



Department of General  
Services  
Office of Procurement  
P.O. Box 942804  
Sacramento, CA 94204-0001

STATE OF CALIFORNIA  
**MASTER AGREEMENT**

<b>CONTRACT NUMBERS: 5-00-99-01 – 5-00-99-14 &amp; 5-00-99-16 – 5-00-99-84</b>
<b>SERVICE: BUSINESS AND MANAGEMENT CONSULTING SERVICES</b>
<b>CONTRACTORS: VARIOUS</b>
<b>EFFECTIVE: OCTOBER 15, 2000 THROUGH OCTOBER 31, 2003</b>
<b>DISTRIBUTION CODE: STATE DEPARTMENT LIST – Q1 PLUS LOCAL AGENCY MAILING LIST</b>
<b>Contract information is available on the DGS Internet web page</b>  <b><a href="http://www.pd.dgs.ca.gov">www.pd.dgs.ca.gov</a></b>

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**Janice King, Manager, ACQUISITIONS BRANCH**

**EFFECTIVE DATE: OCTOBER 15, 2000**

## **BUSINESS AND MANAGEMENT CONSULTING SERVICES MSA USER GUIDE**

### **I. INTRODUCTION**

The **Business and Management Consulting Services Master Services Agreement (MSA)** provides state agencies, cities, counties, special districts, educational and other public entities with professional consultant services. The contractors can help you achieve your business and management goals and objectives.

The MSA offers choices of eighty-three (83) consulting firms in fourteen (14) different categories and / or subcategories. Contractors have been selected through a competitive selection process that was based on 60% consulting experience and 40% cost.

This MSA expedites the process you use to obtain contractors for business and management consulting services. You develop a statement of work for your project; send the statement of work to contractors within the selected category; evaluate the contractors' response to the statement of work; and choose the contractor best suited to your requirements and style. You manage the project, approve the deliverables and pay the contractor.

While the State of California makes this MSA available to local government agencies, each local agency should make its own determination of whether using these competitively bid contracts is consistent with its procurement policies and regulations.

### **II GENERAL INFORMATION**

#### **A. DGS, PROCUREMENT DIVISION CONTACT**

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#### **B. SERVICE CATEGORIES**

Business and Management Consulting Services categories and / or subcategories offered in this MSA include:

1. Organization Development
2. Strategic Planning
3. Program Development, Performance Measurements and Evaluation
4. Fiscal Services
  - a. Department/Program Auditing
  - b. Financial Analysis

5. Benefit Consulting Services
  - a. Benefit Trend Analysis
  - b. Benefit Program Audits, Actuarial Valuations and Tax Consulting
  - c. Benefit Program Analysis and Development
  - d. Workgroup Facilitation
  - e. Disability Management Program Development
6. Investment Consulting Services
7. Marketing Services
  - a. Market and Public Relations Plan(s) Analysis and Development
  - b. Marketing and / or Research Surveys
  - c. Multi-Media Production Services

See **Section III, SERVICE CATEGORIES** for a general definition of the services and or / subcategories and personnel classifications.

Users **may not** use this Master Agreement for **Information Technology Projects such as Information Technology Consulting Services, Design and Development of EDP Systems or Software Design.**

#### **C. MSA ORDER LIMITS**

During the first year of the MSA term, state agencies' orders are limited to \$250,000 per order. These orders are subject to review and approval by DGS, Office of Legal Services. Local agencies are not bound by the MSA order limit.

#### **D. PRICING**

Ordering agencies pay the hourly rate specified in each of the contractor's contract for this MSA. Rates may not exceed the contract rate. However, the contractors agree that their hourly rates can be reduced on an individual project basis. The contract rates listed in **Section IV, CONTRACTORS HOURLY RATE SCHEDULES** are effective until October 31, 2001. Once the ordering agency issues a MSA order, the hourly rates become fixed for the term of the MSA order. Increases to hourly rates as described below will not effect MSA orders issued prior to the date of the increase.

Sixty (60) days prior to each contract anniversary date of the Business and Management Consulting MSA, the contractor may request, in writing to Department of General Services (DGS), an hourly rate increase for each of the personnel classifications. The annual hourly rate increase will be subject to a maximum increase to the **lessor of five (5%) percent or the average increase in the National consumer Price Index for All Urban consumers (CPI-U) for the previous twelve (12) months**, as published by the U.S. Department of Labor, Bureau of Labor Statistics, Washington, DC. DGS will make the rate changes by contract amendment.

#### **E. PAYMENT**

State agencies must comply with Government Code § 927 and pay undisputed invoices with the required 30 days. State agencies also may make progress payments to contractors for work performed for contracts greater than three months in duration. If progress payments are included in the contract, the ordering agency shall retain **ten percent (10%) of fees billed**

pending completion of the entire project (PCC 10379). Local agencies may make payments according to their statutory requirements.

#### **F. DEPARTMENT OF GENERAL SERVICES ADMINISTRATIVE FEE**

DGS charges the users of this MSA an administrative fee. The DGS administrative fee is a specified percentage of contracted services. DGS annually sets the percentage for such administrative fee and will notify the agencies of the percentage set each year. The DGS administrative fee is not included in the contractors' hourly rates for this MSA. Local agencies must agree to the State's administrative fee.

The DGS administrative fee is currently set at **1.21 %** of the contracted amount. DGS will bill the user agencies directly for the administrative fee.

#### **G. PROJECT RELATED EXPENSES**

1. Contractor personnel must be available to interview and work statewide. There is no increase in hourly rates for different locations. Project costs related to items such as travel, per diem and travel time to the designated base of operation for the project are costs of the contractor. The ordering agency shall not pay for such costs as a separate item. The ordering agency will also determine the base of operation for each project.
2. The only travel expense exception will be when the contractor is required to travel to multiple sites that are not located in the same city or general vicinity as part of the project and this requirement is specified in the project's scope of work. All travel expenses must be preauthorized by the ordering agency and is reimbursed at state rates. Local agencies will pay according to their statutory requirements. The travel expense exception does not pertain to on-site interviews.
3. Contractors may invoice the ordering agencies for training materials such as manuals, video, etc., as a separate line item from the consulting hours.
4. With marketing projects, expenses such as printing of brochures, media buys, video reproduction, etc. are listed on the project's budget and invoices as a separate line item from consulting hours, if such expenses are included in the project's statement of work.

#### **H. PERFORMANCE BONDS**

Some orders issued under this MSA may require the contractor to secure a performance bond. If so required, the contractor shall furnish to the ordering agency, at no cost to the ordering agency, a performance bond in the amount of fifty percent (50%) of the contract. The bond shall be on a form from a surety insurer and must guarantee the contractor's compliance with the terms of this MSA and ordering agency's contract issued under this MSA. The bond shall be purchased prior to commencement of work.

**I. PROFESSIONAL ERRORS AND OMISSIONS INSURANCE**

Some orders issued under this MSA may require the contractor to provide proof of Professional Errors and Omissions Insurance covering any damages caused by an error, omission or any negligent acts. The ordering agency shall determine the minimum limits of the Professional Errors and Omissions Insurance to be provided at no cost to the agency.

**J. PERSONNEL WORKING ON PROJECTS**

Contractors must include the names, classifications and resumes of personnel including subcontractors who will be used as principal, senior level, journey level and administrative staff during the project work period. **If a contractor's proposal includes subcontractors, the hourly rates listed for subcontractors can not be higher than the prime contractor's published MSA rates.**

**K. TERM OF MSA**

The term of this MSA is October 15, 2000 through October 31, 2003, with two (2) optional one-year renewals. All orders issued under this MSA must be completed within twelve (12) months following its expiration.

**L. DISABLED VETERAN BUSINESS ENTERPRISE**

The Disabled Veteran Business Enterprise (DVBE) participation goals were not included as a bid requirement for this MSA. For each individual project as the agency business needs are being developed, ordering state agencies should decide whether to require the MSA contractors to meet DVBE participation goals or to not include such a requirement in the contract for the individual project.

The DVBE participation goals do not apply to MSA orders issued by local agencies.

**M. TARGET AREA CONTRACT PREFERENCE ACT (TACPA), LOCAL AGENCY MILITARY BASE RECOVERY AREA (LAMBRA) AND ENTERPRISE ZONE ACT (EZA)**

If more than 10% of a project is to be performed at a **site designated by the ordering state agency**, the TACPA, LAMBRA and EZA preferences do not apply to the project and the documentation is not attached to the statement of work. Any questions regarding these preferences should be referred to the Dispute Resolution Unit of DGS, Procurement Division, at (916) 322-3852.

These preferences do not apply to MSA orders issued by local agencies.

## **N. SMALL BUSINESS PREFERENCE**

Forty (40) of the eighty-three (83) firms on this MSA are Certified Small Businesses and are designed in the contract information listed in **Section V, CONTRACTOR CONTACTS**. Ordering state agencies must apply the small business preference when evaluating contractor responses. This preference does not apply to MSA orders issued by local agencies.

The ordering state agencies will be responsible for tracking dollars spent through the use of Certified Small Businesses during the term of this MSA. Local agencies are not required to track dollars spent through the use of Certified Small Businesses.

