudet FCILT, is an expert on Transit Operations and Scheduling. His 54+-year career in transit started as a bus cleaner/fueler, Operator, rising through the ranks to transit system CEO. He was the first Operations Manager for the McKinney Avenue Trolley in Dallas, adding Motorman to his qualifications. Later focusing on scheduling, his projects have included functional reviews in Austin, Atlanta, and New Orleans. In 2002, the New Orleans review recommended reallocation from low-performing to high-performing routes, and process changes that still netted approximately \$3 million in savings after service reallocations.

His current focus is on training. His two-day Runcutter Course has served over 1000 participants. His work with OTP led to writing *Improving On-Time Performance in the Transit Industry: A Practical Guidebook*, and OTP Workshops. His second book *Managing the Scheduling Function: A Guide for Transit Executives* is germane to this project. Finally, he also developed a half-day Operator Retention and Recruitment Workshop, recognizing that pre-Covid workforce shortages were exacerbated during and after Covid, requiring a more holistic approach. He is a former National Transit Institute Fellow and a current Fellow of the Chartered Institute of Logistics and Transport.



Legacy Resource Group was established in 2005 by Huelon “Hugh” Harrison after completing a successful 24-year career in commercial banking. Harrison has many leadership roles with local organizations, including Dallas Black Chamber of Commerce, Oak Cliff Chamber of Commerce, Dallas Convention and Visitors Bureau, Dallas Community Development Commission, and Dallas Area Rapid Transit (DART). After serving on the DART board, which included 2 years as Chair, Harrison started Legacy Resource Group (LRG) in 2005. Legacy Resource Group provides the following services: business development, client interactions, consulting, training, and outreach.



Support Team:



NANCY J. LEWIS, MS, SHRM-CP, PHR, RCC, has been a leading motivational/inspirational keynote speaker, trainer, author, and registered corporate coach for 30 years. In addition to providing business and executive coaching to organizational leaders and their teams, Nancy conducts workshops on diversity and inclusion, leadership, team building, unconscious bias, and helping organizations develop a positive workplace culture. Nancy is certified in Myers-Briggs, DiSC, Emotional Intelligence, Cultural Intelligence, and Unconscious Bias. Nancy is a former Dale Carnegie Instructor and adjunct Professor at Georgia State University.



DR. JODI LAMOTHE is a management consultant, corporate training, and professor, with a Doctorate in Education and dual Master of Science degrees: general psychology and I-O psychology. She is a Business Organization Expert with over 20 years in consulting and training experience in various industries. Jodi has provided services such as training and development to large organizations that increased the quality of human capital resulting in significant organizational growth and market share. Jodi is a member of Mensa International and the American Psychological Association. Jodi is educated in unlocking the immunity to change from Harvard University and has Six Sigma Lean Professional and Change Management Specialist certification from the Management and Strategy Institute. She served as an organization development assessor and trainer for the U. S. Department of the Air Force – Pentagon, U.S. Department of the Navy, U.S. Department of Transportation, Wells Fargo Bank, and Westside Regional Center in non-clinical assessment and training design delivery (particularly those experientials in nature).



KENNETH (KEN) ALLEN MBA, PMP, MBB has 30 years of experience supporting and consulting services to executives, department managers/leaders, and individual team members. As an internal and external consultant learned techniques to identify and prioritize organization initiatives using diagnostic tools like 360 feedback, and Briggs Myers to assess organizational readiness for implementation and aiding the development of leaders in organizations. Experienced team leader who facilitates teams' projects towards driving operational excellence. Progressive experience in training trainers on safety operations, quality management processes, and implementation of information technologies. As a quality management practitioner, coached and collaborated with high-functioning teams to be highly productive, and innovative to improve processes and systems. Created and delivered training material and guidelines that supported company-wide



training, planning, and team-building goals. As a change management agent and lifelong learner conducted “Train-The-Trainer” workshops that are interactive, hands-on, and engaging for Global Oil and Gas companies and District Public School systems. Skilled in handling conflict resolution that builds accountability and assesses staff strengths and challenges. Instrumental in developing action plans with positive outcomes that consider cultural differences, inclusion and diversity implications, and complex government processes.



ROBERT E. DOUGLAS, MBA, MPA, PH.D., LTC (RET) USAR is a leadership and management speaker, trainer, and consultant. He is a retired engineering manager for a major fortune500 company with over 40 years of corporate experience that includes: engineering, contracts administration, maintenance, project management, training, and safety. Robert is a US Army Veteran having served in the US Army Reserves for 20 years with active-duty tours in Iraq, retiring at the rank of Lieutenant Colonel. He has also attained the highest level of achievement in Toastmasters, Distinguished Toastmasters (DTM).

Robert is a 20-year member of the National Speakers Association and is a past president of the New Orleans Chapter. He offers inspiring keynote speeches in addition to facilitating numerous training sessions on leadership and organizational behavior.



Michelle Stanton is a project management and organizational consultant. With more than 20 years of experience in communities across New Orleans, Michelle has provided guidance and expertise to projects for non-profits, small and minority businesses, and local government.

Michelle provided event coordination and facilitation for the New Orleans Workforce Development Board master plan analysis (2017), project coordination and outreach support for the New Orleans City Council Redistricting Project (2022), and event coordination and project management for the Orleans Parish School Board Redistricting project (2023).

Additionally, Michelle was instrumental in the development and launch of the Louisiana Chamber of Commerce Foundation (2018). She is the Interim Director for CUEE, a New Orleans-based community lender with a focus on small and minority businesses. Michelle provides logistical support for the Collaborative, a group of small Black businesses that advocate for equitable policies in local government contracting.



Shana Hartmann, B.A. is a communications consultant. She specializes in public and media relations, data collection and analysis, and community outreach. Since 2006, she has worked in New Orleans with public, private, and non-profit organizations on a wide-range of communications issues.

As part of the Bright Moments, Inc. team, she provided communications and community outreach support for the New Orleans Public School Facilities Master Plan and the City of New Orleans Master Plan. With the In the Event team, she helped collect data, conduct interviews, and facilitate community engagement meetings for the New Orleans Regional Transit

Authority's 2018 Strategic Mobility Plan. She worked with Debra Gould and Associates, Inc. to design and implement the framework for the analysis of the New Orleans Workforce Development Board's strategic plan implementation. Most recently, as part of the FLO Analytics/The Hawthorne Agency team, she designed and helped implement community engagement plans for the New Orleans City Council redistricting process and the Orleans Parish School Board redistricting project.

Before moving to New Orleans, Shana was a project manager at the University of Melbourne Law School (Australia), leading a team that coordinated the printing of course materials for 205 classes a year. Additionally, Shana, developed copyright compliance protocols, a digital database, and updated archiving procedures. Shana has a B.A. in English with an emphasis in Creative Writing from the University of Washington, Seattle.



PROPOSED COURSE INSTRUCTORS

MULTIPLE STRATEGIES TRAINING DGAI Project Team			
	COURSE TITLE	DATES	DGAI Training Consultants
1	Team Building High Performing Teams	1 Day Training	Billy Arcement, M.Ed. or Debra W. Gould, MS
1	Team Building Cross-Functional Teams	1 Day Training	Debra W. Gould, MS
2	Interpersonal Communication Building a Better Foundation for Communication	1 Day Training	Debra W. Gould, MS
3	Problem-Solving Problem-Solving Skills & Strategies	1 Day Training	Robert Douglas, MBA, MPA, Ph.D., LTC (Ret) Billy Arcement, M.Ed.
3	Process Improvement "Building New Business Analytical Skills"	1 Day Training	Kenneth L. Allen, MBA, PMP, MBB or Robert Douglas, MBA, MPA, Ph.D., LTC (Ret)
4	Self-Awareness Leadership Training: Invited to Lead	1 Day Training	Billy Arcement, M.Ed. Dr. Jodi LaMothe Nancy J. Lewis, MS, SHRM-CP, PHR, RCC



4	Self-Awareness Management Change: Where There's Change There's Opportunity	1 Day Training	Debra W. Gould, MS Billy Arcement, M.Ed.
4	Self-Awareness Unconscious Bias: Are You Listening?	1 Day Training	Debra W. Gould, MS <u>or</u> Nancy J. Lewis, MS, SHRM-CP, PHR, RCC
4	Self-Awareness Cornerstones of Customer Service (Integrity, Respect, and Accountability - IRA)	1 Day Training	Debra W. Gould, MS
4	Self-Awareness How to Master Your Time and Bring Balance to Your Life	1 Day Training	Debra W. Gould, MS
4	Basic Project Management	1 Day Training	Kenneth L. Allen, MBA, PMP, MBB
5	Other Options Building Workplace and Organizational Culture	1 Day Training	Robert Douglas, MBA, MPA, Ph.D., LTC (Ret) <u>or</u> Debra W. Gould, MS <u>or</u> Dr. Jodi LaMothe
5	Other Options Managing High-Middle-Low Performers	1 Day Training	Dr. Jodi LaMothe <u>or</u> Debra W. Gould, MS
5	Other Options Generational Differences - From the Vet to the Net	1 Day Training	Debra W. Gould, MS <u>or</u> Nancy J. Lewis, MS, SHRM-CP, PHR, RCC



BASE YEAR 2024 DGAI TRAINING SCHEDULE AVAILABILITY

No. #	Scheduling Coordination with RTA personnel and DGAI Week of Schedule Availability
1	Jul 8 – 12; Jul 15 – 19; Jul 22 – 26; and Jul 29 – 30.
2	Aug 1 – 2; Aug 5 – 9; Aug 12 – 16; Aug 19 – 23; and Aug 26 – 30.
3	Sep 3 – 6; Sep 9 – 13; Sep 16 – 20; Sep 23 – 27 and Sep 30.
4	Oct 1 – 4; Oct 7 – 11; Oct 14 – 18; Oct 21 – 25; and Oct 28 – 31.
5	Nov 1; Nov 4 – 8; Nov 11 – 15; and Nov 18 – 22.
6	Dec 2 – 6; Dec 9 – 13; and Dec 16 – 20.

DGAi CONSULTANTS: CLOSED DATES FOR BASE YEAR 2024 (DATES CONSULTANTS ARE UNAVAILABLE)

No. #	Scheduling Coordination with RTA key personnel and DGAI Week of Schedule Availability
1	Debra Gould: July 1 – 5;
2	DGAi Team: Sep 2;
3	DGAi Team: Nov 25 – 29.
4	DGAi Team: Dec 23 – 31.

Base Year (2024), Option Year One (2025) and Option Year Two (2026) will be a Mutual Agreement by the RTA Program Manager and DGAI Training schedule availability



Base Year FY 2024

Government: 2024 Holiday Schedule

Date	Holiday
Wednesday, June 19	Juneteenth National Independence Day
Thursday, July 04	Independence Day
Monday, September 02	Labor Day
Monday, October 14	Columbus Day
Monday, November 11	Veterans Day
Thursday, November 28	Thanksgiving Day
Wednesday, December 25	Christmas Day

Option Year 1 FY 2025

Government: 2025 Holiday Schedule

Date	Holiday
Wednesday, January 1	New Year's Day
Monday, January 20	Martin Luther King, Jr Day
Monday, February 17	President's Day
Monday, May 20	Memorial Day
Thursday, June 19	Juneteenth National Independence Day
Friday, July 04	Independence Day
Monday, September 01	Labor Day
Monday, October 13	Columbus Day
Tuesday, November 11	Veterans Day
Thursday, November 27	Thanksgiving Day
Thursday, December 25	Christmas Day

Option Year 2 FY 2026



Government: 2026 Holiday Schedule

Date	Holiday
Thursday, January, 01	New Year's Day
Monday, January 19	Martin Luther King Day
Monday, February 16	President's Day
Monday, May 25	Memorial Day
Friday, June 19	Juneteenth National Independence Day
Friday, July 03	Independence Day (observed)
Saturday, July 04	Independence Day
Monday, September 07	Labor Day
Monday, October 12	Columbus Day
Wednesday, November 11	Veterans Day
Thursday, November 26	Thanksgiving Day
Friday, December 25	Christmas Day



DGAI Transit-Specific Technical Assistance

Most, if not all, think tanks agree: Service Management (design of bus routes, bus stops, bus route transfer points, bus shelters, bus transfer centers, the time between stops, trip length, etc) is critical for the efficient operation of mid to large systems like the one in New Orleans.

New Orleans, the Crescent Center, the Big Easy, is a very popular and unique city and region. The unique landscape surrounded by water, the 24-hour nature of hospitality industry jobs—hotels, restaurants, and tourism-related services, health services—jointly necessitate transit services spanning a wider time window to accommodate these non-traditional schedules.

To RTA's credit, in cooperation and significant input from the New Orleans Regional Planning Commission, considered all of these elements and factored them into a new strategy to enhance regional transportation.

Since the Plan's implementation two years ago, there has been, and continue to be, not-so-great media reports. These go back to the implementation and merger of RTA's own "Strategic Mobility Plan" and the "New Links" regionalization transit plan which was jointly produced with the New Orleans Regional Transit Authority. This situation demonstrates how great transit service plans can sometimes go awry.

Why here in New Orleans after substantial and joint planning efforts?

There are several obvious reasons. At the core, however, RTA recognizes that its new organizational leadership in this new organization can use some expertise, seasoned coaching, and training—in a hurry.

Back to the basics.

RTA should assess what exists, and then move forward. Complaints about service can endure until something significant is done.