## **O. AGENCY REPORTING REQUIREMENTS**

1. Upon completion of the contracted project, the ordering agency shall complete the **MSA Contract Performance Report (see Section VI, FORMS, page 3)**. Send the completed form to the MSA Contact for DGS/PD. State agencies may also use the Contract/Contractor Evaluation Form (STD.4).
2. If the contractor's performance is unsatisfactory, state agencies must send a copy of the completed STD.4 to the DGS, Office of Legal Services within five (5) days after the completion of the evaluation. The contractor must be notified and sent a copy of the unsatisfactory evaluation within fifteen days after its completion.
3. Effective January 1, 2001, ordering agencies must report specific information on independent sole proprietor contractors to the Employment Development Department (EDD) as required by Senate Bill 542. The information must be reported within 20 days of entering into a contract for \$600.00 or more, or if there is no contract, within 20 days of when the payments total \$600.00 or more in any calendar year, whichever occurs sooner.

## II. ORDERING PROCEDURES FOR MSA SERVICE CONTRACT

This user guide is designed to help the ordering agency with the final selection of a contractor. In addition to procedures listed in this user guide, the ordering agency's internal contract procedures also must be followed.

### A. CONTRACTOR SELECTION

#### 1. Project's Statement of Work

After defining the project, the ordering agency determines which service category or categories best fit the project. The agency then develops a statement of work that is clearly defined as possible. Include the following:

- a. Description of Project
- b. Deliverables and Timelines
- c. Travel to Multiple Locations, if required
- d. Selection Criteria --lowest cost or best value (high point award)
- e. Due Date for Submitting Proposal
- f. DVBE Requirement, if required
- g. TACPA, LAMBRA and EZA Documents, if required.
- h. California Small Business Certification
- i. Proof of Professional Errors and Omissions Insurance, if required.

**Also indicate, if the selected contractor will be required to purchase a Performance Bond before the start of the project.**

The ordering agency should make every effort to receive **three written proposals**. The statement of work should be sent to enough firms to ensure the receipt of three price proposals for the project. Exceptions are:

- 1) Benefit Consulting Services Subcategories – Workgroup Facilitation and Disability Management Program Development. These two subcategories only have two firms each. Although the ordering agency has to contact both firms in each subcategory, it does not have to get a third proposal.
- 2) Effective, January 1, 2001, state agencies can contract for consulting services with a value between \$5,000 and \$100,000 as long as the agencies obtain project proposals from two or more certified small businesses in the appropriate service category or categories and awards to a small business.
- 3) Effective, January 1, 2001, state agencies can contract for consulting services with a value up to \$5,000 by selecting one firm from the appropriate category or categories.

**Note: if the project involves more than one service category, the statement of work can only be sent to contractors that are in each of the required categories.**

## 2. Contractor's Response to Statement of Work

The responses submitted by the contractors must include the following:

- a. Procedures/Methods to Complete the Statement of Work
- b. Detailed Budget
- c. Resumes of contractor's staff working on the project including subcontractors
- d. DVBE participation information, if required
- e. TACPA, LAMBRA and EZA Documents, if required
- f. Copy of California Small Business Certification
- g. Proof of Professional Errors and Omissions Insurance, if required
- h. Copy of Master Agreement with DGS

**Note:** the budget should list the number of hours, hourly rate and total for each contractor's personnel and/or subcontractor working on the project. It should not list just one grand total without the totals for each of the individuals (including subcontractors) working on the project. Also, the hourly rates for listed subcontractors can not be higher than the published rates for the prime contractor.

If the project covers more than one service category/subcategory and the consultant has different contracted hourly rates for them, the budget must list the number of hours that the contractor's personnel will work in each category/subcategory. It also must list the different rates for each category/subcategory when developing the project's budget.

Expenses such as training materials, printing, media buy, etc. should list as separate line items from the consulting budget.

## 3. Final Selection of Contractor

The ordering agency should form a team to review the submitted responses. If the ordering agency is using "best proposal" to select the contractor, the criteria used should be quantifiable. The examples of selection criteria are experience, staffing and availability to complete project within the requested timeframe and total cost of project. Each response must be evaluated on the same basis. See **Section VI, FORMS, Page 2** for **Contractor Evaluation and Selection Form**.

If the ordering agency is using "lowest cost" to select the contractor, the MSA service order is awarded the contractor that submitted the lowest cost quote.

**Note:** If ordering agency sends the statement of work to three or more suppliers and receives only two written proposals, it must determine and document if the proposals are reasonable and as to why only two written proposals were received. Assuming the explanations are reasonable, then the MSA Service Contract can be issued on the basis of the selection criteria.



The selection process can include conference call interviews or face-to-face interviews as well as a review of the contractor's written response. After the selection is made, simply notify the consultants of your selection.

#### 4. Award and Protest

The ordering state agency must follow any applicable internal procedure for awarding the MSA order as well as the applicable procedures found in State Contracting Manual. Any protest of an award of the MSA order must be submitted in writing to DGS, Office of Legal Services.

### B. EXECUTING MSA SERVICE CONTRACT

#### 1. Preparation of Contract

Following their individual department/agency contracting procedures, State Agencies should use the state Standard Agreement (STD.2 or STD.213) to initiate the MSA Service Contract. Local agencies may use their own contract forms.

The required exhibits are:

- a. Statement of Work with Deliverables and Timelines
- b. Budget Detail and Payment
- c. Ordering Agencies' Special Terms and Conditions (**Do not change or repeat the terms and conditions of the MSA.**)
- d. Consultant Resumes (including subcontractors)

The ordering agency's DGS billing code must be listed on the first page of the contract.

**The contractor's Master Agreement (Contract #) with DGS is incorporated by reference and is not attached to the ordering agency's contract.** Prepare the required number of copies for original signature.

If the term of the MSA Service Contract is for more than one year, it should be written as a one-year contract with optional years to extend. Ordering agencies should follow their own procedures and the State Contracting Manual when issuing a order for more than one year.

For State Agencies, it is recommended that a Contract Transmittal form (STD. 15 or 215) be completed whether or not the contract has to be approved by DGS, Office of Legal Services (OLS). It should include a detailed justification for the hiring of an outside contractor (GC 19130(b)) as well as explanation of the evaluation and selection process used.

## **2. Processing of Contracts**

### **a. Local Agencies**

Send one copy of the approved contract along with a copy of the Contractor and Evaluation and Selection Form to DGS, Procurement Division (PD), Attn.: Master Agreements, Contracts and Schedules (MACS) Unit. The local agency resolution, if required, approving use of the MSA must be attached to the approved contract. The contract also must include the DGS Billing Code. If a local agency has not been assigned a DGS billing code, it should fax its name and complete billing address to the MACS Unit at (916) 445-8260.

### **b. State Agencies**

#### **1) Contracts within a State Agency's Exemption from DGS/OLS Review**

- (a) Follow individual department/agency's procedure for distributing completed contracts.
- (b) Send a copy of the completed contract along with a copy of the Contractor Evaluation and Selection Form to DGS/PD and Attn.: MACS Unit.

#### **2) Contracts greater than a State Agency's Exemption from DGS/OLS Review**

##### **(a) Standard Agreement (STD.2)**

- (1) Send four copies of completed contract with original signatures along with completed STD.15 and a copy of the Contractor Evaluation and Selection Form to DGS/OLS for approval. The completed STD. 15 or 215 should include the following:
  - Statement of Work for Project
  - Copy of Submitted Price Quotes
- (2) After the contract is approved, DGS/OLS retains one file copy, forwards one copy to the State Controller's Office and returns two copies to the ordering agency.
- (3) Ordering agency sends a copy with original signatures to the contracted consultant.
- (4) Send a copy of the approved contract with exhibits along the Consultant Evaluation and Selection Form to DGS/PD, Attn.: MACS Unit.

- (b) Standard Agreement (STD.213)
- (1) Send the following to DGS/OLS for review and approval:
    - One (1) complete STD.213 package, including exhibits and backup documentation as required(Photocopy signature)
    - Three (3) STD.213 face sheets (Two(2) with original signatures
    - Two (2) STD.215 with required backup documentation (One (1) copy with original signature
  - (2) After approval, DGS/OLS will route the approved copies as follows:
    - Keep one (1) complete STD.213 package and one (1) original signed STD.215 for their files.
    - Send one (1) photocopy signed STD.213 face sheet and one (1) photocopy signed STD.215 to the State Controller's Office.
    - Return two (2) originally signed STD.213 to ordering agency.
  - (3) Upon receipt of the STD.213 face sheets from DGS/OLS, reassemble the agreement to add all exhibits and then distribute the copies according to departmental procedures.
  - (4) Send copy of approved contract with exhibits along with Contractor Evaluation and Selection Form to DGS/PD, Attn.: MACS Unit.

### III. SERVICE CATEGORIES AND PERSONNEL CLASSIFICATIONS

The definitions of the service categories listed below are to be used as guidelines to help ordering agencies determine the most appropriate category (ies) for their projects. The definitions of the personnel classifications are to be used as guidelines to evaluate the experience of the personnel included in the firms' project proposals.

#### A. SERVICE CATEGORIES

Each service category/subcategory was evaluated individually. The firms in each category/subcategory had to demonstrate a minimum of two (2) years full-time experience within the last five (5) years.

##### 1. Organizational Development

###### a. Team Development

Assist agency employees to develop the needed skills to work effectively in teams or group. This should include communication principles, group problem-solving models, meeting management skills, team member roles, and dealing with conflict.

###### b. Problem Solving/Conflict Management

Assist agencies to develop problem solving/conflict management processes that emphasize open communications. Provide a framework for evaluating problems and issues by clearly identifying and documenting relevant goals and objectives. Establish a process that analyzes issues/problems in the context of expected outcomes and suggest corrective actions.

###### c. Customer Service

Assist agencies to develop necessary skills to provide quality service to both external and internal customers. Also assist with the development and evaluation of customer satisfaction surveys and other customer service evaluation strategies and approaches.

###### d. Process Improvement

Assist agencies in the application of process improvement methods/tools to current work processes, including statistical analysis, workload and workflow analysis, comparison of similar processes across different programs, cycle time evaluation and reduction, and process streamlining.

###### e. Program Training

Assist agencies with the development and/or update and implementation of program specific curriculum. Also assist with writing of training manuals.

###### f. Train-the-trainer

Develop instructional materials and design train-the-trainer programs that Include current adult learning methodologies.

- g. Facilitation  
Assist agencies with the planning, facilitation and evaluation of meetings, conferences, retreats and public meetings.
2. Strategic Planning
- a. Strategic Planning  
Using methods tailored for the public sector, assist agencies with the development, preparation, implementation and revision of their mission/vision and strategic plan(s).
  - b. Internal and External Environmental Assessment  
Assist in the development and utilization of assessment methodologies that look at the factors in the internal and external environments that influence business strategies and pose a threat to the program and/ or organization or provide an opportunity for the organization and/ or program. The external assessment should include future trends and forecasts. The environmental assessment may need to be done as an independent evaluation.
3. Department/Program Development, Performance Measurements and Evaluation
- a. Department/Program Evaluation  
Assess organizational effectiveness, structure, resource allocation, teamwork, responsiveness to customers and other appropriate factors through document research, interviews and group discussions, surveys, comparable agency analysis and analysis of best-in-class organizations. Develop recommendations and action plans
  - b. Department/Program/Project Planning and Development  
Assist in department/program/project planning, design, implementation, and evaluation. Ensure approaches that link department/program/project goals and objectives to business requirements, assess risk, closely monitor progress and involve key stakeholder groups.
  - c. Department/Program Performance and Outcome Measurements  
Assist organizations in developing and implementing performance measurement approaches that consider, both quantitative and qualitative results, and are specific to the public sector. Also specify approaches and methods to evaluate outcomes of policies and programs that are intended to affect the behavior of groups and individuals statewide.

4. Fiscal Services

Subcategories

- a. Department/Program Auditing  
Perform independent financial audits of agencies and internal and external programs. Also assist agencies with implementation of new auditing procedures/programs.
- b. Financial Analysis  
Assist agencies with budget analysis, cost-benefit analysis salary studies, economic analysis and other related fiscal services on a program and/or department basis.

5. Benefits Consulting Services

Subcategories

- a. Benefit Trend Analysis  
Evaluation of current and future benefit trends on a Regional and National basis. Provide comparative data of the State's benefit program to other large employers and to industry standards. Establish performance standards and measures. Evaluate performance of State's benefit program. Make recommendations and develop action plans.
- b. Benefit Program Audits, Actuarial Valuations and Tax Consulting  
Perform actuarial valuations of benefit programs and comparisons to other regional and national programs; audit of benefit program financials and proposals; and general consulting on Internal Revenue code provisions and applicability to current and future programs.
- c. Benefit Program Analysis and Development  
Analyze, develop, and assist in the negotiation benefit programs for large employers in one or more of the following areas: Dental, Vision, Health, Defined Contribution, Cafeteria Benefit Plans, Worker's Compensation, Flexible Benefits, Employee Assistance, Life Insurance, Long-Term Disability Programs, Safety and Wellness, Salary Administration and other areas as required.
- d. Workgroup Facilitation  
  
Assist with the facilitation of Labor/Management workgroups or coalitions, and other workgroups related to benefit administration

e. Disability Management Program Development

Assist agencies with the development of an integrated disability management process that includes all of the disability related programs (industrial and non-industrial) and employee benefits.

6. Investment Consulting Services

Investment Consulting and Portfolio Design

Analyze current and future investment portfolios. Design defined contribution plans including plan administration.

7. Marketing Services

Subcategories

a. Marketing/Public Relations Plan(s) Analysis and Development

Assist agencies with the development and implementation of marketing/public relation plans for current and/ or new programs and services. Also perform analysis of current marketing/public relations plans as to their effectiveness. Analysis will include recommendations and action plans.

b. Marketing and/or Research Surveys

Develop and conduct market and/or research surveys of current and potential markets for agencies' current and future programs and services.

c. Multi-Media Production Services

Assist agencies with the development and production of multi-media projects (e.g. videos and public announcement spots) for current and future programs and services.

**B. PERSONNEL CLASSIFICATION**

Firms must be able to provide personnel statewide for the following classifications:

a. Principal:

The principal develops study methodologies appropriate to the scope and nature of the project, provides project administration, monitors contract execution, analyzes complex problems, and prepares or edit project deliverables. Principals need a minimum of ten (10) years of full-time experience in the applicable discipline or field of study either as a public sector manager and/or consultant. Principal may also be listed as Owner, Director, Partner or Senior Manager.

b. Senior Level:

The senior level position is responsible for the day-to-day management of the project activities and assist with the preparation of the project deliverables. The senior level position is responsible for supervision and assignment of all journey level staff, and ensures compliance with all engagement schedules and budgets. The senior level position need a minimum of five (5) years of full-time experience in the applicable discipline or field of study either in the public sector and / or as a consultant. Two of the five years should be in a supervisory position. Also may be listed as Manager, Senior Staff, Senior Associate or Associate.

c. Journey Level:

The journey level position conducts the day-to-day activities necessary to complete the tasks of each project. The journey level position works under the direction of the senior level position in completing a substantial portion of the detailed work related to each project. Journey level consultants have at least one year of related work experience.

d. Administrative:

The administrative position performs all necessary direct support of each project.



#### IV. CONTRACTOR HOURLY RATE SCHEDULES

The hourly rates listed in the following tables are the maximum hourly rates that can be invoiced by the contractors and are effective until October 31, 2001.

##### Category 1 – Organizational Development

CONTRACTOR	HOURLY RATE				EXPERTISE MATRIX						
	Principal Level	Senior Level	Journey Level	Admin. Level	Team Develop.	Problem Solving	Customer Service	Process Improve.	Program Training	Train the Trainer	Facilitation
AHP, Inc.	\$250.00	\$225.00	\$200.00	\$100.00	x	x	x	x	x		x
Accenture	\$395.00	\$268.00	\$198.00	\$95.00	x	x	x	x	x	x	x
Arroyo Associates, Inc.	\$125.00	\$115.00	\$100.00	\$45.00	x	x		x			x
Booz Allen & Hamilton	\$204.00	\$140.00	\$112.00	\$64.00	x	x	x	x	x	x	x
CA Center for Health Imp.	\$146.00	\$140.00	\$109.00	\$51.00	x	x	x	x	x		x
Citygate Associates LLC	\$175.00	\$125.00	\$100.00	\$45.00	x	x	x	x			x
CBS, Inc.	\$220.00	\$195.00	\$145.00	\$45.00	x	x		x	x		x
Consultants Associated	\$125.00	\$100.00	\$75.00	\$37.00	x	x			x		
Consultants to Mgt.	\$125.00	\$105.00	\$85.00	\$50.00	x	x		x			x
Cross Learning Associates	\$180.00	\$125.00	\$50.00	\$20.00	x	x			x	x	x
Dee Hansford Consulting	\$200.00	\$150.00	\$100.00	\$20.00	x		x		x	x	x
Deloitte & Touche, LLP	\$385.00	\$275.00	\$193.00	\$110.00		x	x	x	x	x	x
DSP Network, Inc.	\$227.00	\$189.00	\$158.00	\$72.00	x	x		x	x	x	x
Edith M. Parsons	\$150.00	\$100.00	\$75.00	\$28.00	x	x	x	x	x	x	x
Fox Systems, Inc.	\$160.00	\$130.00	\$90.00	\$40.00	x	x	x	x	x	x	x
Fredrick A. Schwartz	\$175.00	\$150.00	\$125.00	\$30.00	x	x	x	x	x	x	x
Global Visions	\$185.00	\$175.00	\$125.00	\$55.00	x	x	x	x	x	x	x
Golden State Mgt. Services	\$185.00	\$135.00	\$93.00	\$35.00	x	x	x	x	x	x	x
Gregory D. Small & Assoc.	\$125.00	\$125.00	\$100.00	\$75.00	x	x	x	x	x		x
ICF Consulting Assoc.,	\$195.00	\$141.00	\$97.00	\$79.00	x	x	x	x	x	x	x
KPMG Consulting LLC	\$230.00	\$225.00	\$155.00	\$95.00	x	x	x	x			x

**Note: “X” indicates the task areas that were scored as part of the Consultant’s bid evaluation in the Organization Development Category.**

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 1 – Organizational Development**