Getting back to the why. It has become reasonable to conclude that the majority of RTA leadership can use "basic" coaching and training when it comes to learning and understanding the design of bus routes, bus stops, bus route transfer points, bus shelters, bus transfer centers, the time between stops, trip length, etc. It's integral to managing and leading to becoming a great transit system. Reading the media reports on complaints history, it becomes obvious that this type of coaching and training is long overdue.

This back-to-basics is technical in nature, and not the easiest thing to understand. But, it is critical to adapt to operate a successful transit system.

It won't matter how many transfer centers are constructed, how many bus shelters are built, or how many new buses RTA operates. Transit leadership must understand the "basics" of transit service—not



just the schedulers or those who “run the design of routes” via smart technology. RTA leadership needs to understand the basics before signing on the dotted line a technology-designed “service plan.”

The majority of RTA’s ridership “depend” on it for their jobs and livelihood. Businesses, big and small, the hospitality and health industries, also demand it. Businesses and their employees are disadvantaged when workers are late or even no-shows. If one exponentially calculates those situations across the board in New Orleans and the surrounding area, the true impact becomes evident.

Back to basics in terms of service management leads directly to:

- **Workforce Challenges**

1. Worker shortages and retention issues, especially for skilled positions like *mechanics and operators*.
2. *Low employee morale* and a lack of communication between management and staff.
3. The need for *ongoing* workforce training and development programs.

- **Fleet management and Maintenance Challenges**

1. Aging bus fleets nearing the end of their useful life, requiring significant capital investments for replacements.
2. Shortage of diesel mechanics and maintenance staff to keep buses in good repair.
3. Balancing the number of active buses with ridership demand and service levels.
4. Service Planning and Optimization
 - Aligning service levels (frequency, span of service) with fluctuating demand patterns across the region.
 - Optimizing routes and schedules based on performance data to improve efficiency and access.
 - Coordinating services and integrating fare policies across multiple transit agencies in the region.

- **Funding Constraints**

1. Declining state/federal aid, *requiring exploration of new funding sources*.
2. Budget shortfalls impacting service levels, as seen in *proposed ferry service cuts*.
3. Need for capital investments in areas like *bus replacements*, facilities, and technology upgrades.

- **Sustainability and Environmental Goals**

1. Transitioning to low/zero-emission vehicle fleets and renewable energy sources.
2. Promoting transit-oriented development and multi-modal integration.
3. Making routes and infrastructure more pedestrian-friendly.

Effectively managing these interrelated challenges through strategic planning, policy decisions, resource allocation, and regional coordination is crucial for optimizing the service quality and efficiency of transit systems like RTA. In the Transit Industry “transit-specific technical assistance” encompasses a wide range of services and support aimed at enhancing the operational efficiency, safety, and overall



performance of public transportation systems. Some key areas where technical assistance is commonly provided include:

Fleet Management

- Vehicle procurement and specifications.
- Fleet maintenance planning and optimization.
- Alternative fuel vehicle technologies and infrastructure.
- Asset management and vehicle replacement planning.

Service Delivery

- Route planning and scheduling optimization.
- On-time performance analysis and improvements.
- Demand-response service modeling and scheduling.
- Fare policy and collection system analysis.

Federal Transit Administration (FTA) Resources

- Guidance on FTA grant programs and funding opportunities.
- Compliance with FTA regulations and reporting requirements.
- Interpretation and implementation of FTA policies and directives.
- Accessing FTA training, tools, and best practice resources.

Safety and Security

- Development of agency safety plans and safety management systems.
- Emergency preparedness and response planning.
- Security assessments and mitigation strategies.
- Compliance with safety regulations and oversight.

ADA Compliance and Accessibility and Civil Rights

- service accessibility evaluations
- Title VI equity analysis and program development
- Language assistance plans and services for limited English proficiency populations

Data Analysis and Performance Management

- National Transit Database (NTD) reporting and data utilization
- Performance measurement and target setting
- Data collection, analysis, and visualization tools
- Benchmarking and peer analysis



Finance and Administration

- Internal and external compliance auditing
- Finance and Administration policymaking
- Strategic and Finance planning
- Ten-year finance and debt management planning

Public Relations and Intergovernmental Relations

- Marketing
- Public and stakeholder outreach
- Federal, state, and local government collaborations
- Regional service collaboration planning

Capital Improvement Investments

- Two-, five-, and ten-year capital improvement investment planning
- Determining current and creating new matching fund resources
- Transition to new clean alternative power resources for vehicles and facilities
- Collaborative Commuter Rail transportation funding and planning

Technical assistance can take on various forms, including on-site coaching and training workshops, webinars, development of tools and resources, peer exchange facilitation, and a review of plans and documents.



DGAI ASSESSMENT: DISC

The Contractor shall incorporate, at a minimum, two certified personality/leadership assessment tools such as:

1. Myers Briggs Indicator Type (MBTI),
2. Thomas Kilman Instrument (TKI), DISC Profile,
3. Gallup Strengths finder,
4. Fundamental Interpersonal Relations Orientation (FIRO),
5. Strong Interest Inventory, etc.
6. 360 Assessment at the start of the training.

Emotional Intelligence Assessment (16 personality factors (16pf) assessment for validity and reliability also adds in depth personality trait disclosure.

Statement of Understanding

The management development program will be in-person and consistently meet requirements to include 15 attendees. DGAI will be recommending the DiSC Profile instrument.

DGAI Project Methodology

DiSC Instrument

To evaluate the effectiveness of the RTA Management Development Program, DGAI has created an assessment tool that combines its successful facilitation model with elements of the DiSC instrument.¹ The goal of this combined methodology is to assess the 15 potential attendees at RTA to continue to transition with new leadership including the appointment of several emerging leaders, and a fresh management team. As the RTA continues the organization must address new challenges and opportunities in a “new normal environment” for effectiveness, identify challenges, imagine the future, and inspire creative solutions.

The work plan includes the following elements for the facilitation service:

- Provide knowledge and insight on best management practices that welcome and elicit honest and open contributions from all RTA management personnel.



- Deliver and facilitate the training sessions, including materials development, event note-taking, webinar/meeting management, etc.
- Provide a detailed and organized record of RTA attendee's input, suggestions, and opinions generated during the training session, and develop a post-training RTA Management Development Program survey to provide ongoing support for attendees.
- Prepare a written post-event briefing/report, delivered virtually or in person.

OPTIMIZING TEAM INTERACTIONS THROUGH UNDERSTANDING INDIVIDUAL STYLES

- Are you interested in understanding how to improve your interactions with each of your RTA attendees?
 - STEPS FOR PRESENTING RTA DiSC TOPIC
 - STEPS FOR WORKSHOPPING THE TOPIC WITH RTA attendees
- What did the environment look like when we began? What did we have to work with? Who were our management team and employees? What were/are our goals?
- What are our current activities? What have we created?
- What are the challenges we've faced? What continues to challenge us? What are our pain points?
- What have been our immediate outcomes? What do we predict will be the intermediate and estimated long-term outcomes if we stay on course? Given what we know now, do we need to revise our goals?
- How do you improve the outcomes from important communications – no matter what avenue is used to conduct the communication?

Communicating the Findings

A final report will be delivered to the RTA by the end of the year 2024.

Resources needed:

- copies of the RTA 2024 executive summary report and other related documents for facilitators.



DGAI Assessment: Myers-Briggs Type Indicator

Developing a positive framework for life-long people development.

The Myers-Briggs Type Indicator® (MBTI®) assessment is one of the world's most popular personality tools—because it works. Used by more than 88 percent of Fortune 500 companies in 115 countries, and available in 29 languages, it has become the go-to framework for people development globally. With more than 70 years of science-based, research-based insight, the MBTI assessment is a robust tool for self-awareness and improvement. It provides a positive language for understanding and valuing individual differences. With practical insight that's easy to understand and implement, the MBTI assessment has helped thousands of organizations and millions of people worldwide improve how they communicate, learn, and work.

The MBTI assessment can transform how people work together. Only 14 percent of executives believe that the traditional hierarchical organization model is effective. Forward-looking leaders are moving to a flexible, team-focused model. MBTI insights enhance personal development, support team and leadership training, conflict management, career change, and transitions. Multinational companies value the common language the Myers-Briggs assessment provides for discussing interpersonal differences, making it the preferred choice for training and development programs worldwide.

Through a series of questions, the MBTI assessment helps you identify your natural preferences in four areas of personality:

- **How do you direct and receive energy**—by focusing on the outside world, interacting with people, and taking action, or by focusing on your inner world and reflecting on ideas, memories, and experiences?
- **How do you take in information**—by focusing on what you perceive using your five senses or by seeing the big picture and looking for relationships and patterns?
- **How do you decide and come to conclusions**—by logically analyzing the situation or by considering what's important to the people involved?
- **How do you approach the outside world**—in a planned, orderly way or a more flexible, spontaneous way?

Your natural preferences in these four areas sort you into one of 16 distinct MBTI personality types. Understanding these types gives you objective insight that you can use to enhance your professional and personal relationships, as well as your direction, focus, and choices.



DGAI Emotional Intelligence Assessment

Emotional Intelligence Assessment

One prominent emotional intelligence assessment is the Emotional Quotient Inventory (EQ-i). Developed by Dr. Reuven Bar-On, the EQ-i measures emotional intelligence across various domains. Here's a breakdown of what it entails:

1. **Self-Perception:** This domain assesses how well individuals understand and accept themselves, including their strengths and weaknesses. It delves into aspects like self-regard, self-actualization, and emotional self-awareness.
2. **Self-Expression:** This area examines how individuals express themselves, both verbally and non-verbally. It includes factors such as emotional expression, assertiveness, and independence.
3. **Interpersonal:** This domain evaluates how individuals interact with others and build relationships. It looks at empathy, social responsibility, and interpersonal relationships.
4. **Decision Making:** Decision-making in emotional intelligence focuses on problem-solving skills, reality testing, and impulse control. It assesses an individual's ability to make sound judgments in different situations.
5. **Stress Management:** This area assesses an individual's ability to cope with stress and pressure. It includes factors like stress tolerance, flexibility, and optimism.
6. **Mood Regulation:** Mood regulation examines how well individuals manage their emotions and maintain a positive outlook. It looks at factors such as happiness, optimism, and emotional expression.
7. **Adaptability:** Adaptability assesses how well individuals can adjust to changing circumstances and environments. It includes factors like flexibility, problem-solving, and stress tolerance.
8. **General Mood:** This domain evaluates an individual's overall emotional well-being and mood. It looks at factors like happiness, contentment, and overall life satisfaction.

The EQ-i can disclose a range of insights about an individual's emotional intelligence. It can highlight strengths and areas for development in various aspects of emotional functioning, such as self-awareness, empathy, communication, and stress management. By understanding these areas, individuals and organizations can better support personal and professional growth, enhance interpersonal relationships, and improve overall well-being and performance.



16pf (16 Personality Factors) Assessment

The 16PF (16 Personality Factors) assessment is a comprehensive tool used to measure personality traits. Developed by Raymond Cattell, the 16PF assessment aims to provide a detailed understanding of an individual's personality across multiple dimensions. Here's an overview of what it entails:

1. ****Warmth:**** This factor measures the individual's level of friendliness, kindness, and cooperativeness.
2. ****Reasoning:**** It assesses the person's logical thinking, problem-solving abilities, and intellectual curiosity.
3. ****Emotional Stability:**** This dimension evaluates how well the individual handles stress, anxiety, and emotional fluctuations.
4. ****Dominance:**** Dominance measures the individual's assertiveness, leadership tendencies, and inclination to take charge in social situations.
5. ****Liveliness:**** It examines the individual's level of energy, enthusiasm, and spontaneity in social interactions.
6. ****Rule-Consciousness:**** This factor assesses the person's adherence to rules, regulations, and social norms.
7. ****Social Boldness:**** Social boldness measures the individual's confidence, assertiveness, and willingness to take risks in social situations.
8. ****Sensitivity:**** Sensitivity evaluates the person's emotional responsiveness, empathy, and consideration for others' feelings.
9. ****Vigilance:**** This dimension assesses the individual's level of caution, alertness, and attention to detail.
10. ****Abstractedness:**** Abstractedness measures the person's inclination toward abstract thinking, imagination, and creativity.



11. ****Privateness:**** It evaluates the individual's need for privacy, introspection, and emotional independence.

12. ****Apprehension:**** Apprehension measures the person's tendency toward worry, anxiety, and self-doubt.

13. ****Openness to Change:**** This factor assesses the individual's receptiveness to new experiences, ideas, and change.

14. ****Self-Reliance:**** Self-reliance measures the person's independence, self-confidence, and autonomy.

15. ****Perfectionism:**** It evaluates the individual's level of perfectionism, attention to detail, and desire for excellence.

16. ****Tension:**** Tension measures the person's level of stress, frustration, and emotional volatility. The 16PF assessment provides a detailed profile of an individual's personality across these sixteen factors. It can disclose insights into various aspects of behavior, cognition, and emotion, offering a comprehensive understanding of one's strengths, weaknesses, preferences, and tendencies. This information can be valuable for personal development, career counseling, team building, and various other applications where understanding personality dynamics is essential.



DGAI COACHING OPPORTUNITY STATEMENT

The Contractor shall incorporate, at a minimum, the following mandatory elements into the leadership training curriculum:

Management Development Program Training: DGAI Consultants also can provide a wide range of customized leadership training sessions that support the coaching outcomes. The team is prepared to provide coaching sessions as noted in this proposal a minimum of 3 coaching sessions per class member throughout the program. Each session should be a minimum of 30 minutes and scheduled face-to-face when possible or through other means as agreed upon by participants and contractors. Coaching sessions take place outside of classroom training time.