CONTRACTOR	HOURLY RATE				EXPERTISE MATRIX						
	Principal Level	Senior Level	Journey Level	Admin. Level	Team Develop.	Problem Solving	Customer Service	Process Improve.	Program Training	Train the Trainer	Facilitation
Lahay & Associates	\$215.00	\$195.00	\$100.00	\$50.00	x	x	x	x	x	x	x
NewPoint Group, Inc.	\$190.00	\$150.00	\$50.00	\$10.00	x	x	x	x	x		x
Policy Studies Inc.	\$245.00	\$155.00	\$99.00	\$49.00	x	x	x	x	x		x
Positive Impact Consulting	\$145.00	\$80.00	\$40.00	\$10.00	x	x	x	x			x
PricewaterhouseCoopers	\$225.00	\$175.00	\$110.00	\$40.00	x		x	x	x		x
Public Works	\$110.00	\$82.00	\$55.00	\$12.00	x			x			x
GovConnect, Inc.	\$180.00	\$157.00	\$115.00	\$55.00	x	x	x	x			x
R & G Associates LLC	\$170.00	\$155.00	\$109.00	\$57.00		x	x	x	x		x
T-COR Consulting LLC	\$96.00	\$91.00	\$78.00	\$58.00	x	x		x	x	x	
Terranova Consulting Gp.	\$275.00	\$200.00	\$160.00	\$100.00	x	x	x	x	x	x	x
The Dangermond Group	\$132.00	\$100.00	\$68.00	\$37.00	x	x			x	x	x
The Resources Company	\$160.00	\$130.00	\$70.00	\$40.00	x	x	x	x	x	x	x
The Wilson Group	\$185.00	\$145.00	\$99.00	\$59.00	x	x	x	x	x	x	x
TRW, Inc.	\$231.00	\$190.00	\$81.00	\$54.00	x	x	x	x	x	x	x
V. Renee Mack Consulting	\$56.00	\$47.00	\$26.00	\$14.00	x	x					x
Worldwide Support, Inc.	\$190.00	\$180.00	\$127.00	\$60.00	x	x	x	x	x	x	x

**Note: “X” indicates the task areas that were scored as part of the Contractor’s bid evaluation in the Organization Development Category.**

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 2 – Strategic Planning**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Arroyo Associates, Inc.</b>	<b>\$125.00</b>	<b>\$115.00</b>	<b>\$100.00</b>	<b>\$45.00</b>
<b>Arthur Andersen, LLP</b>	<b>\$311.00</b>	<b>\$207.00</b>	<b>\$145.00</b>	<b>\$110.00</b>
<b>Arthur Bauer &amp; Associates</b>	<b>\$155.00</b>	<b>\$125.00</b>	<b>\$85.00</b>	<b>\$70.00</b>
<b>Booz Allen &amp; Hamilton Inc.</b>	<b>\$204.00</b>	<b>\$140.00</b>	<b>\$112.00</b>	<b>\$64.00</b>
<b>California Center for Health Improvement</b>	<b>\$154.00</b>	<b>\$140.00</b>	<b>\$118.00</b>	<b>\$51.00</b>
<b>Citygate Associates LLC</b>	<b>\$195.00</b>	<b>\$100.00</b>	<b>\$100.00</b>	<b>\$45.00</b>
<b>Complete Business Solutions, Inc.</b>	<b>\$220.00</b>	<b>\$195.00</b>	<b>\$145.00</b>	<b>\$45.00</b>
<b>Communications Consulting Group, Inc.</b>	<b>\$250.00</b>	<b>\$112.00</b>	<b>\$75.00</b>	<b>\$50.00</b>
<b>Consultants to Management Inc.</b>	<b>\$125.00</b>	<b>\$105.00</b>	<b>\$85.00</b>	<b>\$50.00</b>
<b>DSP Network, Inc.</b>	<b>\$227.00</b>	<b>\$189.00</b>	<b>\$158.00</b>	<b>\$72.00</b>
<b>Dye Management Group, Inc.</b>	<b>\$205.00</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$55.00</b>
<b>e21 corporation</b>	<b>\$175.00</b>	<b>\$100.00</b>	<b>\$100.00</b>	<b>\$50.00</b>
<b>Edith M. Parsons</b>	<b>\$150.00</b>	<b>\$100.00</b>	<b>\$75.00</b>	<b>\$28.00</b>
<b>Fox Systems, Inc.</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$110.00</b>	<b>\$40.00</b>
<b>Franklin Hill Group</b>	<b>\$140.00</b>	<b>\$115.00</b>	<b>\$80.00</b>	<b>\$30.00</b>
<b>Fredrick A. Schwartz CMA</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$125.00</b>	<b>\$30.00</b>
<b>Gartner, Inc.</b>	<b>\$250.00</b>	<b>\$210.00</b>	<b>\$175.00</b>	<b>\$30.00</b>
<b>Global Visions</b>	<b>\$185.00</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$55.00</b>
<b>Golden State Management Services</b>	<b>\$185.00</b>	<b>\$135.00</b>	<b>\$93.00</b>	<b>\$35.00</b>
<b>Gregory D. Small &amp; Associates</b>	<b>\$125.00</b>	<b>\$125.00</b>	<b>\$100.00</b>	<b>\$75.00</b>
<b>ICF Consulting Associates, Inc.</b>	<b>\$234.00</b>	<b>\$141.00</b>	<b>\$97.00</b>	<b>\$79.00</b>
<b>KPMG Consulting LLC</b>	<b>\$230.00</b>	<b>\$225.00</b>	<b>\$155.00</b>	<b>\$95.00</b>
<b>Lahay &amp; Associates</b>	<b>\$215.00</b>	<b>\$195.00</b>	<b>\$100.00</b>	<b>\$50.00</b>
<b>Leading Resources, Inc.</b>	<b>\$275.00</b>	<b>\$200.00</b>	<b>\$150.00</b>	<b>\$50.00</b>
<b>MAXIMUS, Inc</b>	<b>\$285.00</b>	<b>\$230.00</b>	<b>\$185.00</b>	<b>\$45.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 2 – Strategic Planning**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>McLain Rusk Consulting, Inc.</b>	<b>\$140.00</b>	<b>\$90.00</b>	<b>\$70.00</b>	<b>\$30.00</b>
<b>MGT of America, Inc.</b>	<b>\$200.00</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$45.00</b>
<b>Moore Iacofano Goltsman, Inc.</b>	<b>\$138.00</b>	<b>\$116.00</b>	<b>\$83.00</b>	<b>\$61.00</b>
<b>Navigant Consulting, Inc.</b>	<b>\$250.00</b>	<b>\$180.00</b>	<b>\$135.00</b>	<b>\$80.00</b>
<b>NewPoint Group, Inc.</b>	<b>\$190.00</b>	<b>\$150.00</b>	<b>\$50.00</b>	<b>\$10.00</b>
<b>Pacific Gateway Group, Inc.</b>	<b>\$165.00</b>	<b>\$125.00</b>	<b>\$90.00</b>	<b>\$60.00</b>
<b>Policy Studies Inc.</b>	<b>\$245.00</b>	<b>\$155.00</b>	<b>\$99.00</b>	<b>\$49.00</b>
<b>Positive Impact Consulting</b>	<b>\$145.00</b>	<b>\$80.00</b>	<b>\$40.00</b>	<b>\$10.00</b>
<b>PricewaterhouseCoopers LLP</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$110.00</b>	<b>\$40.00</b>
<b>Public Works</b>	<b>\$110.00</b>	<b>\$82.00</b>	<b>\$55.00</b>	<b>\$12.00</b>
<b>R &amp; G Associates LLC</b>	<b>\$200.00</b>	<b>\$175.00</b>	<b>\$119.00</b>	<b>\$57.00</b>
<b>Sokolov, Schwab, Bennett</b>	<b>\$205.00</b>	<b>\$175.00</b>	<b>\$130.00</b>	<b>\$15.00</b>
<b>systems that work</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$75.00</b>
<b>Terranova Consulting Group, LLC</b>	<b>\$275.00</b>	<b>\$200.00</b>	<b>\$160.00</b>	<b>\$100.00</b>
<b>The Dangermond Group</b>	<b>\$132.00</b>	<b>\$100.00</b>	<b>\$68.00</b>	<b>\$37.00</b>
<b>The Resources Company</b>	<b>\$160.00</b>	<b>\$130.00</b>	<b>\$70.00</b>	<b>\$40.00</b>
<b>The Results Group</b>	<b>\$175.00</b>	<b>\$140.00</b>	<b>\$40.00</b>	<b>\$25.00</b>
<b>The Wilson Group</b>	<b>\$185.00</b>	<b>\$145.00</b>	<b>\$99.00</b>	<b>\$59.00</b>
<b>TRW, Inc.</b>	<b>\$231.00</b>	<b>\$190.00</b>	<b>\$81.00</b>	<b>\$54.00</b>
<b>Worldwide Support, Inc.</b>	<b>\$190.00</b>	<b>\$180.00</b>	<b>\$127.00</b>	<b>\$60.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 3 – Program Development, Performance Measurements and Evaluation**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Advocates for Human Potential, Inc.</b>	<b>\$250.00</b>	<b>\$225.00</b>	<b>\$200.00</b>	<b>\$100.00</b>
<b>AEF Systems Consulting, Inc.</b>	<b>\$175.00</b>	<b>\$140.00</b>	<b>\$105.00</b>	<b>\$50.00</b>
<b>Arroyo Associates, Inc.</b>	<b>\$125.00</b>	<b>\$115.00</b>	<b>\$100.00</b>	<b>\$45.00</b>
<b>Arthur Andersen, LLP</b>	<b>\$311.00</b>	<b>\$207.00</b>	<b>\$145.00</b>	<b>\$110.00</b>
<b>Barrington-Wellesley Group, Inc.</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$130.00</b>	<b>\$75.00</b>
<b>Berkeley Policy Associates</b>	<b>\$138.00</b>	<b>\$138.00</b>	<b>\$95.00</b>	<b>\$78.00</b>
<b>Booz Allen &amp; Hamilton Inc.</b>	<b>\$204.00</b>	<b>\$140.00</b>	<b>\$112.00</b>	<b>\$64.00</b>
<b>California Center for Health Improvement</b>	<b>\$150.00</b>	<b>\$126.00</b>	<b>\$109.00</b>	<b>\$51.00</b>
<b>Citygate Associates LLC</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$100.00</b>	<b>\$45.00</b>
<b>Clark Lowry &amp; Koortbojian</b>	<b>\$170.00</b>	<b>\$140.00</b>	<b>\$105.00</b>	<b>\$25.00</b>
<b>Complete Business Solutions, Inc.</b>	<b>\$220.00</b>	<b>\$195.00</b>	<b>\$145.00</b>	<b>\$45.00</b>
<b>Consultants to Management Inc.</b>	<b>\$125.00</b>	<b>\$105.00</b>	<b>\$85.00</b>	<b>\$50.00</b>
<b>DSP Network, Inc.</b>	<b>\$227.00</b>	<b>\$189.00</b>	<b>\$158.00</b>	<b>\$72.00</b>
<b>Dye Management Group, Inc.</b>	<b>\$205.00</b>	<b>\$175.00</b>	<b>\$130.00</b>	<b>\$55.00</b>
<b>Edith M. Parsons</b>	<b>\$150.00</b>	<b>\$100.00</b>	<b>\$75.00</b>	<b>\$28.00</b>
<b>Evaluation and Training Institute</b>	<b>\$150.00</b>	<b>\$110.00</b>	<b>\$75.00</b>	<b>\$40.00</b>
<b>Fox Systems, Inc.</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$110.00</b>	<b>\$40.00</b>
<b>Franklin Hill Group</b>	<b>\$140.00</b>	<b>\$115.00</b>	<b>\$80.00</b>	<b>\$30.00</b>
<b>Fredrick A. Schwartz CMA</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$125.00</b>	<b>\$30.00</b>
<b>Global Visions</b>	<b>\$185.00</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$55.00</b>
<b>Golden State Management Services</b>	<b>\$135.00</b>	<b>\$90.00</b>	<b>\$72.00</b>	<b>\$35.00</b>
<b>ICF Consulting Associates, Inc.</b>	<b>\$220.00</b>	<b>\$141.00</b>	<b>\$97.00</b>	<b>\$79.00</b>
<b>Judith A. Poindexter Consulting Services</b>	<b>\$150.00</b>	<b>\$125.00</b>	<b>\$75.00</b>	<b>\$25.00</b>
<b>KPMG Consulting LLC</b>	<b>\$230.00</b>	<b>\$225.00</b>	<b>\$155.00</b>	<b>\$95.00</b>
<b>Lahay &amp; Associates</b>	<b>\$215.00</b>	<b>\$195.00</b>	<b>\$100.00</b>	<b>\$50.00</b>
<b>Macias Consulting Group, Inc.</b>	<b>\$195.00</b>	<b>\$150.00</b>	<b>\$100.00</b>	<b>\$70.00</b>
<b>Market Value Planners</b>	<b>\$165.00</b>	<b>\$130.00</b>	<b>\$75.00</b>	<b>\$25.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 3 -- Program Development, Performance Measurements and Evaluation**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>MAXIMUS, Inc</b>	<b>\$285.00</b>	<b>\$230.00</b>	<b>\$185.00</b>	<b>\$45.00</b>
<b>McLain Rusk Consulting, Inc.</b>	<b>\$140.00</b>	<b>\$90.00</b>	<b>\$70.00</b>	<b>\$30.00</b>
<b>MGT of America, Inc.</b>	<b>\$200.00</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$45.00</b>
<b>Navigant Consulting, Inc.</b>	<b>\$250.00</b>	<b>\$180.00</b>	<b>\$135.00</b>	<b>\$80.00</b>
<b>NewPoint Group, Inc.</b>	<b>\$190.00</b>	<b>\$150.00</b>	<b>\$50.00</b>	<b>\$10.00</b>
<b>Pacific Gateway Group, Inc.</b>	<b>\$165.00</b>	<b>\$125.00</b>	<b>\$90.00</b>	<b>\$60.00</b>
<b>Policy Studies Inc.</b>	<b>\$245.00</b>	<b>\$155.00</b>	<b>\$99.00</b>	<b>\$49.00</b>
<b>PricewaterhouseCoopers LLP</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$110.00</b>	<b>\$40.00</b>
<b>Program Planning Professionals, Inc.</b>	<b>\$250.00</b>	<b>\$200.00</b>	<b>\$125.00</b>	<b>\$90.00</b>
<b>Public Works</b>	<b>\$110.00</b>	<b>\$82.00</b>	<b>\$55.00</b>	<b>\$12.00</b>
<b>GovConnect, Inc.</b>	<b>\$180.00</b>	<b>\$157.00</b>	<b>\$115.00</b>	<b>\$55.00</b>
<b>R &amp; G Associates LLC</b>	<b>\$170.00</b>	<b>\$155.00</b>	<b>\$109.00</b>	<b>\$57.00</b>
<b>Sjoberg Evashenk Consulting, LLC</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$120.00</b>	<b>\$30.00</b>
<b>Sokolov, Schwab, Bennett</b>	<b>\$205.00</b>	<b>\$175.00</b>	<b>\$130.00</b>	<b>\$15.00</b>
<b>systems that work</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$75.00</b>
<b>The Resources Company</b>	<b>\$160.00</b>	<b>\$130.00</b>	<b>\$70.00</b>	<b>\$40.00</b>
<b>The Results Group</b>	<b>\$175.00</b>	<b>\$140.00</b>	<b>\$40.00</b>	<b>\$25.00</b>
<b>The SPHERE Institute</b>	<b>\$178.00</b>	<b>\$105.00</b>	<b>\$81.00</b>	<b>\$41.00</b>
<b>The Wilson Group</b>	<b>\$185.00</b>	<b>\$145.00</b>	<b>\$99.00</b>	<b>\$59.00</b>
<b>TRW, Inc.</b>	<b>\$231.00</b>	<b>\$190.00</b>	<b>\$81.00</b>	<b>\$54.00</b>
<b>VITETTA, Inc.</b>	<b>\$125.00</b>	<b>\$95.00</b>	<b>\$85.00</b>	<b>\$45.00</b>
<b>Worldwide Support, Inc.</b>	<b>\$190.00</b>	<b>\$180.00</b>	<b>\$127.00</b>	<b>\$60.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**

**Category 4.A**

**Fiscal Services**

**Subcategory**

**Department/Program Auditing**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Booz Allen &amp; Hamilton Inc.</b>	<b>\$204.00</b>	<b>\$140.00</b>	<b>\$112.00</b>	<b>\$64.00</b>
<b>Caporocci, Cropper &amp; Larson, LLP</b>	<b>\$115.00</b>	<b>\$75.00</b>	<b>\$65.00</b>	<b>\$40.00</b>
<b>Diversified Capital, Inc.</b>	<b>\$135.00</b>	<b>\$125.00</b>	<b>\$58.00</b>	<b>\$30.00</b>
<b>KPMG Consulting LLC</b>	<b>\$230.00</b>	<b>\$225.00</b>	<b>\$155.00</b>	<b>\$95.00</b>
<b>Macias Consulting Group, Inc.</b>	<b>\$195.00</b>	<b>\$125.00</b>	<b>\$80.00</b>	<b>\$70.00</b>
<b>NewPoint Group, Inc.</b>	<b>\$190.00</b>	<b>\$150.00</b>	<b>\$50.00</b>	<b>\$10.00</b>
<b>PricewaterhouseCoopers LLP</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$110.00</b>	<b>\$40.00</b>
<b>R &amp; G Associates LLC</b>	<b>\$170.00</b>	<b>\$155.00</b>	<b>\$109.00</b>	<b>\$57.00</b>
<b>systems that work</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$75.00</b>
<b>Waldrum Accountancy Corporation</b>	<b>\$145.00</b>	<b>\$95.00</b>	<b>\$70.00</b>	<b>\$35.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 4.B**  
**Fiscal Services**  
**Subcategory**  
**Financial Analysis**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Arroyo Associates, Inc.</b>	<b>\$125.00</b>	<b>\$115.00</b>	<b>\$100.00</b>	<b>\$45.00</b>
<b>Booz Allen &amp; Hamilton Inc.</b>	<b>\$204.00</b>	<b>\$140.00</b>	<b>\$112.00</b>	<b>\$64.00</b>
<b>Citygate Associates LLC</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$115.00</b>	<b>\$45.00</b>
<b>Diversified Capital, Inc.</b>	<b>\$125.00</b>	<b>\$120.00</b>	<b>\$58.00</b>	<b>\$30.00</b>
<b>Franklin Hill Group</b>	<b>\$140.00</b>	<b>\$115.00</b>	<b>\$80.00</b>	<b>\$30.00</b>
<b>KPMG Consulting LLC</b>	<b>\$230.00</b>	<b>\$225.00</b>	<b>\$155.00</b>	<b>\$95.00</b>
<b>Market Value Planners</b>	<b>\$165.00</b>	<b>\$130.00</b>	<b>\$75.00</b>	<b>\$25.00</b>
<b>McLain Rusk Consulting, Inc.</b>	<b>\$140.00</b>	<b>\$90.00</b>	<b>\$70.00</b>	<b>\$30.00</b>
<b>Navigant Consulting, Inc.</b>	<b>\$250.00</b>	<b>\$180.00</b>	<b>\$135.00</b>	<b>\$80.00</b>
<b>NewPoint Group, Inc.</b>	<b>\$190.00</b>	<b>\$150.00</b>	<b>\$50.00</b>	<b>\$10.00</b>
<b>Pacific Gateway Group, Inc.</b>	<b>\$165.00</b>	<b>\$125.00</b>	<b>\$90.00</b>	<b>\$60.00</b>
<b>PricewaterhouseCoopers LLP</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$110.00</b>	<b>\$40.00</b>
<b>R &amp; G Associates LLC</b>	<b>\$170.00</b>	<b>\$155.00</b>	<b>\$109.00</b>	<b>\$57.00</b>
<b>Sjoberg Evashenk Consulting, LLC</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$120.00</b>	<b>\$30.00</b>
<b>systems that work</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$75.00</b>
<b>The Resources Company</b>	<b>\$160.00</b>	<b>\$130.00</b>	<b>\$70.00</b>	<b>\$40.00</b>
<b>Waldrum Accountancy Corporation</b>	<b>\$145.00</b>	<b>\$95.00</b>	<b>\$70.00</b>	<b>\$35.00</b>