Coaching Statement: Coaching is a co-creative relationship between the coach and client which continually gives all the power back to the client. We believe the client knows the answers to every question or challenge the client may have, even if those answers appear to be concealed or hidden inside.

Understand And Embody: A leader's presence is a multifaceted lens through which managers can view themselves and then be intentional about improving. Technical skills might have landed the job, but a leader's presence moves a manager up.

Establish Strategic Alliances: To lead in a leadership role, it is important to first establish strategic alliances. Moving to an executive level will require gaining insight, awareness, and perspective about the organization's current and future challenges.

Work With a Leadership Development Coach: As professional athletes know; a trusted coach can cut your learning curve dramatically. A coach who will guide you to see your strengths, blind spots, and competencies will also show you how to identify the people and roles that will enable you to thrive. Some coaches are focused on skill development, others are sounding boards. Find a coach who can do both and make the investment.

Develop A Leader Courage: It's usually the tough decisions that move the needle. Therefore, a leader's courage around action, communication, and trust is a critical leadership skill. Like any muscle, the more you flex it, the stronger it becomes. You cultivate executive courage by trying new strategies (even if some fail), engaging in crucial conversations, and confronting challenging situations that trigger discomfort.



We look forward to the opportunity of working with RTA to implement a Coaching solution that helps leaders see issues in a new light, makes project management more efficient, and improves the way the organization operates well and communicates opportunities. Our goal is to help you meet your goals.



DGAI PROJECT METHODOLOGY

DGAI understands that every organization is different. To ensure the successful implementation of our coaching and leadership sessions, we avoid one-size-fits-all services and instead tailor our work plans specifically to the dynamics, needs, and goals of the organizations we serve.

To fulfill the stated individual coaching and leadership development goals of the RTA, DGAI proposes to combine relevant elements of its own successful coaching and training models with customized, qualitative assessments and forward-thinking leadership development practices. The goal of this combined methodology is to assess current individual and organizational challenges, imagine the future, strengthen the team, and provide creative, customized tools and strategies that will ensure the RTA attendees are willing and able to work together in effectively implementing the future Strategic Vision.

Proposed components include:

Coaching Sessions

Following the directions by RTA, DGAI will match each of the consultants with an individual for coaching. Individual plans will include a **30-minute customized coaching session per individual per month**. Topics can be wide-ranging depending on the needs of the individual. A description of the DGAI coaching model follows and notes the variety of topics that can be part of coaching sessions. Coaching sessions are a building process designed to grow and maximize skills important to the success of each executive.

Leadership Training

DGAI Consultants also can provide a wide range of customized leadership training sessions that support the executive coaching outcomes. The team is prepared to provide sessions as noted in the proposal in the 30-minute format and will be a mix with the individual coaching strategies as individual needs require.

Reporting

Following coaching or team meetings, DGAI will provide post-meeting reports with action steps. Participants will also be invited to complete a brief survey to give feedback on the meeting: what worked, what didn't, and what they would change so that we at DGAI can further customize our processes to meet the needs of the RTA.

We also propose two interim project evaluations during the contract period to determine whether the individual has been able to effectively implement strategies and apply processes, or whether there are specific challenges that require more RTA or DGAI focus. This will allow us to identify unforeseen weaknesses, unrecognized strengths, and untapped opportunities, and to adjust the coaching as necessary. At the end of the contract, DGAI will provide a report with details on the results of the project



as well as recommendations for utilizing the findings. **DGAI is also committed to the confidentiality of any findings identified in this project.**



DGAI COACHING MODEL

Belief can be powerful. To be an outstanding executive, one must have belief in their ability to perform in an executive role. Doubt can be the enemy that stifles progress and success. Not believing one can carry out the responsibilities of an executive position is a death blow to leading others.

Executive coaching is built on a solid foundation of leadership, relationship building, and an awareness of reality. Therefore, one must never forget executives are always in a leadership position and that one is not leading if they have no followers. They must gather support from their team members and that requires building relationships and fostering team building. No executive survives without a solid team supporting the long-term focus of the organization. Executives build this small group of associates to help strategically and personally with responsibilities under their charge. A smart executive surrounds themselves with individuals not afraid to disagree, speak up, and not play the "yes" game. Part of that strategy includes establishing strategic alliances. Division in the ranks is an enemy no executive should relish or allow to exist in the organization. Being "in the moment" and getting a true reality check of events around you, are a key communication strategy. A lack of accurate information when making decisions can push you into the ditch of failure. Decisions require truth and a keen awareness exposes one to truth to grow personally and organizationally.

Each session advances strategic focus and strategic thinking skills. Utilizing strategic thinking skills executives carry out the correct execution of organizational strategies. Growth in leadership and decision-making strategies are also part of the mix. Getting a firm hold and grasp of your "big picture" is critical for decision-making and the creation of the right culture that flows from the top down. Executive leadership also requires handling change being able to adapt to disruptions and competition, and being able to practice nimble and flexible behavior. A successful executive requires the use of both hard and soft skills. The sessions touch on both and discussions center on how to best apply them in day-to-day activities. These skills are the guidance to create a holistic view of the organization.

Participants in these executive coaching sessions should come prepared for candid conversations, challenges to their thinking, and an openness to molding a new approach to their leadership style. All executive coaching sessions are designed to foster growth, elevate the success pattern present in the organization, and build for a better future. The goal is to always be able to adapt, pivot, and move from "the way it's always been done" to strategies most likely to produce favorable results.

An often-forgotten component is enabling an executive to present ideas to board members, shareholders, the media, and the public using a data-driven approach. A confident executive strives to understand the audience and the best approach to getting agreement and commitment to the message. This is one of the most important skills an executive can possess. Fortunately, DGAI's consultants have spoken to audiences across America and worked with executives in several foreign countries as well as government, education, and corporate clients in this country.



DGAI SUPPORT TEAM (SURVEYS, SCRIBERS AND EXECUTIVE SUMMARY)

Based on the current scope of work, we anticipate a general timeline for the project as follows to be performed in the base year and two options:

Date	Tasks
TBA	Pre-meeting survey development, distribution, and collation.
TBA	One-day (6 hr.) workshop support, notes, and transcription.
TBA	Executive Summary development includes survey results, meeting analysis, and recommendations.

Outline of Associated Costs

Total Investment Cost

The investment required for the **Regional Transit Authority** Executive Coaching & Consultant Services presented by Debra Gould & Associates is outlined in the **Cost Proposal**.

Audited Overhead Rates

Not applicable.

Debra Gould & Associates

"Positive Persistence Beats Resistance Every Time"



A STATEMENT OF SCOPE TO PROVIDE REGIONAL TRANSIT AUTHORITY EXECUTIVE COACHING & CONSULTANT SERVICE RFP #2024-012

Prepared for: Regional Transit Authority by Debra Gould and Associates, Inc.

Cost Proposal



June 6, 2024
New Orleans, LA

Debra Gould & Associates
djgould@gouldassoc.com
www.gouldassoc.com
(504) 460-9641
PO Box 871211
New Orleans, LA 70187-1211

Debra Gould & Associates, Inc. (DGAI)
Cost Proposal
RTA RFP #2024-012
Executive Coaching & Consultant Services



Cost Proposal for Executive Coaching & Consultant Services RFP #2024-012

Prepared for: Regional Transit Authority

Prepared by: Debra Gould & Associates, Inc.

June 6, 2024

Debra Gould and Associates P.O. Box 871211 New Orleans, LA 70187 504-460-9641

djgould@gouldassoc.com www.gouldassoc.com

Summary

Debra Gould & Associates, Inc. (DGAI) is a minority-owned and woman-owned business, New Orleans-based, management consulting firm that has been developing program solutions for public and private organizations for more than twenty-eight years. Our team of executive coaching, facilitating, and training consultants includes subject matter experts with experience developing, conducting, and managing professional development training, assessments, coaching, and surveys for large public agencies.

Per Unit Costs

In our technical proposal we have included a wide variety of coaching assessments and courses meant to encompass a flexible professional development program that will meet the needs of RTA executives at every level. The prices of all coaching, assessments, transit specific, and courses are based on an hourly rate that is inclusive of all direct and indirect costs, including consultant fees, indirect labor, overhead, curriculum and program development, materials, etc.

Conditions that may affect costs

The DGAI team understands that all costs are contingent on the final program design and schedule.

Supporting data

Please find herein a proposal that highlights the cost per coaching, per course, cost per assessment, the cost per transit-specific technical assistance for consultants, the cost per survey, executive summary and scribes, the cost per meeting, group and team building, the cost per unit, and the information that brought us to the totals such as hours per class, coaching, transit specific needs, etc.

In addition, we have included a table detailing the basis for our hourly fee.

Please contact Debra Gould at 504-460-9641 with any questions concerning this cost proposal.

RTA Executive Coaching & Consultant Services - DRAFT Costs 06_06_2024
Proposal Number 2024-012

Labor Category	Number of Consultants	Fixed Hourly Rate	Annual Hours per Consultant	Base Year Cost	Option Year 1	Option Year 2
Debra Gould & Associates, Inc. Prime Contractor						
Program Manager - Debra Gould	1	\$ 215.00	150	\$ 32,250	\$ 33,863	\$ 35,556
Subject Matter Expert (SME) Coaching & Assessments - Dr. Jodi LaMothe - CEO 1-	1	\$ 200.00	125	\$ 25,000	\$ 26,250	\$ 27,563
Subject Matter Expert (SME) - Coaching & Assessments - Nancy Lewis - CEO 1-1	1	\$ 200.00	125	\$ 25,000	\$ 26,250	\$ 27,563
Subject Matter Expert - Transit Specific Technical Assistance - Hugh Harrison	1	\$ 200.00	175	\$ 35,000	\$ 36,750	\$ 38,588
Subject Matter Expert - Transit Specific Technical Assistance (Scheduling) - Arthur	1	\$ 200.00	175	\$ 35,000	\$ 36,750	\$ 38,588
Facilitating, Coaching (3 Chiefs) & Team Building Trainer - Debra Gould	1	\$ 200.00	150	\$ 30,000	\$ 31,500	\$ 33,075
Coaching (2 Chiefs) & Meeting, Group, Teambuilding - Ken Allen	1	\$ 200.00	100	\$ 20,000	\$ 21,000	\$ 22,050
Coaching (3 Chiefs) & Team Building Trainer - Billy Arcement	1	\$ 200.00	150	\$ 30,000	\$ 31,500	\$ 33,075
Coaching (2 Chiefs) & Team Building Trainer - Dr. Robert Douglas	1	\$ 200.00	100	\$ 20,000	\$ 21,000	\$ 22,050
Executive Summary, Survey, and Data Analysis - Shana Hartmann and Michelle	1	\$ 115.00	60	\$ 6,900	\$ 7,245	\$ 7,607
Total Labor				\$ 259,150	\$ 272,108	\$ 285,713

MATERIALS & SUPPLIES	Total	Total	Total
Workbook printing (binders, tabs, printing)	\$ 10,000	\$ 10,500	\$ 11,025
Supplies	\$ 2,500	\$ 2,625	\$ 2,756
Postage and Shipping	\$ 300	\$ 315	\$ 331
Select ONE of the 4 Assessment Tools for RTA	\$ 10,000	\$ 10,500	\$ 11,025
Assessments (Myers Briggs) for one CEO and 10 Chiefs	\$ -	\$ -	\$ -
Emotional Intelligence Assessment for one CEO and 10 Chiefs	\$ -	\$ -	\$ -
16pf (16 Personality Factors) Assessment for one CEO and 10 Chiefs	\$ -	\$ -	\$ -
DiSC Instrument Assessment for one CEO and 10 Chiefs	\$ -	\$ -	\$ -
Sub - Total (Materials)	\$ 22,800	\$ 23,940	\$ 25,137
TRAVEL COSTS			
Travel Cost (airfares)	\$ 9,000	\$ 9,450	\$ 9,923
Lodging	\$ 6,000	\$ 6,300	\$ 6,615
Per Diem	\$ 3,000	\$ 3,150	\$ 3,308
Rental Car/Ferry/Toll	\$ 4,500	\$ 4,725	\$ 4,961
Sub - Total (Travel & Misc)	\$ 22,500	\$ 18,900	\$ 19,845
Sub - Total (Non-Labor)	\$ 45,300	\$ 42,840	\$ 44,982
TOTAL (Labor and Non-Labor)	\$ 304,450	\$ 314,948	\$ 330,695

Debra Gould and Associates, Inc. – Cost Proposal in response to RFP #2024-012:
Executive Coaching & Consultant Services

Documents and Forms

Letter of Interest

Letter of Interest

June 6, 2024

Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119



Re: A Statement of Scope to Provide Regional Transit Authority Executive Coaching & Consultant Services

Debra Gould and Associates, Inc. is proud to submit to your request for A Statement of Scope to Provide Regional Transit Authority Executive Coaching & Consultant Services.

Primary Contact: Debra W. Gould, MS
Company Name: Debra Gould & Associates, Inc.
Address: P. O. Box 871211 – New Orleans, LA - 70187-1211
Phone: (504) 460-9641 • Email: djgould@gouldassoc.com

A New Orleans-based business, Debra Gould and Associates has been serving clients since 1996. We specialize in management consulting, executive coaching, human relations and organizational development, facilitation, training, and research & analysis services. Our clients include private industry, educational institutions, and government agencies. Our team is committed to ensuring that the experience of Regional Transit Authority customers is documented efficiently and accurately.

Please contact me with any questions concerning this proposal. Thank you for your time and consideration. We eagerly look forward to hearing from you by June 28, 2024. We are at your service.

Sincerely,

A handwritten signature in black ink, appearing to read "Debra Washington Gould".