**CONTRACTOR HOURLY RATE SCHEDULES**

**Category 5.A  
Benefit Consulting Services  
Subcategory  
Benefit Trend Analysis**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>R &amp; G Associates LLC</b>	<b>\$170.00</b>	<b>\$155.00</b>	<b>\$109.00</b>	<b>\$57.00</b>
<b>The Wilson Group</b>	<b>\$185.00</b>	<b>\$145.00</b>	<b>\$99.00</b>	<b>\$59.00</b>
<b>William M. Mercer, Inc.</b>	<b>\$340.00</b>	<b>\$275.00</b>	<b>\$175.00</b>	<b>\$80.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**

**Category 5.B  
Benefit Consulting Services  
Subcategory  
Benefit Program Audits, Actuarial Valuations and Tax Consulting**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>R &amp; G Associates LLC</b>	<b>\$170.00</b>	<b>\$155.00</b>	<b>\$109.00</b>	<b>\$57.00</b>
<b>Watson Wyatt &amp; Company</b>	<b>\$425.00</b>	<b>\$340.00</b>	<b>\$250.00</b>	<b>\$115.00</b>
<b>William M. Mercer, Inc.</b>	<b>\$340.00</b>	<b>\$275.00</b>	<b>\$175.00</b>	<b>\$80.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**

**Category 5.C**

**Benefit Consulting Services**

**Subcategory**

**Benefit Program Analysis & Development**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>abd insurance &amp; financial services</b>	<b>\$250.00</b>	<b>\$175.00</b>	<b>\$125.00</b>	<b>\$75.00</b>
<b>Golden State Management Services</b>	<b>\$135.00</b>	<b>\$90.00</b>	<b>\$72.00</b>	<b>\$35.00</b>
<b>R &amp; G Associates LLC</b>	<b>\$170.00</b>	<b>\$155.00</b>	<b>\$109.00</b>	<b>\$57.00</b>
<b>Saylor &amp; Hill Co.</b>	<b>\$175.00</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$75.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**

**Category 5.D**

**Benefit Consulting Services**

**Subcategory**

**Workgroup Facilitation**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Watson Wyatt &amp; Company</b>	<b>\$425.00</b>	<b>\$340.00</b>	<b>\$250.00</b>	<b>\$115.00</b>
<b>William M. Mercer, Inc.</b>	<b>\$340.00</b>	<b>\$275.00</b>	<b>\$175.00</b>	<b>\$80.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 5.E**  
**Benefit Consulting Services**  
**Subcategory**  
**Disability Management Program Development**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Materiel Resources Associates, Inc.</b>	<b>\$345.00</b>	<b>\$188.00</b>	<b>\$95.00</b>	<b>\$70.00</b>
<b>William M. Mercer, Inc.</b>	<b>\$340.00</b>	<b>\$275.00</b>	<b>\$175.00</b>	<b>\$80.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 6 –Investment Consulting Services**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Arthur Andersen, LLP</b>	<b>\$311.00</b>	<b>\$207.00</b>	<b>\$145.00</b>	<b>\$110.00</b>
<b>R &amp; G Associates LLC</b>	<b>\$200.00</b>	<b>\$175.00</b>	<b>\$120.00</b>	<b>\$57.00</b>
<b>William M. Mercer, Inc.</b>	<b>\$450.00</b>	<b>\$300.00</b>	<b>\$175.00</b>	<b>\$80.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 7.A**  
**Marketing Services**  
**Subcategory**  
**Marketing & Public Relations Plan(s) Analysis & Development**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Booz Allen &amp; Hamilton Inc.</b>	<b>\$204.00</b>	<b>\$140.00</b>	<b>\$112.00</b>	<b>\$64.00</b>
<b>Citygate Associates LLC</b>	<b>\$195.00</b>	<b>\$130.00</b>	<b>\$125.00</b>	<b>\$50.00</b>
<b>Dee Hansford Consulting</b>	<b>\$200.00</b>	<b>\$150.00</b>	<b>\$100.00</b>	<b>\$20.00</b>
<b>Fraser Communications</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$95.00</b>	<b>\$65.00</b>
<b>Golden State Management Services</b>	<b>\$135.00</b>	<b>\$90.00</b>	<b>\$72.00</b>	<b>\$35.00</b>
<b>ICF Consulting Associates, Inc.</b>	<b>\$187.00</b>	<b>\$132.00</b>	<b>\$93.00</b>	<b>\$79.00</b>
<b>McLain Rusk Consulting, Inc.</b>	<b>\$140.00</b>	<b>\$90.00</b>	<b>\$70.00</b>	<b>\$30.00</b>
<b>MGT of America, Inc.</b>	<b>\$200.00</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$45.00</b>
<b>Moore Iacofano Goltsman, Inc.</b>	<b>\$138.00</b>	<b>\$116.00</b>	<b>\$83.00</b>	<b>\$61.00</b>
<b>OneWorld Communications, Inc.</b>	<b>\$264.00</b>	<b>\$164.00</b>	<b>\$98.00</b>	<b>\$38.00</b>
<b>Pacific Gateway Group, Inc.</b>	<b>\$165.00</b>	<b>\$125.00</b>	<b>\$90.00</b>	<b>\$60.00</b>
<b>Policy Studies Inc.</b>	<b>\$250.00</b>	<b>\$155.00</b>	<b>\$104.00</b>	<b>\$49.00</b>
<b>R &amp; G Associates LLC</b>	<b>\$170.00</b>	<b>\$155.00</b>	<b>\$109.00</b>	<b>\$57.00</b>
<b>SolutionsWest, Inc.</b>	<b>\$150.00</b>	<b>\$135.00</b>	<b>\$100.00</b>	<b>\$50.00</b>
<b>Stoorza Communications</b>	<b>\$60.00</b>	<b>\$35.00</b>	<b>\$25.00</b>	<b>\$15.00</b>
<b>The Marketing Department</b>	<b>\$100.00</b>	<b>\$65.00</b>	<b>\$45.00</b>	<b>\$25.00</b>
<b>The Sierra Group</b>	<b>\$145.00</b>	<b>\$125.00</b>	<b>\$80.00</b>	<b>\$30.00</b>
<b>The Wilson Group</b>	<b>\$185.00</b>	<b>\$145.00</b>	<b>\$99.00</b>	<b>\$59.00</b>
<b>Williams-Wallace Management Consultants</b>	<b>\$145.00</b>	<b>\$115.00</b>	<b>\$85.00</b>	<b>\$65.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 7.B**  
**Marketing Services**  
**Subcategory**  
**Market and/or Research Surveys**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>Applied Management &amp; Planning Group</b>	<b>\$158.00</b>	<b>\$120.00</b>	<b>\$80.00</b>	<b>\$40.00</b>
<b>California Center for Health Improvement</b>	<b>\$192.00</b>	<b>\$160.00</b>	<b>\$109.00</b>	<b>\$51.00</b>
<b>e21 corporation</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$50.00</b>
<b>Fraser Communications</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$95.00</b>	<b>\$65.00</b>
<b>Golden State Management Services</b>	<b>\$135.00</b>	<b>\$90.00</b>	<b>\$72.00</b>	<b>\$35.00</b>
<b>ICF Consulting Associates, Inc.</b>	<b>\$187.00</b>	<b>\$132.00</b>	<b>\$93.00</b>	<b>\$79.00</b>
<b>MGT of America, Inc.</b>	<b>\$200.00</b>	<b>\$175.00</b>	<b>\$150.00</b>	<b>\$45.00</b>
<b>Navigant Consulting, Inc.</b>	<b>\$250.00</b>	<b>\$180.00</b>	<b>\$135.00</b>	<b>\$80.00</b>
<b>OneWorld Communications, Inc.</b>	<b>\$264.00</b>	<b>\$164.00</b>	<b>\$120.00</b>	<b>\$38.00</b>
<b>Pacific Gateway Group, Inc.</b>	<b>\$165.00</b>	<b>\$125.00</b>	<b>\$90.00</b>	<b>\$60.00</b>
<b>Policy Studies Inc.</b>	<b>\$198.00</b>	<b>\$145.00</b>	<b>\$99.00</b>	<b>\$49.00</b>
<b>PricewaterhouseCoopers LLP</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$110.00</b>	<b>\$40.00</b>
<b>The Marketing Department</b>	<b>\$100.00</b>	<b>\$125.00</b>	<b>\$45.00</b>	<b>\$25.00</b>
<b>The Resources Company</b>	<b>\$160.00</b>	<b>\$130.00</b>	<b>\$70.00</b>	<b>\$40.00</b>
<b>The Wilson Group</b>	<b>\$185.00</b>	<b>\$145.00</b>	<b>\$99.00</b>	<b>\$59.00</b>
<b>Williams-Wallace Management Consultants</b>	<b>\$145.00</b>	<b>\$115.00</b>	<b>\$85.00</b>	<b>\$65.00</b>