Debra Washington Gould, M.S.
President/CEO

Consultant Questionnaire Form

DBE FORM 2 - DBE PARTICIPATION QUESTIONNAIRE

INSTRUCTIONS: Unless otherwise instructed by the Bidding Documents, this form must be submitted at time of Submission. This information is to be collected and documented for all federally-funded projects as required by the Department of Transportation 49 CFR Part 26. All items requested on the form are required. If an item is not applicable, respondents shall enter *N/A*. Each prime firm participating as a joint venture should complete a separate form and indicate (Item 9) that the response is a joint venture.

1. Project name, project number and date of submittal: Executive Coaching & Consultant Services RFP #2024-012 June 6, 2024	2. Official name of firm: Debra Gould & Associates, Inc. Indicate if prime or subcontractor:	3. Address of office to perform work: 7148 Westhaven Road New Orleans, LA 70126-2144
4. Name of parent company, if any: N/A	5. Location of headquarters (city): New Orleans	6. Age of firm: 28 years
7. Name, title, and telephone number of principle contact: Debra W. Gould President & CEO (504) 460-9641	8. Indicate Special Status: <div style="display: flex; justify-content: space-between;"> <div> <input checked="" type="checkbox"/> Small Business <input checked="" type="checkbox"/> Minority-Owned Business <input checked="" type="checkbox"/> Woman-Owned Business </div> <div> <input checked="" type="checkbox"/> SLDBE certified <input checked="" type="checkbox"/> LAUCP certified* <input checked="" type="checkbox"/> SBE certified* </div> </div> <p><small>*A firm participating as a DBE or SBE must be certified by the Louisiana Unified Certification Program (LAUCP) by the date of submittal. Current letter of certification shall be attached.</small></p>	
9. Is this submittal a joint venture (JV)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, have the firms worked together before? <input type="checkbox"/> Yes <input type="checkbox"/> No	10. Summary of firm's annual revenues (insert index number): <div style="display: flex; justify-content: space-between;"> <div> Last Year 62,172 3 Years Ago 47,424 </div> <div> 2 Years Ago 41,811 </div> </div> <div style="margin-top: 10px;"> Ranges of annual revenues received: 1. less than \$500,000 <input checked="" type="checkbox"/> 2. \$500,000 - \$1,000,000 3. \$1,000,000 - \$2,000,000 4. \$2,000,000 - \$4,000,000 5. \$5,000,000 - \$6,000,000 6. \$6,000,000 or greater </div>	

☒ I have reviewed the attached DBE Form I Schedule of Contract Participation and DBE Commitment, and confirm that the scope and price described was fairly negotiated. I further affirm that my firm is ready, willing, and able to perform the work as described and according to the requirement of the bid specifications.

☒ I do solemnly declare and affirm under the penalties of perjury that the contents of this document are true and correct, and that I am authorized on behalf of this firm to make this affidavit.

Signature:  Date: **05/23/24**
 Print Name: **Debra W. Gould** Title: **President & CEO**

Non-Collusion Affidavit

NON-COLLUSION AFFIDAVIT

STATE OF LOUISIANA

PARISH OF ORLEANS

Debra W. Gould, being first duly sworn, deposes and says that:

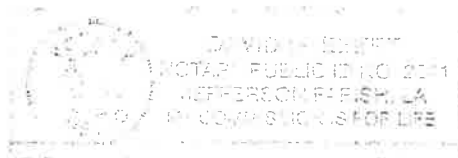
- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Debra Gould & Associates, Inc. the Contractor that has submitted the attached bid;
- (2) Such Bid is genuine and is not a collusive or sham Bid.
- (3) The attached bid is not made in the interest of or on behalf of any undisclosed person, partnership, company association, organization or corporation; that such bid is genuine and not collusive or sham; that said bidder has not, directly or indirectly, induced or solicited any other bidder to put in a false or sham bid, and has not, directly or indirectly colluded, conspired connived or agreed with any bidder or anyone else to put on a sham bid, or refrain from bidding; that said bidder has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of said bidder or any other bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other bidder, or to secure any advantage against RTA or anyone interested in the proposed contract; that all statements contained in such bid are true; that said bidder has not, directly or indirectly, submitted his bid price or any breakdown thereof or the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly, any money or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual; and further that said bidder will not pay or agree to pay directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any individual, for aid or assistance in securing contract above referred to in the event the same is awarded to said bidder.

Signed: Debra W. Gould

Title: President & CEO

Sworn to me and subscribed in my presence this 11th day of MAY, A.D., 2024

[Signature]
NOTARY PUBLIC



**Certificate on Primary
Debarment
and
Certificate Regarding
Debarment – Lower Tier**

**CERTIFICATION ON PRIMARY PARTICIPANT
REGARDING DEBARMENT, SUSPENSION, AND
OTHER RESPONSIBILITY MATTERS**

The Primary Participant (Potential Contractor for a major third party contract), certifies to the best of its knowledge and belief, that it and its principles:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;
2. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

(If the primary participant is unable to certify to any of the statements in this certification, the participants shall attach an explanation to this certification.)

THE PRIMARY PARTICIPANT, (POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT, CERTIFIES OR AFFIRMS THAT TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTION 3801 ET SEQ ARE APPLICABLE HERETO.

COMPANY Debra Gould & Associates, Inc.

ADDRESS P. O. Box 871211, New Orleans, LA 70187-1211

DATE 05/23/2024


Signature of Offeror's Authorized Representative

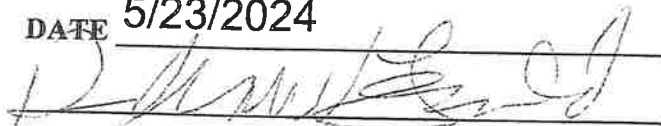
**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.
3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY Debra Gould & Associates, Inc.

ADDRESS P. O. Box 871211, New Orleans, LA 70187-1211

DATE 5/23/2024



Signature of Offeror's Authorized Representative

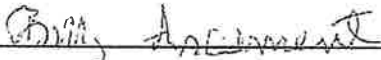
**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

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COMPANY Billy Arcement--The Candid Cajun

ADDRESS 36570 Swamp Rd. So. Prairieville, LA 70769

DATE May 26, 2024



Signature of Offeror's Authorized Representative

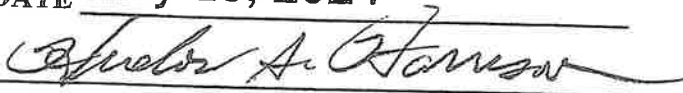
**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

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COMPANY Legacy Resource Group

ADDRESS 2560 Cedar Crest Blvd., Dallas, TX 75203

DATE May 28, 2024



Signature of Offeror's Authorized Representative

**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

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COMPANY Arthur M. Gaudet & Associates, Inc.
ADDRESS 3053 Raven Trail Carrollton TX 75007
DATE MAY 25 2024
[Signature] President

Signature of Offeror's Authorized Representative

**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

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- 2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.**
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COMPANY Progressive Techniques, Inc.

ADDRESS PO Box 342 Fayetteville, GA 30214

DATE May 29, 2024

Nancy J. Lewis Digitally signed by Nancy J. Lewis
Date: 2024.05.29 02:26:57 -04'00'

Signature of Offeror's Authorized Representative

**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

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COMPANY I'm Listening Business Solutions, LLC

ADDRESS 2201 Barataria Blvd. Ste. N-177 Marrero, Louisiana 70072

DATE May 28, 2024

Jodi LaMothe Digitally signed by Jodi LaMothe
Date: 2024.05.28 21:53:52 -05'00'

Signature of Offeror's Authorized Representative

**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

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3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY Douglas Presentations a

ADDRESS 8012 Lanes End

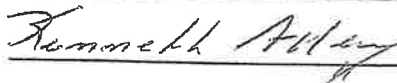
DATE May 25, 2024

Signature of Offeror's Authorized Representative

**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

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2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.
3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY LA Barrons LLC
ADDRESS 3928 Peachtree Ct NOLA
DATE 5/27/2024


Signature of Offeror's Authorized Representative

**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

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2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.
3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY Seventeen18, LLC

ADDRESS P.O. BOX 791305

DATE May 28, 2024

Michelle Stanton Digitally signed by Michelle Stanton
Date: 2024.05.28 11:21:12 -05'00'

Signature of Offeror's Authorized Representative

Certification of Restrictions on Lobbying

CERTIFICATION OF RESTRICTIONS ON LOBBYING

Debra W. Gould, President & CEO hereby certify on
(Name and Title of Offeror Official)

behalf of Debra Gould & Associates, Inc. that:
(Name of Offeror)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Executed this 11th day of MAY, 2024.

BY Debra Gould & Associates, Inc

Witnesses: Debra W. Gould

(Signature of Authorized Official)

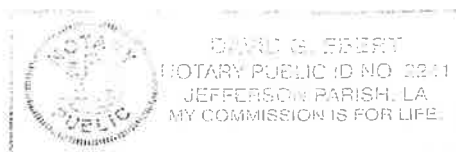
President & CEO

(Title of Authorized Official)

Sworn to and subscribed before me on this 11th day of MAY, 2024.

Notary Public In and For JEFFERSON Parish/County

State of LOUISIANA



Participant Information Form

PARTICIPANT INFORMATION FORM

All offerors are required to submit the information contained on this form. This information is a condition of submitting an offer to the RTA. Offerors must insure that **ALL** sub-contractors, sub-contractors or others at all tiers, which are proposed to be used or used under any agreement issued by RTA have submitted an executed copy of this form. RTA is required to maintain this information by the Federal Transit Administration and it is not subject to waiver.

Firm Name Debra Gould & Associates, Inc.
Firm Address P. O. Box 871211, New Orleans, LA 70187-1211
Telephone Number (504) 460-9641
Fax Number N/A
E-Mail Address djgould@gouldassoc.com

Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE DBE

Age of the firm 28 years

Annual gross receipts of the firm \$62,000.00

Prime or Sub-Contractor Prime

NAICS code (s) 611430, 541611, 541612, 541618, 611710

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title President & CEO

Date 5/23/2024

RTA Project No. 2024-012

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

PARTICIPANT INFORMATION FORM

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Firm Name Legacy Resource Group
Firm Address 2560 Cedar Crest Blvd., Dallas, TX 75203
Telephone Number 214-450-8200
Fax Number 682-223-9354
E-Mail Address hugh@legacyresourcegroup.net
Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE DBE
Age of the firm 19yrs
Annual gross receipts of the firm \$218,530.00
Prime or Sub-Contractor Legacy Resource Group
NAICS code (s) 522310, 541611, 541612, 541613, 541618
I certify to the best of my knowledge that the above information is true and correct:
Signature 
Title Principal
Date 5/28/2024
RTA Project No. _____

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Firm Name Arthur N. Gaudet & Associates, Inc
Firm Address 3053 Ravine Trail Carrollton TX 75007
Telephone Number 9724664611
Fax Number 9724664472
E-Mail Address runcutter@runcutter.com

Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE Non-DBE

Age of the firm 37 years

Annual gross receipts of the firm \$85,000

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 541614, 541611

I certify to the best of my knowledge that the above information is true and correct:

Signature



Title President

Date May 25, 2024

RTA Project No. 2024-012

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PARTICIPANT INFORMATION FORM

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Firm Name Billy Arcement--The Candid Cajun

Firm Address 36570 Swamp Road South, Prairieville, LA 70769

Telephone Number 225-572-2804

Fax Number N/A

E-Mail Address Billy@SearchingForSuccess.com

Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE Non-DBE

Age of the firm 44 years

Annual gross receipts of the firm \$13,224 (Semi-retired/Part Time)

Prime or Sub-Contractor Sub-Contractor Consultant

NAICS code (s) 611430, 541611, 541612, 541618, 611710

I certify to the best of my knowledge that the above information is true and correct:

Signature Billy Arcement

Title President / CEO

Date 05/25/2024

RTA Project No. 2024-012

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Firm Name Progressive Techniques, Inc.
Firm Address PO Box 342 Fayetteville, GA 30214
Telephone Number (770) 964-5533
Fax Number N/A
E-Mail Address nancy@progressivetechniquesinc.com
Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE _____
Age of the firm 28 years
Annual gross receipts of the firm \$285,000.00
Prime or Sub-Contractor Sub-contractor
NAICS code (s) 611430, 541611, 514612, 541618, 611710
I certify to the best of my knowledge that the above information is true and correct:
Signature Nancy J. Lewis
Title President
Date May 28, 2024
RTA Project No. 2024-012

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Firm Name I'm Listening Business Solutions, LLC

Firm Address 2201 Barataria Blvd. Ste. N-177 Marrero Louisiana 70072

Telephone Number 504-500-7682

Fax Number 504-533-9275

E-Mail Address jodilamothe@gmail.com

Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE Pending Application # 4485333

Age of the firm 16 years

Annual gross receipts of the firm \$0

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 541611 - 541612 - H541613 - 541618 - 541690 - 541720 - 511430 - 611710 - 624190

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title Managing Member

Date May 28, 2024

RTA Project No. 2024-012 Coaching & Consultant Services

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PARTICIPANT INFORMATION FORM

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Firm Name LA Barrons LLC
Firm Address 3928 Peachtree Ct NOLA 70131
Telephone Number 504-491-7425

Fax Number _____
E-Mail Address kennethallen.gus@gmail.com

Firm's status as Disadvantaged Business Enterprise
(DBE) or Non-DBE Non-DBE

Age of the firm 17 years
Annual gross receipts of the firm -\$0- (2021-2024)

Prime or Sub-Contractor Sub-Contractor
NAICS code (s) 611710

I certify to the best of my knowledge that the above information is true and correct:

Signature Kenneth J. Allen
Title Sole Proprietor
Date 3/27/2024

RTA Project No. _____

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PARTICIPANT INFORMATION FORM

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Firm Name Douglas Seminars and Presentations
Firm Address P.O. Box 84028
Telephone Number (225)2026309
Fax Number N/A
E-Mail Address RobertDouglas433@gmail.com

Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE DBE

Age of the firm 13 years
Annual gross receipts of the firm \$25,000.00
Prime or Sub-Contractor Sub
NAICS code (s) 611430, 541611, 541612,

I certify to the best of my knowledge that the above information is true and correct:

Signature _____
Title President & CEO
Date 5/29/24

RTA Project No. 2024-012

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PARTICIPANT INFORMATION FORM

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Firm Name Seventeen18, LLC
Firm Address PO Box 791305
Telephone Number 504.356.1690
Fax Number _____
E-Mail Address trio1718@gmail.com
Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE Non- DBE
Age of the firm 5 yrs
Annual gross receipts of the firm \$80,000
Prime or Sub-Contractor Sub-Contractor
NAICS code (s) 541611, 541613, 541612, 561900
I certify to the best of my knowledge that the above information is true and correct:
Signature Michelle Stanton Digitally signed by Michelle Stanton
Date: 2024.05.28 11:51:52 -05'00'
Title Owner/Member
Date May 28, 2024
RTA Project No. 2024-012

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY
PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

SBE Eligibility Affidavit

NO CHANGE AFFIDAVIT

I, Debra W. Gould (owner's name) swear ¹ (or affirm) that there have been no changes in Debra Gould & Associates, Inc. (company name) circumstances affecting the company's ability to meet the size, economic disadvantage status, ownership or control requirements of the Small Business Enterprise (SBE) Program. I swear (or affirm) that there have been no material changes in the information provided with the company's application for certification, except for any changes about which I have provided written notice to the certifying agency.