**CONTRACTOR HOURLY RATE SCHEDULES**  
**Category 7.C**  
**Marketing Services**  
**Subcategory**  
**Multi-Media Production Services**

<b>CONTRACTOR</b>	<b>HOURLY RATE</b>			
	<b>Principal Level</b>	<b>Senior Level</b>	<b>Journey Level</b>	<b>Admin. Level</b>
<b>California Image Associates</b>	<b>\$250.00</b>	<b>\$150.00</b>	<b>\$100.00</b>	<b>\$60.00</b>
<b>Dee Hansford Consulting</b>	<b>\$200.00</b>	<b>\$150.00</b>	<b>\$100.00</b>	<b>\$20.00</b>
<b>Fraser Communications</b>	<b>\$225.00</b>	<b>\$175.00</b>	<b>\$95.00</b>	<b>\$65.00</b>
<b>ICF Consulting Associates, Inc.</b>	<b>\$187.00</b>	<b>\$132.00</b>	<b>\$93.00</b>	<b>\$79.00</b>
<b>Moore Iacofano Goltsman, Inc.</b>	<b>\$138.00</b>	<b>\$116.00</b>	<b>\$83.00</b>	<b>\$61.00</b>
<b>OneWorld Communications, Inc.</b>	<b>\$230.00</b>	<b>\$181.00</b>	<b>\$124.00</b>	<b>\$38.00</b>
<b>Pacific Gateway Group, Inc.</b>	<b>\$165.00</b>	<b>\$125.00</b>	<b>\$90.00</b>	<b>\$60.00</b>
<b>Policy Studies Inc.</b>	<b>\$198.00</b>	<b>\$146.00</b>	<b>\$89.00</b>	<b>\$49.00</b>
<b>R &amp; G Associates LLC</b>	<b>\$170.00</b>	<b>\$155.00</b>	<b>\$109.00</b>	<b>\$57.00</b>
<b>The Marketing Department</b>	<b>\$100.00</b>	<b>\$65.00</b>	<b>\$45.00</b>	<b>\$25.00</b>
<b>The Wilson Group</b>	<b>\$185.00</b>	<b>\$145.00</b>	<b>\$99.00</b>	<b>\$59.00</b>
<b>Worldwide Support, Inc.</b>	<b>\$190.00</b>	<b>\$180.00</b>	<b>\$96.00</b>	<b>\$45.00</b>

## V. CONTRACTOR CONTACTS

The listed areas of public sector consulting expertise are limited to the information included in the consultant's bid. To learn more about the consultant, ordering agencies be encouraged to review the consultant's individual web site, if a web site is available.

### **MSA # 5-00-99-01**

#### **abd insurance & financial services**

Attn.: Linda Hunter  
2356 Gold Meadow Way, Ste. 120  
Gold River, CA 95670  
Direct: (916) 480-2802  
Fax: (916) 631-8158  
e-mail: [lmh@abdi.com](mailto:lmh@abdi.com)  
Web site: [www.abdi.com](http://www.abdi.com)

#### **Areas of Public Sector Consulting Expertise**

Wide Spectrum of Benefit Consulting Projects

### **MSA # 5-00-99-02**

#### **Advocates for Human Potential, Inc. (AHP, Inc.)**

Attn.: Scott Siderman  
323 Boston Post Road  
Sudbury, MA 01776-3033  
Direct: (978) 443-0055 ext. 237  
Fax: (978) 443-4722  
e-mail: [ssiderman@ahpnet.com](mailto:ssiderman@ahpnet.com)  
Web site: [www.ahpnet.com](http://www.ahpnet.com)

#### **Areas of Public Sector Consulting Expertise**

Education  
Health, Social and Mental Health Services  
Housing  
Criminal Justice

### **MSA # 5-00-99-03**

#### **AEF Systems Consulting, Inc.**

Attn.: Annette E. Feliciani  
8502 E. Chapman Avenue, # 376  
Orange, CA 92869-2461  
Direct: (714) 505-7780  
Fax: (714) 505-7785  
e-mail: [afeliciani@aefsystems.com](mailto:afeliciani@aefsystems.com)  
Web site: [www.aefsystems.com](http://www.aefsystems.com)

#### **CA Certified Small Business # 21108**

#### **Areas of Public Sector Consulting Expertise**

Fire Protection Districts  
Water Districts  
City and County Governments

### **MSA # 5-00-99-04**

#### **Accenture (01/01/01) (Formerly Andersen Consulting LLP)**

Attn.: David Nilsen  
1215 K Street, 17<sup>th</sup> Floor  
Sacramento, CA 95814  
Direct: (916) 503-1626  
Fax: (916) 503-3606  
e-mail: [david.p.nilsen@accenture.com](mailto:david.p.nilsen@accenture.com)  
Web site: [www.accenture.com](http://www.accenture.com)

#### **Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

### **MSA # 5-00-99-05**

#### **Applied Management & Planning Group (AMPG)**

Attn.: J. C. Levendowski, Ph.D.  
12300 Wilshire Boulevard, Ste. 430  
Los Angeles, CA 90025  
Direct: (310) 820-0741  
Fax: (310) 207-2964  
e-mail: [jlevendowski@ampgconsulting.com](mailto:jlevendowski@ampgconsulting.com)

#### **CA Certified Small Business # 2695**

#### **Areas of Public Sector Consulting Expertise**

Transportation, Education and Consumer Affairs  
Health and Social Services  
Workforce and Community Development

### **MSA # 5-00-99-06**

#### **Arroyo Associates, Inc.**

Attn.: Nicholas T. Conway  
3871 East Colorado Boulevard, Ste. 101  
Pasadena, CA 91107-3970  
Direct: (626) 564-8700  
Fax: (626) 564-1116  
e-mail: [arroyo\\_assoc@earthlink.net](mailto:arroyo_assoc@earthlink.net)

#### **CA Certified Small Business # 21186**

#### **Areas of Public Sector Consulting Expertise**

Transportation, Housing and Human Resources  
Community Planning and Services  
Public Safety, and Public Works  
Environment and Parks and Recreation

**MSA # 5-00-99-07**

**Arthur Andersen LLP**

Southern California

Attn.: Kenneth M. Tiratira

633 West Fifth Street

Los Angeles, CA 90071

Direct: (213) 614-6713

Fax: (213) 614-6413

E-mail:

[kenneth.m.tiratira@us.arthurandersen.com](mailto:kenneth.m.tiratira@us.arthurandersen.com)

Northern California

Attn.: Peter D. Wohl

101 Second Street, Ste. 1100

San Francisco, CA 94105

Direct: (415) 281-1795

Fax: (415) 543-1827

E-mail: [peter.d.wohl@us.arthurandersen.com](mailto:peter.d.wohl@us.arthurandersen.com)

Web site: [www.arthurandersen.com](http://www.arthurandersen.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

Institutional Investment Consulting

**MSA # 5-00-99-08**

**Arthur Bauer & Associates**

Attn.: Derek Wong

555 Capitol Mall, Ste. 767

Sacramento, CA 95814

Direct: (916) 442-2305

Fax: (916) 442-8218

E-mail: [dwongbauer@aol.com](mailto:dwongbauer@aol.com)

Web site: [www.bauer-consulting.com](http://www.bauer-consulting.com)

**CA Certified Small Business # 1873**

**Areas of Public Sector Consulting Expertise**

Transportation, Health and Education

Environment, Energy and Land Planning

Consumer Affairs

**MSA # 5-00-99-09**

**Barrington-Wellesley Group, Inc.**

Attn.: Elizabeth Lemkul

4157 Lake Shore Avenue

Oakland, CA 94610

Direct: (510) 763-8818

Fax: (510) 444-4986

E-mail: [elemkul@sprintmail.com](mailto:elemkul@sprintmail.com)

Web site: [www.bwgi.com](http://www.bwgi.com)

**Areas of Public Sector Consulting Expertise**

Local Agencies

**MSA # 5-00-99-10**

**Berkeley Policy Associates**

Attn.: Mary Vencill

440 Grand Avenue, Ste. 500

Oakland, CA 94610

Direct: (510) 465-7884

Fax: (510) 465-7885

E-mail: [vencill@bpacal.com](mailto:vencill@bpacal.com)