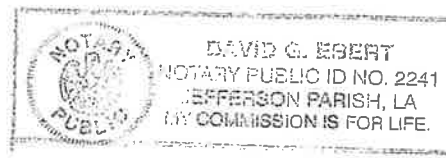
I swear (or affirm) that my personal net worth does not exceed \$1.32 million and that I am economically disadvantaged because my ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same or similar line of business.

I swear (or affirm) that my company continues to meet the Small Business Administration (SBA) size criteria and the overall gross receipts cap of 49 CFR Part 26 and the my company's average annual gross receipts (as defined by SBA rules) over the previous fiscal years do not exceed \$250,000⁰⁰. I provide the attached size and gross receipts documentation to support this affidavit.

Signature  Date July 12, 2023
DEBRA W. GOULD, PRESIDENT

On this day of JULY 12, 2023 before me appeared DEBRA W. GOULD, who being duly sworn did execute the foregoing affidavit and did state that he/she was properly authorized by DEBRA GOULD + ASSOCS, INC (name of firm), to execute the affidavit and did do as his/her free act and deed.

Notary Public 
Commission Expires AT DEATH



¹ Knowingly and willfully providing false information to the Federal government is a violation of 18 U.S.C. Section 1001 (False Statements) and could subject you to fines, imprisonment or both.

**SMALL BUSINESS ENTERPRISE
ANNUAL AFFIDAVIT**

FIRM NAME: Debra Gould & Assoc. Inc. OWNERS NAME: Debra W. Gould

BUSINESS ADDRESS: P.O. Box 871211 CITY: New Orleans STATE: LA ZIP: 70187-1211

TELEPHONE NO.: (504) 460-9641 FAX NO.: N/A E-MAIL: djgould@gouldassoc.com

FEDERAL TAX ID NO.: 72-1118820 GROSS RECEIPTS FOR PREVIOUS YEAR: 41,811.00

PLEASE EXPLAIN ANY CHANGES WHICH MAY HAVE OCCURRED REGARDING THE FIRM'S OWNERSHIP, CONTROL, SIZE OR ECONOMIC DISADVANTAGED STATUS. *(Supportive evidence must be provided to document any changes listed below.)*

None.

DBE Certifications
State/Local DBE
LA Unified Certification Program
Hudson Initiative

STATE & LOCAL DISADVANTAGED BUSINESS ENTERPRISE PROGRAM

1340 Poydras Street, Suite 1800 | New Orleans, LA 70112

August 2, 2023

VIA EMAIL

Ms. Debra Gould
Debra Gould & Associates, Inc.
7148 Westhaven Road
New Orleans, LA 70126
Djgould@gouldassoc.com

RE: SLDBE Certification Renewal

Dear Ms. Gould:

We are pleased to inform you that **Debra Gould & Associates, Inc.** has been approved for re-certification as a State & Local Disadvantaged Business Enterprise (SLDBE). This approval represents certification with the City of New Orleans, Sewerage & Water Board of New Orleans, and the Louis Armstrong New Orleans International Airport.

Your firm's contact information will remain active on the online SLDBE Directory (<http://neworleans.dbesystem.com>). It will reflect your areas of certification. Your specialties will be listed with the following NAICS as:

NAICS	611430	Professional and Management Development Training
NAICS	541613	Customer Service Management Consulting Services
NAICS	541612	Organization Development Consulting Services
NAICS	541611	Strategic Planning Consulting Services. Administrative Management & General Management Consulting Services
NAICS	424120	Stationery and Office Supplies Merchant Wholesalers

A re-certification notice will be emailed to you prior to the date of expiration. However, should you not receive notification from this office for your re-certification, it is your responsibility to contact us. The submittal of this information is necessary to ensure that there is no interruption in your certified status. **If a re-certification application is not received by the renewal date, we will proceed with decertification procedures. Additionally, you must notify our office immediately regarding any changes which affect the social and economic disadvantaged status, size, ownership, or control of your firm.**

We reserve the right to withdraw this certification if at any time it is determined that DBE certification was knowingly obtained by the submission of false, misleading, or incorrect data. We further reserve the right to request additional information and/or conduct an on-site visit at any time while your certification is active.

If you have any questions and or comments, please do not hesitate to contact me.

Sincerely,

Veronica Christmas

Veronica Christmas
Certification Program Manager



Business Capabilities

BUSINESS CERTIFIED FOR

Management Consulting; Professional Development Training; Keynote Speaking; Sales of Promotional Items; Change Management; Executive Coaching; Strategic Planning; Customer Focus Groups; Surveys; Needs Assessment; Succession Planning

FULL DESCRIPTION OF CAPABILITIES/PRODUCTS

Management Consulting; Professional Development Training; Keynote Speaking; Sales of Promotional Items; Change Management; Executive Coaching; Strategic Planning; Customer Focus Groups; Surveys; Needs Assessment; Succession Planning

COMMODITY CODES

NAICS 424120	Stationery and Office Supplies Merchant Wholesalers (More)
NAICS 541611	Administrative Management and General Management Consulting Services (More)
NAICS 541611	Strategic planning consulting services (More)
NAICS 541612	Organization development consulting services (More)
NAICS 541613	Customer service management consulting services (More)
NAICS 611430	Professional and Management Development Training (More)

Owner Ethnicity and Gender

ETHNIC GROUP

Black

GENDER

Female

Location

COUNTY

Orleans (LA)

Additional Information

SERVICE TYPE

Professional Service

CERTIFYING AGENCY

SWE

[Certification List](#)

[Customer Support](#)

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Vendor Information

BUSINESS NAME	Debra Gould & Associates, Inc.
SYSTEM VENDOR NUMBER	20103157
PRIMARY OWNER'S NAME	Debra Gould
ETHNIC GROUP	Black
GENDER	Female

Certification Information

CERTIFYING AGENCY	City of New Orleans
CERTIFICATION TYPE	SLDBE - State-Local Disadvantaged Business Enterprise
EFFECTIVE DATE	8/2/2023
RENEWAL DATE	8/2/2024

Contact Information

MAIN COMPANY EMAIL	djgould@gouldassoc.com
MAIN PHONE	504-244-6576
MAIN FAX	504-245-2488
MAIN COMPANY WEBSITE	http://www.gouldassoc.com

Addresses

PHYSICAL ADDRESS	7148 Westhaven Road New Orleans, LA 70126-2144 [map]
MAILING ADDRESS	P.O. Box 871211 New Orleans, LA 70187-1211 [map]



LOUISIANA UNIFIED CERTIFICATION PROGRAM

Disadvantaged Business Enterprise (DBE) Program

*This is to certify that under Title 49, Part 26, of the Code of Federal Regulations &
under the State of Louisiana United Certification Program (LAUCP)*

Debra Gould & Associates, Inc.

is a Certified Disadvantaged Business Enterprise (DBE) in the following specialties:

C46, C52, 453210, 541611, 541618, 541820, 561110, 611430, 541810, ,
541611, 541614, 541618, 711510, 611710

NOTE: There may be other approved NAICS codes. The online DBE Directory includes a complete list of approved codes.

Certificate Eligibility: August 8, 2023 to August 8, 2024

This certificate is valid through the above dates provided. This firm meets the on-going programmatic standard and fulfills the annual update requirement to remain in good standing as a DBE. This certification is subject to annual verification and suspension or revocation based upon reasonable cause to believe that the firm is ineligible.

Philistine Ferrand, DBE Liaison Officer (DBELO)

Louis Armstrong New Orleans International Airport



Mayor LaToya Cantrell
City of New Orleans

New Orleans Aviation Board

Hon. Michael G. Bagneris
Chairman

Doug Thornton
Vice-Chairman

Hon. Neil C. Abramson
Todd Francis

Chief Justice (Ret.) Bernette J. Johnson
Ruth Kullman
Joseph Nicolosi, Jr.
Roger H. Ogden
Gary L. Smith, Sr.

Kevin C. Dolliole
Director of Aviation

P. O. Box 20007
New Orleans, LA 70141

P: 504-303-7800
F: 504-303-7566

www.flymsy.com

May 1, 2023

Ms. Debra Gould
Debra Gould & Associates, Inc.
P.O. Box 871211
New Orleans, LA 70187

Re: 2023 Annual Update

Dear Ms. Gould:

The Louis Armstrong New Orleans International Airport (LANOIA) has received your firm's Disadvantaged Business Enterprise (DBE) and Small Business Element (SBE) annual affidavit. Based on the information which you provided, it has been confirmed that your firm continues to meet the eligibility requirements of our program and remains certified for only the following, specific service types and work categories that fall under the listed NAICS and/or DOTD Work codes:

Service(s):

PROFESSIONAL SERVICES
AIRPORT CONCESSIONS

Area(s) of Work:

453210 - Office Supplies and Stationery Stores
54 - Professional, Scientific, and Technical Services
541 - Professional, Scientific, and Technical Services
541611 - Administrative Management and General Management Consulting Services
541611 - Administrative Management and General Management Consulting Services
541614 - Process, Physical Distribution, and Logistics Consulting Services
541618 - Other Management Consulting Services
541810 - Advertising Agencies
541820 - Public Relations Agencies
561110 - Office Administrative Services
611430 - Professional and Management Development Training
611710 - Educational Support Services
711510 - Independent Artists, Writers, and Performers
C46 - Training Development
C52 - Broker Fees Promotional Products

DBE Office • 504.303.7611 • 504.303.7614 fax • philisti@flymsy.com



DIVISION OF SMALL BUSINESS SERVICES

This certification acknowledges that

Debra Gould & Associates

Is Certified-Active as a Small Entrepreneurship with
Louisiana Economic Development's Hudson Initiative.

This certification is valid from 2/16/2024 to 2/16/2025.

Certification No. 455

A handwritten signature in dark ink, appearing to read "Stephanie Hartman", is written over a horizontal line.

Stephanie Hartman,
Director, Small Business Services



Airport Concessionaire Disadvantaged
Business Enterprise (ACDBE)
Legacy Resource Group

Legacy Resource Group

has filed with the Agency an Affidavit as defined by NCTRCA Airport Concessionaire Disadvantaged Business Enterprise (ACDBE) 49 CFR Part 26 and is hereby certified to provide service(s) in the following areas:

NAICS 522310: MORTGAGE AND NONMORTGAGE LOAN BROKERS
NAICS 541611: BUSINESS MANAGEMENT CONSULTING SERVICES
NAICS 541612: PERSONNEL MANAGEMENT CONSULTING SERVICES
NAICS 541613: MARKETING CONSULTING SERVICES
NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES

This Certification commences March 5, 2024 and supersedes any registration or listing previously issued. This certification must be updated annually by submission of an Annual Update Affidavit. At any time there is a change in ownership, control of the firm or operation, notification must be made immediately to the North Central Texas Regional Certification Agency for eligibility evaluation.

Issued Date: March 5, 2024
CERTIFICATION NO. BMAC64963N0325



Ronald C. Jordan, Jr.

Certification Administrator

Buy America
Certificate of Compliance with
Section 165A

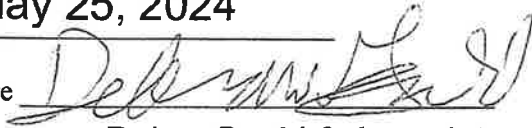
BUY AMERICA

CERTIFICATE OF COMPLIANCE WITH SECTION 165(a)

The bidder or proposer hereby certifies that it will comply with the requirements of section 165(a) of the Surface Transportation Assistance Act of 1982, as amended, and the applicable regulations in 49 CFR part 661.

Date May 25, 2024

Signature



Company Name Debra Gould & Associates, Inc.

Title President & CEO

RTA Project No. 2024-012

Addenda

1.15

ADDENDA

Proposers shall acknowledge receipt of all addenda to this Request for Proposals. Acknowledged receipt of each addendum shall be clearly established and included with each proposal. The undersigned acknowledges receipt of the following addenda.

Addendum No. I, dated 4/18/2024
Addendum No. II, dated 5/10/2024
Addendum No. III, dated 5/16/2024

Debra Gould & Associates, Inc.

Company Name

Debra W. Gould

Company Representative

Coaching & Consultant Services

RFP 2024-012

4/18/2024

REGIONAL TRANSIT AUTHORITY

PUBLIC NOTICE

RFP 2024-012 Coaching & Consultant Services

Addendum I

Acknowledge receipt of this addendum in the bid submission. This addendum is a part of the Contract Documents and shall be included in the Contract Documents. Changes made by the addenda take precedence over information published at an earlier date.

Request for Proposal No. 2024-012 has been amended as follows:

The due date for RFP 2024-012 has been extended from Thursday May 2, 2024, to Thursday May 16, 2024. The RFP clarification date will not be extended.

5/10/2024

REGIONAL TRANSIT AUTHORITY

PUBLIC NOTICE

RFP 2024-012 Coaching & Consultant Services

Addendum II

Acknowledge receipt of this addendum in the bid submission. This addendum is a part of the Contract Documents and shall be included in the Contract Documents. Changes made by the addenda take precedence over information published at an earlier date.

Request for Proposal No. 2024-012 has been amended as follows:

The due date for RFP 2024-012 has been extended from Thursday May 16, 2024, to Thursday June 6, 2024. The RFP clarification date will not be extended.

Lona Hankins
Chief Executive Officer
Regional Transit Authority

REGIONAL TRANSIT AUTHORITY

PUBLIC NOTICE

RFP 2024-012 Coaching & Consultant Services

Addendum III

Acknowledge receipt of this addendum in the bid submission. This addendum is a part of the Contract Documents and shall be included in the Contract Documents. Changes made by the addenda take precedence over information published at an earlier date.

Request for Proposal No. 2024-012 has been amended as follows:

1. What is the standard RTA contract terms? N/A
2. Are the three pages designated for the Letter of Interest the only pages that can be submitted towards the RFP response? No, there is no page limit amount.
3. Are the services to be provided for the entire staff of RTA or certain areas i.e. leadership, board, facilities, etc.? Qualified consultants will provide executive coaching services for the full Executive Leadership Team, includes Director and Chief level, approximately # staff members, and the CEO.
4. Are the services to be provided hybrid or in-person only? Delivery may be an in-person coaching, virtual coaching, or blended delivery using in-person and electronic delivery methods. There will be a need for in-person facilitation.
5. Are services to be provided during defined hours of the day, week, or month?
Yes

6. How frequently are you seeking these services?

Category	Frequency
CEO 1-1	Twice Monthly (24 Sessions)
Transit Specific Technical Assistance	As needed
C-Suite Executive (10 Chiefs)	Twice Monthly (1hr/chief)
ELT Meeting, Group, and Teambuilding facilitation	10 4-hour sessions
Assessment Tools	As Needed

7. Are coaching and consulting services to be provided separately?

Both. The coaching aspect will concentrate on individual growth, providing a tailored approach to improve skills, leadership style, and professional performance. As for the consultant role in this RFP, it will involve providing expert guidance, analysis, and suggestions to tackle challenges or seize opportunities within the organization. Both coaching and consulting expertise are essential to empower leaders to navigate complexities with confidence, drive innovation, and achieve sustainable growth in the ever-changing transit industry.

8. Is the \$1M insurance requirement for vehicles required for this professional services RFP? No

9. Who was the firm that previously had the contract? How long was the contract?
There is no previous vendor for these services.

10. What was the contract price annually? There is no prior vendor.

11. Will there be a short list of firms? It depends on the scoring..

12. Will the final firm be required to present/interview their services, etc? It depends on the scoring.

13. How soon do RTA hope to make a decision? 60 days after submission or sooner.

14. Are we coaching seasoned managers or is the management team recently promoted? In other words are we training the trainer and weaning the contractor out slowly, or are we actually coaching up on specific topics like building a library of go to information readily available for the upcoming rising management team? This coaching is for a newly formed team that is made up both new and seasoned managers. The goal is to help the team to understand leadership styles and to quickly leverage this diversity of style to benefit the organization.

15. Since the Board of Commissioners makes the major decisions for the RTA, what will their involvement be, if any, in the consulting project? The Board does not participate in the selection process and all contracts over \$100K are approved by the Board. Once the contract is awarded and signed, the Board will not be involved in the process. The CEO manages the other c-suite employees and reports directly to the board. The board may request briefings or updates from the CEO regarding the contract implementation.

16. It appears the board consists of appointees by the Mayor of New Orleans and some appointees by the President of Jefferson Parish. Since Transdev (formerly Veolia Transport) no longer handles the day-to-day aspects of the agency, who is handling the day-to-day issues of operations and service, safety issues, vehicle maintenance, customer service, route design and scheduling, human resources, administration, ridership growth, capital planning, grant administration,

communications, purchasing, and other agency functions from the time they (Transdev) stopped the end of 2020?

17. How many employees does RTA have? 874

18. Who will participate in the training other than the 10 C-Suite associates? This RFP is only for the Executive Leadership Team.

19. Further clarity is needed around Bullet 6 under qualifications, "Experience coaching in public transit environments with the ability to provide technical resources related to fleet management, service delivery, and Federal Transit Administration resources or other identified needs." What exactly does Transit Specific Technical Assistance look like? I assume that we will have NO OSHA-related matters in this project scope.

Transit-specific technical assistance typically involves providing support, guidance, and expertise in various technical areas related to public transportation such as fleet management, intelligent transportation systems, scheduling, safety, accessibility, environmental sustainability, data analysis, performance measurement, and customer experience.

20. Are we correct in assuming that this opportunity is ONLY open to Small economically disadvantaged businesses as stated in the RFP?:

No it is not. Per the evaluation criteria, the submittee will have to meet the below listed qualifications:

Proposals: Qualification of the Firm	35 Points
Staffing and Project Organization	20 Points
Work Plan / Project Understanding	30 Points
DBE/SBE* Participation	10 Points
Cost Proposal	5 Points

To be an eligible Small Business Enterprise a business must have at least 51% ownership by a person who is economically disadvantaged.

5/16/2024

Lona Hankins
Chief Executive Officer
Regional Transit Authority

Executive Coaching Certifications

WORLDWIDE ASSOCIATIONS OF BUSINESS COACHES
(Progressive Techniques, Inc.)

WORLDWIDE ASSOCIATION OF BUSINESS COACHES



W A B C

It is certified that

Nancy J. Lewis

*having completed the required course of study and having complied with all other requirements
of the Worldwide Association of Business Coaches is hereby awarded the designation*

REGISTERED CORPORATE COACH

*in testimony whereof, the signature of the proper official and
the seal of the Association are affixed this 3rd day of October, 2006
in Victoria, British Columbia, Canada.*

RCC Registration: #200685

Wendy Johnson, President and CEO
WABC Coaches Inc.

Debra Gould and Associates, Inc. (DGAI)

EQ1 and EQ 360 (Progressive Techniques, Inc.)



Debra Gould and Associates, Inc. (DGA)

CULTURE INTELLIGENCE CENTER - CQ (Progressive
Techniques, Inc.)



CERTIFICATE OF COMPLETION

The Cultural Intelligence Center, LLC certifies that

Nancy J. Lewis

has successfully completed the CQ® Certification Program

Successful completion of this program indicates the following:

- An understanding of the cultural intelligence model and research
- Knowledge of how to interpret and debrief the CQ 360 Assessment and feedback report
- Ability to communicate the value of CQ to individuals and organizations

September 15, 2020

Date

A handwritten signature in dark ink, appearing to read "M. Lyla Kohistany".

Lyla Kohistany
Cultural Intelligence Center, LLC

CULTURE INTELLIGENCE CENTER – UNCONSCIOUS BIAS
(Progressive Techniques, Inc.)

CULTURAL
INTELLIGENCE
CENTER

CERTIFICATE OF COMPLETION

The Cultural Intelligence Center, LLC certifies that

Nancy J. Lewis

has successfully completed the *Unconscious Bias Train-the-Trainer* Program

Successful completion of this program indicates the following:

- Knowledge of how to use cultural intelligence to effectively manage bias
- An understanding of how to facilitate the CQ® Your Bias Workshop

September 22, 2020

Date

TM. Lyia Kohistani

Lyia Kohistani
Cultural Intelligence Center, LLC

Debra Gould and Associates, Inc. (DGA)

Place of Performance

Any proposed overhead rate which exceeds 75% of approved categories (e.g., "labor") shall be substantiated by a current audit performed by an independent Certified Public Accounting Firm. Any proposed overhead rate which exceeds 100% of the approved categories shall be substantiated by a current audit conducted by a federal or state agency. Labor rates for all individuals who may perform any work associated with this project shall be identified in the proposal. The individuals will be identified by name and job category. This requirement extends to all individuals whether classified as professional or non-professional. Any changes in labor rates and/or additions or changes to personnel providing work on this project must be pre-approved by RTA in writing.

4.4 OVERHEAD RATES

Contractor will be required to submit an audited overhead rate.

4.5 PLACE OF PERFORMANCE

(a) The offeror or respondent, in the performance of any contract resulting from this solicitation, intends, ☒ **does not intend** [check applicable block] to use one or more plants or facilities located at a different address from the address of the offeror or respondent as indicated in this proposal or response to request for information.

(b) If the offeror or respondent checks "intends" in paragraph (a) of this provision, it shall insert in the following spaces the required information:

Place of Performance (Street
Address, City, State, County, ZIP
Code)

Name and Address of Owner and Operator of the
Plant or Facility if Other than Offeror or
Respondent

7148 Westhaven Road
New Orleans, LA 70126-2144

Debra Gould Associates, Inc.
7148 Westhaven Road
New Orleans, LA 70126-2144

DGAI Team Resumes

Debra W. Gould, M. S.	President/CEO, Program Manager, Senior Trainer, Coach, Facilitator & Consultant
Summary	
<i>Debra W. Gould</i> 28 years of progressively responsible experience in Leadership, Change, Project Management, Training and Development field. A team player and independent thinker with strong critical and analytical skills. Proven problem-solver and effective decision maker.	
Education	
Florida Institute of Technology ♦ MS Management ♦ Southern University at New Orleans ♦ B.S. Accounting and Business Administration	
Customer Service, Diversity, Leadership, Executive Coaching, PM & Training	
<ul style="list-style-type: none"> • Provided a Training Manual for the Orleans Parish Assessor's Office. DGA1 Team managed the staff interviews to document procedures, transcribe and organize data into training document and final electronic document on June 2, 2023. POC: Marina M. Kahn, MSUS, MBA, CL.A., Chief Deputy, Email: albriant@nola.gov, Office: (504) 658-1333 and FAX: (504) 658-1353, Period of Performance April 2023 – June 2023 • Provided a training program for the New Orleans Redevelopment Authority (NORA) on "From Conflict to Consensus Strategies Training" to address both the managers and employee's issues to cope and conquer situations mired with conflict. The tension that existed when people in the organizations having conflicting or competing goals was on the increase. POC: Anita Briant, Director of Human Resources, Email: albriant@nola.gov, Office: (504) 658-4417 and FAX: (504) 658-4551 Period of Performance March 2023 • Provided a training program for the City of New Orleans Capital Projects/Project Delivery Unit on "Leadership and Interpersonal Communication Strategies Training." The training inspired each employee and influence their behaviors, so that they were aligned around the same commitments associated with City of New Orleans Capital Projects/Project Delivery Unit vision. POC: Ms. Chantel R. Bernard, Fiscal Specialist, City Hall, 1300 Perdido Street, Suite 6E12, New Orleans, LA 70112, Email: crwilliams@nola.gov, O: (504) 658-8673, C: (504) 914-8823, Period of Performance December 2022 • Provided a training program for the City of New Orleans Office of Procurement/Bureau of Purchasing on "ENHANCING CUSTOMER SERVICE THROUGH LISTENING, COMMUNICATION AND CONFLICT STRATEGIES TRAINING" to ensure the Customer Experience instills an understanding in City of New Orleans Department of Purchasing staff members that they play an important role in making CNO Department of Purchasing the best Customer Experience provider in the Local Government. POC: Julien P. Meyer, Chief Procurement Officer, City Hall, 1300 Perdido Street, Suite 4W07, New Orleans, LA 70112, Email: jpmeyer@nola.gov, O: (504) 658-1550 main, Period of Performance December 2022 • Provided a multiple training topics on Change Management, Strategic Thinking, Conflict Management, Customer Service for the Volunteers of America Southeast Louisiana. POC: Juanita Hill-Kennedy, Director of Human Resources, 4152 Canal Street, New Orleans, LA 70119, Email: JHill-Kennedy@voasela.org, O: (504) 486-8663, C: (985) 210-5985 and F: (504) 482-1922, Period of Performance August 2022 – October 2022 • Provided a training program on "Managing Excellence through Morale and Motivation Strategies Training" for the Centers for Disease Control and Prevention CDC University (CDCU). How to jumpstart with increased motivation to help employees desire, interest, focus energy to get the job done. Provided this training for the 150 supervisors and 150 non-supervisory by Zoom virtual conferencing. POC: Roslyn Q. Buffington, Education Program Specialist Curriculum Development Team Email: rqb1@cdc.gov, O: (770) 488-1976, Period of Performance August 2021 – November 2021 	
Designed and conducted for New Orleans Workforce Development Board –qualitative and quantitative research, provided data analysis, and authored recommendations and final report in support of the NOWDB Early Analysis of its 2016 Strategic Plan Period of Performance (June 2019 – February 2021).	
<ul style="list-style-type: none"> • Provided a training program on "Transitional Leadership Strategies Work Training" for the USDA National Finance Center. How to jumpstart with increased motivation to help employees desire, interest, focus energy to get the job done. Provided this training for the 150 supervisors and 150 non-supervisory by Zoom virtual conferencing. POC: Anita Adkins, Deputy Director, Email: Anita.R.Adkins@nfc.usda.gov, O: (540) 420-0429, Period of Performance December 2014 – July 2018 • Provided multiple trainings in leadership, conflict resolution, team building, customer service, morale, interpersonal communication skills for the senior management, middle management and supervisors for the Regional Transit Authority New Orleans. How to jumpstart with increased motivation to help employees desire, interest, focus energy to get the job done. Provided this training for the 150 supervisors and 150 non-supervisory by Zoom virtual conferencing. POC: Brendan Matthews, Chief Operating Officer, 2817 Canal Street, New Orleans, LA 70119, Email: Brendan.matthews@transdev.com, O: (504) 827-8383, C: (504) 760-0552, Period of Performance July 2012 to 2019 • Boh Bros. Construction, LLC: Presentation Skills for Foreman and Senior Management Level – DGA1 offered an opportunity to develop a presentation skills training topic for the Foreman to deliver a daily message on the "Job Safety Analysis" to their crew. The senior manager presentation skills training included the basic presentation skills to deliver a structure for giving a presentation with pizzazz. POC: Pat DeLuca, HR Manager, (504) 827-7673, pdelucca@bohbro.com, July 20, 2016 & August 26, 2016 	
Higher Education	
<ul style="list-style-type: none"> ♦ SBA e-200 Business Management and Growth, 2010 ♦ TUCK Executive Education at Dartmouth; 2006 ♦ Small Business Executive Education Program (SBEEP) 2001 	
Presentations & Publications Topics	
Coaching & Mentoring ♦ Communications ♦ Diversity ♦ Leadership ♦ Management ♦ Performance Management ♦ Strategic Planning ♦ Team Development ♦ Training ♦ Change ♦ Customer Service	

Huelon A. Harrison	Principal/Legacy Resource Group
Summary	
<p>Legacy Resource Group was established in 2005 by Huelon "Hugh" Harrison after completing a successful 24 year career in commercial banking. Harrison has many leadership roles with local organizations, including Dallas Black Chamber of Commerce, Oak Cliff Chamber of Commerce, Dallas Convention and Visitors Bureau, Dallas Community Development Commission, and Dallas Area Rapid Transit (DART). After serving on the DART board, which included 2 years as Chair, Harrison started Legacy Resource Group (LRG) in 2005. Legacy Resource Group provides the following services: business development, client interactions, consulting, training, and outreach.</p> <p>Harrison has provided services for many industry leading engineering, construction, and consulting firms. Harrison has also worked with many transportation authorities such as Dallas Area Rapid Transit (Dallas), Capital Metro (Austin), Harris County Metropolitan Transit Authority (Houston), New Orleans Regional Transportation Authority (New Orleans), Capital Area Transit System (Baton Rouge), and Denton County Transit Authority (Denton).</p> <p>Harrison serves on numerous boards. These include American Public Transit Association (APTA), Texas Transit Association (TTA), South West Transit Association (SWTA), Dallas Black Chamber of Commerce and American Public Transportation Foundation (APTF) which he is currently serving.</p>	
Education	
<p>MBA – Financing – Atlanta University – Atlanta, GA 1981 B.S. – Accounting - Southern University – Baton Rouge, LA 1980</p>	
Certifications	
<p>D/MBE Certified SBE Certified Executive Leadership Institute Certification – American Contract Compliance Association (ACCA) Masters in contract Resolution, ACCA Contract Compliance, ACCA</p>	
Associations and Memberships	
<p>Board Member American Public Transportation Association (APTA) American Public Transportation Foundation (APTF) Texas Transit Association (TTA) Dallas Black Chamber of Commerce</p> <p>Former Board Member Dallas Area Rapid Transit (DART) South West Transportation Association (SWTA) Moderated and/or presented at numerous transportation industry conferences and seminars (1999 – Present)</p>	

Arthur N. Gaudet FCILT	Transit Operations and Scheduling Consultant
Summary	
<p>Arthur Gaudet has been in the transit industry for more than 54 years. Starting as a bus cleaner and fueler, he progressed through Operator, trainer, and various supervisory positions to transit system CEO, serving multiple assignments with ATE Management and Services Co. (later First Transit, now Transdev). In 1987 he founded his consulting firm, Arthur N. Gaudet & Associates, Inc. (incorporated in 2007). He has provided interim management services as well as operations consulting. For a brief period in 1989 he served as the first Operations Manager for the McKinney Avenue Trolley in Dallas, which included becoming a qualified streetcar motorman. Realizing that if 70-80% of a transit system's expense goes to Operations, and 70-80% of that amount is in the hands of the scheduling function, he transitioned to a focus on scheduling and planning, from an operations perspective. That developed into a focus on training of scheduling basics, using a software-agnostic two-day course he developed. His consulting work in solving On-Time Performance issues led to writing "The Book" on OTP, and developing an OTP Workshop. He has been presenting a half-day Workshop dealing with the national shortage of transit vehicle operators.</p>	
Education	
<ul style="list-style-type: none"> ◆ Bachelor of Science, Business Administration (Transportation and Physical Distribution Management Northeastern University, Boston, 1976) 	
Operations and Schedule Consulting, Training	
<ul style="list-style-type: none"> • Scheduling and Runcutting services for cities such as Ithaca NY, Little Rock AR, Stockton and Los Angeles CA, and throughout the country working directly with the public authority or for contractors including First Transit, MV Transportation, and Transdev. These projects have included developing sustainable operating route and operator work schedules. • Scheduling and Planning Department functional reviews, including Austin TX, Birmingham AL, Tampa FL, Atlanta GA, Long Beach CA, El Paso TX, Park City Utah, and New Orleans LA. The 2002 New Orleans study revealed an opportunity to save approximately two million dollars (net of savings and reinvestment in service improvements) through efficiencies such as bus interlining and more efficient Operator work schedules (runcuts). • System redesign projects as prime contractor in Hammond IN and Las Cruces NM. System redesign as a subcontractor in Amarillo, TX where his role was actual design of the new route structure and schedules. • Training has been conducted as part of the consulting projects wherever practical. Formal training has been provided by the two-day Runcutter Course, presented over 75 times to over 1000 attendees. The Course builds expertise through paper-and-pencil exercises, culminating in the final project, an actual manual runcut. Thus, it is software agnostic, deepening the skills of transit personnel for better performance in their jobs and cross-training. • An On-Time Performance Workshop was developed as an outgrowth of the first book, Improving On-Time Performance in the Transit Industry: A Practical Guidebook. This one-day workshop has been presented numerous times since the book's 2019 publication, including for Connecticut Transit, AC Transit, Long Beach Transit, Phoenix AZ, Modesto CA, and other cities. • Recognizing that the nationwide shortage of vehicle operators was exacerbated by Covid, Durham NC requested development of a presentation dealing with this issue for a North Carolina Transit Summit that they were hosting. That one-hour presentation became a half-day Workshop. 	
Professional Affiliations	
<ul style="list-style-type: none"> • Chartered Institute of Logistics and Transport, Grade: Chartered Fellow 	
Presentations & Publications Topics	
<p>Books: Improving On-Time Performance in the Transit Industry: A Practical Guidebook and Managing the Scheduling Function, A Guide for Transit Executives. Numerous articles for Metro and Bus Ride Magazines. Presentations include over 75 sessions of the 2-day Runcutter course, serving over 1000 attendees; numerous sessions of the 1-day On-Time Performance Workshop and half-day Operator Retention and Recruitment Workshop. Presentations at APTA and Texas Transit Association conferences and a Transit Summit in Durham, NC.</p>	

Billy P. Arcement, MEd.	Senior trainer & Facilitator, Executive Coaching & Consultant
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Summary

<p><i>Billy P. Arcement, MEd—the Candid Cajun—Leadership Strategist:</i> For forty-three years, Billy has provided insightful and caring leadership training and consulted with senior level manager to develop skills and strategies. His work has taken him across the nation delivering conference keynotes, in-house training, and one-on-one executive coaching for corporate, association and education clients. In the last 20 years, he's added safety and environment leadership and school board service to the mix. A former high school teacher/coach and elected school board member, he is respected for the candid, challenging and judicious approach as well as his sensible solutions. He knows how to make the complex simple and time in his audience fun. He blends his gumbo of ideas into energizing, enthusiastic and inspiring presentations. Billy makes the people connection and delivers agreed upon outcomes. This translates into presentation and consulting time that is not theory but the truth.</p>
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EDUCATION:

Master of Education— <i>Administration & Supervision.</i> , Louisiana State University, 36 additional Graduate hours with certification in <i>Counseling</i> —Nicholls State University, B.S. Physical Education & Science—Nicholls State University.

LEADERSHIP, MANAGEMENT, PERSONAL SUCCESS, SAFETY/ENVIRONMENTAL, SCHOOL BOARD SERVICE

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| <ul style="list-style-type: none"> • <u>Ascension Parish Presidents</u> 2001-2020. Executive Coaching with Presidents and Sr. Staff during Harold Marchand, Tommy Martinez (2 terms), Ronnie Hughs, & Kenny Matassa—615 E Worthey Rd, Gonzales, LA 70737, 225-450-1200 • <u>Lammico</u>: Medical Professional Liability Insurance Provider, Executive Coaching: 2003-04: New CEO, Dr. John Lemonie, and President, Henry Jumonville. 1 Galleria Blvd, Suite 700, Metairie, LA 70001 (225) 295-4914 • <u>School Boards and Superintendents</u>: (Since 2000). A total of 16 Louisiana School Boards used services in an in-house or off-site retreat setting. Examples include: Lafourche, Lafayette, Iberville, Caddo, St. James parish school boards that have oversight of a school district; the Superintendent is the CEO. Executive Coaching: Duties and Responsibilities with each board and Superintendent. Also presenter on duties and responsibilities at State & Regional Association meetings in AZ, TX, OK, NC, AL • <u>National School Boards Association State Presidents Retreat</u>: Covered leadership strategies and roles/responsibilities of these state officials at national convention as well as regional conferences. • <u>Nalco Chemical</u>: Worked with Plant Manager and Senior Staff for 22 months (2004-05). Bill McCord was HR manager and set this project in motion. Initially a 6 month project that expanded to 22 months and a variety of training and coaching of corporate supervisors and managers. • <u>Royal Honda</u>: Worked with Owner and President of this organization once per year in a retreat format for 8 years. Three executive coaching sessions conducted with senior staff during this time.. Steve Brinson, President, 5600 Veterans Memorial Highway, Metairie, LA, 70003, 504-826-8327. 2008-2016 |
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PROFESSIONAL AFFILIATIONS:

NATIONAL SPEAKERS ASSOCIATION, 43 YEARS

PUBLICATIONS / SKILLS & COMPETENCIES

<p>Authored Five Books: (1) <i>Searching for Success</i> (2) <i>The Journey</i> (3) <i>Leading Yourself, Leading Others</i> (4) <i>Become the Best Version of Yourself</i> (5) <i>Creating a Climate of Respect and Relationship Building in Today's Workplace Culture</i>.</p>
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<p><i>Monthly column for The American Business Journal on leadership for several years. Column is distributed to 44 business journals across America.</i></p>

Nancy J. Lewis, MS, SHRM-CP, PHR, RCC	Trainer, Consultant, Facilitator and Coach
Summary	
<p>Nancy J. Lewis- Twenty-two years of providing management development training, business coaching for organizations and agencies across the country in the area of diversity and inclusion, leveraging millennials in the workplace, leadership and customer service as an entrepreneur. She is a business professional who had taught as an adjunct professor for Georgia State University and Dale Carnegie. Nancy is a corporate business coach, human resources professional and author of several books. Nancy's most recent book is, <i>Millennials and Beyond...Making the Leap from Texting to Talking</i>. Nancy has 30 years of experience speaking to corporate, government and academia throughout the United States and internationally. Her energy and enthusiasm engage her audience as she equips and empowers them to excel and be their very best.</p>	
Education	
<ul style="list-style-type: none"> ♦ M.S., Urban Studies/Human Resources - Georgia State University 1994 ♦ Indiana State University, Terre Haute, IN ♦ B.S., Medical Technology 	
Leadership, Diversity, Training & Business Coaching & Human Resources	
<ul style="list-style-type: none"> ▪ Clayton County Water Authority (CCWA) 2017-2018 - Provided diversity awareness training for the Board, Managers & Leaders and 300 employees around strategies and skills that foster inclusion. Contact Michael Thomas- mike.thomas@ccwa.us - 770-960-5217. ▪ Environmental Protection Agency (EPA), Region 4 2014-2015 - Supervisory and Employee Coaching. Provided coaching to 25 employees two times a month for 6 months helping them with developmental & career goals. Contact Charmita Langley- langley.charmita@epa.gov - 404-562-8133. ▪ Atlanta Technical College 2015 - Provided customer service and professional etiquette workshop certification for high school graduates urban females over a 4-month period. Marilyn Smith Robinson - msmithro@atlantatech.edu - 404-225-4612. ▪ Lothery & Associates 2013-2014 - Diversity and Inclusion training for staffing organization as a sub-contractor for six months helping to facilitate discussions and raise awareness on this topic. Karlyn Lothery - karlyn@lothery.com - 202-510-0475. ▪ Centers for Disease Control & Prevention (CDC) 2009-2013 - Adjunct Business Coach for Coaching for Enhanced Performance for four years working with employees for six months helping them strategize and set career development goals. Contact Keith McNeil - fut3@cdc.gov - 770-455-1096. 	
Professional Affiliations	
<ul style="list-style-type: none"> • National Speakers Association, 22 years • Society of Human Resource Management (SHRM) 	
Skills & Competencies	
<p>Coaching & Mentoring * Communications * Leadership * Management * Team Development * Customer Service * Change Management * Human Resources * Diversity & Inclusion * Leveraging Millennials in the Workplace * Customer Service</p>	

Jodi LaMothe, M.S.	Senior Trainer & Consultant, Facilitator and Executive Coaching		
Summary			
Jodi LaMothe - Self-directed, enthusiastic, caring and professional educator with a tireless commitment to adult learners and their well-being. Skilled at effectively developing and delivering training programs with e-book integration, platforms for faculty-to-student engagement and interaction, strategies to optimize quality assurance monitoring, and productive student-teacher communications. Developed superior public speaking skills and proficient university level teaching experience as a Training Consultant.			
Education			
St. Thomas University, Miami, FL ♦ Doctorate in Leadership and Innovation ♦ November 2020			
University of Phoenix, Phoenix AZ ♦ PhD in I-O Psychology – 12 units completed ♦ TBD			
University of Phoenix, Phoenix AZ ♦ Master of Science in I-O Psychology ♦ July 2012			
University of Phoenix, Phoenix AZ ♦ Master of Science in Psychology ♦ September 2008			
Projects Coordinated and Facilitated			
Teaching			
<ul style="list-style-type: none">Launched teaching programs and subject matter trainings resulting in a 67% increase in proper student/teacher interactions.Developed competency benchmarks to measure student knowledge, skills and abilities to increase all learners' competencies and efficiency by 10%.Conducted student assessments, including interpreting measures and providing feedback on learning styles to maximize student aptitude.			
Curriculum Development			
<ul style="list-style-type: none">Integrated technology and valid assessment tools into curriculum development to develop student word processing and research skills.Accomplished subject matter expertise within the discipline and study of psychology.Evaluated curriculum development using Kirkpatrick's Four-Level Training Evaluation Model.Evaluated instructor performance and the effectiveness of training programs, providing recommendations for improvement.			
Research			
<ul style="list-style-type: none">Conducted research studies of physical work environments, organizational structures, communication systems, group interactions, morale, motivation to assess organizational functioning and present on research findings for clients and at research meetings.Studied consumers' reactions to new products and package designs, and to advertising efforts, using surveys and tests and wrote reports to share research findings to educate others.			
Presentations Topics			
Strategy Development Coaching & Mentoring Microsoft PowerPoint Differentiated Learning	Organizational Development Long Distance Learning Facilitation Microsoft Word Curriculum Design and Development	Facilitation/Training Superb Comprehension Microsoft Excel Quantitative and Qualitative	Executive Coaching Blackboard/Canvas Research and Analysis Problem Solving
Professional Certifications			
<ul style="list-style-type: none">Six Sigma Lean Professional (SSLP)[™] - <i>Management and Strategy Institute</i>Change Management Specialist (CMP)[®] - <i>Management and Strategy Institute</i>Inclusive Leadership Training: Leading with Effective Communication Certification – <i>CatalystX</i>Social / Behavioral Research Investigator and Key Personnel – <i>Collab. Instl. Training Initiative</i>Unlocking the Immunity to Change - <i>Harvard, Cambridge, MA</i>, - OnlineEvaluating Social Programs - <i>MIT, Cambridge, MA</i>, - OnlineAssessment Tools: SPSS, NVivo, Emotional Intelligence, DiSC, MBTI, 360 Degree Feedback			

Robert Douglas, PhD	Keynote Speaker, Senior Trainer & Facilitator, Coach & Consultant
Summary	
<i>Robert E. Douglas</i> , 40 years of corporate experience with several levels' managerial responsibility and budget stewardship, Coaching, Leadership, and Diversity & Inclusion, 28 years of military service with proven leadership, problem-solving and effective decision-making skills	
Education	
Tuskegee University ♦ Tuskegee, Alabama ♦ B.S. Electrical Engineering, Magna Cum Laude	
Customer Service, Diversity, Leadership, PM Training, Facilitating, Coaching	
<ul style="list-style-type: none"> Analyzed, developed and administered Hazard Mitigation Plans to civilian communities in Iraq as part of Army Reserve Duties Facilitated several major capital projects as a Projects Manager(100K\$ - 10M\$ over a 10 year period Coordinated monthly stewardships between contractors and company department heads on work efficiency and safety Provided direct oversight and implemented improvements in several departments within the organizational structure Negotiated several contractual issues between vendor companies and Owner in large Capital Improvement Activities Facilitated volunteer assistance while working with Red Cross and FEMA during hurricane recovery eff Analyzed, developed and administered Hazard Mitigated Plans to civilian communities in Iraq. This greatly helped to increase camaraderie with local national during the conflict and allowed them to provide critical assistance to our forces <p>* Provided Leadership keynotes to Greater Baton Rouge Chamber of Commerce Leadership classes of 2018 and 2019, providing key leadership imparting key leadership trait to be used for their lives ahead. Emily Stitch at soonersmitch@gmail.com</p> <ul style="list-style-type: none"> Provided Safety Training to 500 Construction Contractors for PCH Consulting, Geismar, Louisiana. The purpose of the training was to reinforce safety training and roll out a new safety program, Vision Zero The training realigned the thought process of the workers. The training also developed consistency between different contractors on the project. POC: Mr. Gerry Sepe, President, PCH Consulting gsepepmhc@outlook.com (August, 2022 	
Higher Education	
<ul style="list-style-type: none"> Masters of Business Administration (MBA), Louisiana State University, Baton Rouge, LA 2001 Masters of Public Administration (MPA), Louisiana State University, Baton Rouge, LA 2005 Doctor of Philosophy (PhD), Public Policy, Southern University, Baton Rouge, LA 2013 US Army Advanced Leadership and Development Course (ALDEC), 1998 	
Presentations & Publications Topics	
Leadership ♦ Communications ♦ Diversity ♦ Performance Management ♦ Strategic Planning ♦ Team Development ♦ Training ♦ Organizational Behavioral ♦ Customer Service ♦ Project Management	

Kenneth L Allen MBA, PMP, MBB**Business Process Improvement, Project Management, Strategic Leadership - Change Management****Summary**

Kenneth Allen has 30 years' experience supporting and consulting services to executives, department managers/leaders and individual team members. As an internal and external consultant learned techniques to identify and prioritizing organization initiatives using diagnostic tools like 360 feedback, and Briggs Myers to assess organizations readiness for implementation and aiding the development of leaders in organizations. Experienced team leader that facilitates teams' projects towards driving operational excellence. Progressive experience in training trainers on safety operations, quality management processes, and implementation of information technologies. As a quality management practitioner, coached and collaborated with high functioning teams to be highly productive, and innovative to improved processes and systems. Created and delivered training material and guidelines that supported company-wide training, planning, and team building goals. As a change management agent and lifelong learner conducted "Train-The-Trainer" workshops that are interactive, hands-on, and engaging for global Oil and Gas companies and district public school systems. Skilled in handling conflict resolution that builds accountability and assesses staff strengths and challenges. Instrumental in developing action plans with positive outcomes which consider cultural differences, inclusion and diversity implications and complex government processes.

EDUCATION:

National University	PhD Doctoral Candidate - Organizational Leadership	2025
Tulane University	MBA Master of Business Administration	2000
Nicholls State University	BS Petroleum Technology Engineering / Safety Management	1990
University South Alabama	BA Psychology / Sociology	1980

CERTIFICATION

Organizational Leadership Certificate / Human Resources (Villanova University)	2023
Master's Certificate Business Analysis / Business Intelligence (Villanova University)	2014
Certified Lean Six Sigma Master Black Belt – MBB (Villanova University)	2012
Certified Lean Six Sigma Black Belt – CSSBB (American Society for Quality)	2009
Certified Project Management Professional -- PMP (Project Management Institute)	2003
Master's Certificate Project Management -- (The George Washington University)	2003

RELEVANT EXPERIENCE

INTERNATIONAL SERVICES INCORPORATED – IL	Business Consulting
LEAN FROG BUSINESS SOLUTIONS – AL	District Schools, Improvement Consulting
CHEVRON EXPLORATION & PRODUCTION -- CA	Finance, Operations Improvement Internal Consulting
SHELL EXPLORATION & PRODUCTION COMPANY – LA	Oil & Gas Production, Information Technology
LA BARRON'S BUSINESS CONSULTING – New Orleans, LA	External and Internal Project Management
CITY OF MOBILE	Local Government and Union Public Works

RELEVANT ACHIEVEMENT / PROFESSIONAL AFFILIATION AND MEMBERSHIPS

Shell Oil and Production Safety Management System Presentation | Chevron Global Six Sigma Forum Presenter
Submitted Papers: Teams Leadership | Process Improvement Projects Team Lead Ethics Organization Strategies.
Active 2024 Project Management Institute (PMI) American Society of Quality (ASQ)

Michelle Nixon Stanton

Business Consultant and Project Manager

Summary

Michelle Nixon Stanton has 30 years of human resources and organizational/program development experience.

Education

Indiana University, Bloomington 1977-1979 – New Hampshire Career Institute 2006

Professional Experience

Partner

Seventeen18

2018-Present

Strategic Communications and Organizational Consulting

Provided Project Management, event coordination, and project support for the following:

- Orleans Parish School Board redistricting project (2023)
- New Orleans City Council redistricting project (2022)
- Workforce Development Board Strategic Plan Analysis (2019 - 2021)
- Louisiana Chamber of Commerce Foundation development and launch (2018 - 2019)

Acting Chief Executive Officer

CITIZENS UNITED FOR ECONOMIC EQUITY, INC. (CUEE)

2013-Present

New Orleans, LA

Community-based small business lending

- Facilitate small business evaluation and restructuring
- Lead the organization through an administration restructuring
- Act as point person for state regulatory departments
- Work closely with the Board of Directors to create strategies for organizational efficiency and growth
- Lead on community outreach and business relations

Director of Operations

CITIZENS UNITED FOR ECONOMIC EQUITY, INC. (CUEE)

2008-2013

New Orleans, LA

- Coordinated outreach to underserved communities
- Provided logistical support for organizational meetings and community events in a seven parish region
- Updated standard operating procedures, manuals, and related trainings for organization
- Planned and helped coordinate fundraising
- Coordinated staff and consultant schedules and projects

Professional and Consulting Expertise

Business Coaching & Mentoring ♦ Communications ♦ Diversity Programs & Policy ♦ Executive Management
♦ Non-profit Founding and Program Development

Shäna Hartmann.

Project Analysis and Communications

Education

- ◆ University of Washington, Seattle 1987-1992 – majored in English with a creating writing emphasis

Communications, Research, Project Management Experience

Partner, Seventeen18

January 2019 – Present

Projects included:

- Orleans Parish School Board – Provided community outreach planning and services, public event coordination, and content development for collateral, emails, and press releases in support of the Orleans Parish School Board redistricting process (September 2022 – January 2023).
- New Orleans City Council – Provided community outreach, media relations, schedule development, collateral creation, and website content in support of the New Orleans City Council Redistricting process (January – March 2022).
- New Orleans Workforce Development Board – Designed and conducted qualitative and quantitative research, provided data analysis, and authored recommendations and final report in support of the NOWDB Early Analysis of its 2016 Strategic Plan (June 2019 – February 2021).
- Louisiana Chamber of Commerce Foundation – Provided quantitative research on minority businesses and comprehensive communications including web content, fact sheets, and grant proposals to support the launch of the Louisiana Chamber of Commerce Foundation (November 2018 – June 2019).

Freelance Writer, Researcher, and Communications / Organizational Consultant

November 2012 – January 2019

Projects included:

- New Orleans Regional Transit Authority – Conducted qualitative research and provided copy writing, meeting facilitation, and community outreach consultation for the RTA's Strategic Mobility Plan process (November 2016 – December 2017).
- Authored *The Boulevard Magazine* interviews with LaToya Cantrell (2013) and Irvin Mayfield (2014); article "100 Miles of Bike Paths" (2016); article "Disparity Study Update" (2018).

Research Consultant, Citizens United for Economic Equity (CUEE), New Orleans

December 2009 – November 2012

Projects included:

- Formulated strategies to measure the effectiveness of CUEE's economic development model, designed a system to measure the social impact of CUEE's community lending, oversaw research, conducted data analysis, and authored the *Citizens United for Economic Equity Social Impact Report* (2010).
- Conducted quantitative research and data analysis of post-Katrina housing programs, and authored *A Proposal to Rescue Affordable Housing in New Orleans* (2011).
- Conducted quantitative research and financial analysis of New Orleans charter schools, and authored *The New Orleans Community School Fund* proposal (2012).

Special Projects Assistant, Bright Moments Public Relations, Inc., New Orleans

March 2007 – November 2009

Projects included:

- Provided community outreach and general communications support on behalf of the City of New Orleans Master Plan and Comprehensive Zoning Ordinance process and the New Orleans Public School Master Plan process.
- Conducted policy and opposition research and provided communications support for various campaigns, including the 2008 New Orleans Public School Millage Renewal.