Web site: [www.bpacal.com](http://www.bpacal.com)

**CA Certified Small Business # 21223**

**Areas of Public Sector Consulting Expertise**

Employment and Training

Families, Youth and Children Services

Disability, Health and Mental Health Services

Small Business and Economic Development

Welfare Reform

**MSA # 5-00-99-11**

**Booz Allen & Hamilton, Inc.**

Attn.: Joyce Hymes

1615 Murray Canyon Road, Ste. 220

San Diego, CA 92108

Direct: (619) 725-6811

Fax: (619) 725-6503

E-mail: [hymes\\_joyce@bah.com](mailto:hymes_joyce@bah.com)

Web site: [www.bah.com](http://www.bah.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-12**

**California Center for Health Improvement**

Attn.: Pamela Jones

1321 Garden Highway, Ste. 210

Sacramento, CA 95833

Direct: (916) 646-2149

Fax: (916) 646-2151

E-mail: [pjones@cchi.org](mailto:pjones@cchi.org)

Web site: [www.healthpolicycoach.org](http://www.healthpolicycoach.org)

**Areas of Public Sector Consulting Expertise**

Health, Social, Medical, Developmental and

Mental Health Services



**MSA # 5-00-99-13**

**California Image Associates**

Attn.: Duane G. Thompson

11333 Sunrise Park Drive

Rancho Cordova, CA 95742

Direct: (916) 638-8383

Fax: (916) 638-4442

E-mail: [dthompson@calimage.com](mailto:dthompson@calimage.com)

Web site: [www.calimage.com](http://www.calimage.com)

**CA Certified Small Business #19133**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-14**

**Caporicci, Cropper & Larson, LLP**

Attn.: Stephen L. Larson

17512 Von Karman Avenue

Irvine, CA 92614

Direct: (877)-862-2200, ext.125

Fax: (949) 260-1141

E-mail: [slarson@ccl-llp.com](mailto:slarson@ccl-llp.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Financial Auditing Services

**MSA # 5-00-99-16**

**Citygate Associates LLC**

Attn.: Richard Mallory

705 Gold Lake Drive, Ste.100

Folsom, CA 95630

Direct: (916) 355-1385, ext. 103

Fax: (916) 355-1390

E-mail: [rmallory@citygateassociates.com](mailto:rmallory@citygateassociates.com)

Web site: [www.citygateassociates.com](http://www.citygateassociates.com)

**CA Certified Small Business # 3071**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-17**

**Clark Lowry & Koortbojian**

Attn.: James H. Strong

2941 Sunrise Boulevard, Ste. 270

Rancho Cordova, CA 95742

Direct: (916) 631-7121

Fax: (916) 631-1484

E-mail: [jstrong@clkinc.com](mailto:jstrong@clkinc.com)

**CA Certified Small Business # 18550**

**Areas of Public Sector Consulting Expertise**

Healthcare Policy Development

Healthcare Financial, Management, Planning and

Reimbursement Consultation

**MSA # 5-00-99-18**

**Complete Business Solutions, Inc. (CBS,Inc.)**

Attn.: Joy Woo

2525 Natomas Park Drive, Ste. 200

Sacramento, CA 95833

Direct: (916) 286-5605

Fax: (916) 286-5601

E-mail: [jwoo@cbsinc.com](mailto:jwoo@cbsinc.com)

Web site: [www.cbsinc.com](http://www.cbsinc.com)

**Areas of Public Sector Consulting Expertise**

Law Enforcement, Corrections, Youth Authority,

Public Safety and Justice

Transportation and Emergency Services

Healthcare Planning and Development

Public Employees Retirement System

State Controller's Office and State Lottery

**MSA # 5-00-99-19**

**Communications Consulting Group, Inc.**

Attn: John M. Feliz

1840 Westminster Court

Carmichael, CA 95608

Direct: (916) 485-6691

Fax: (916) 485-0205

E-mail: [felizjm@msn.com](mailto:felizjm@msn.com)

**Areas of Public Sector Consulting Expertise**

Legislative Offices

Veterans Affairs

**MSA # 5-00-99-20**

**Consultants Associated**

Attn.: Steven J. Ybarra

P.O. Box 367

Sacramento, CA 95812

Direct: (916) 454-9842

Fax: (916) 454-9842

E-mail: [sjybarra@aol.com](mailto:sjybarra@aol.com)

**CA Certified Small Business #21210**

**Areas of Public Sector Consulting Expertise**

Health and Human Services

Employment and Utilities

**MSA # 5-00-99-21**

**Consultants to Management Inc.**

Attn.: Lawrence M. Bienati, Ph.D.

1090 Adams Street, Ste. G

Benicia, CA 94510

Direct; (707) 748-7550, ext. 2

(800) 483-7153

Fax: (707) 748-7548

E-mail: [bienati@onestophr.com](mailto:bienati@onestophr.com)

Web sites: [www.bienati.com](http://www.bienati.com)

[www.onestophr.com](http://www.onestophr.com)

**Areas of Public Sector Consulting Expertise**

Consumer Affairs and Employment

Local Government

**MSA # 5-00-99-22**

**Cross Learning Associates, Inc.**

Attn.: Mary Brenton Watt

416 East Amelia Street

Orlando, FL 32803

Direct: (407) 425-0933

Fax: (407) 425-0933

E-mail: [brewatt@aol.com](mailto:brewatt@aol.com)

**Areas of Public Sector Consulting Expertise**

Education and Family Services

**MSA # 5-00-99-23**

**Dee Hansford Consulting**

Attn.: Dee Hansford

613 West Hampton Court

Winter Garden, FL 34787

Direct: (407) 905-9080

Fax: (407) 905-0210

E-mail: [deethanks@aol.com](mailto:deethanks@aol.com)

Web site: [www.deehansford.com](http://www.deehansford.com)

**Areas of Public Sector Consulting Expertise**

Organizational Development

Marketing Planning & Analysis

Multi-Media Production Services

**MSA # 5-00-99-24**

**Deloitte & Touche, LLP**

Attn.: Nicole Malamatenios

2868 Prospect Park Drive, Ste. 400

Rancho Cordova, CA 95670

Direct; (916) 288-3922

Fax: (916) 288-3622

E-mail: [nmalamatenios@dc.com](mailto:nmalamatenios@dc.com)

Web site: [www.dc.com](http://www.dc.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-25**

**DSP Network, Inc.**

Attn.: Judy Kennedy

669 Pacific cove Drive

Point Hueneme, CA 93041

Direct: (805) 485-2194

Fax: (805) 984-2601

E-mail: [jkennedy@disaster-survival.com](mailto:jkennedy@disaster-survival.com)

Web site: [www.dspnetwork.com](http://www.dspnetwork.com)

**CA Certified Small Business # 8871**

**Areas of Public Sector Consulting Expertise**

Education

Special Districts (Utilities and Water)

State and Local Agencies

**MSA # 5-00-99-26**

**Diversified Capital, Inc.**

Attn.: William Vera

99 South Lake Avenue

Pasadena, CA 91108

Direct: (626) 585-0966, ext. 13

Fax: (626) 585-1598

E-mail: [wvera@aol.com](mailto:wvera@aol.com)

Web site: [www.diversifiedcapitalinc.com](http://www.diversifiedcapitalinc.com)

**CA Certified Small Business # 21188**

**Areas of Public Sector Consulting Expertise**

Housing and Real Estate

Transportation

Small Business Development

**MSA # 5-00-99-27**

**Dye Management Group, Inc.**

Attn.: Kim Lundstrom

500 108<sup>th</sup> Avenue NE, Ste. 1700

Bellevue, WA 98004

Direct: (425) 637-8010

Fax: (425) 637-8020

E-mail: [kim@dyemanagement.com](mailto:kim@dyemanagement.com)

Web site: [www.dyemanagement.com](http://www.dyemanagement.com)

**Areas of Public Sector Consulting Expertise**

Law enforcement, Corrections and Justice

Finance, Budget and Auditing

Transportation and Natural Resources

Health and Social Services

Employment and Legislative Offices

**MSA # 5-00-99-28**

**e21 Corporation**

Attn.: Robert Castaneda  
41900 Christy Street  
Fremont, CA 94538  
Direct: (510) 226-6780, ext. 146  
Fax (510) 226-0679  
E-mail: [robert\\_castaneda@e21corp.com](mailto:robert_castaneda@e21corp.com)  
Web site: [www.e21corp.com](http://www.e21corp.com)

**Areas of Public Sector Consulting Expertise**

Strategic Planning  
Marketing/Research Survey

**MSA # 5-00-99-29**

**Edith M. Parsons**

Attn.: Edith M. Parsons  
415 Robles Drive  
Vallejo, CA 94591-8085  
Direct: (707) 552-0186  
Fax: (707) 552-0186 (call first)  
E-mail: [parsoe@aol.com](mailto:parsoe@aol.com)

**CA Certified Small Business # 21122**

**Areas of Public Sector Consulting Expertise**

Health, Social and Mental Health Services

**MSA # 5-00-99-30**

**Evaluation and Training Institute (ETI)**

Attn.: Clare Rose, Ph.D.  
12300 Wilshire Boulevard, Ste. 420  
Los Angeles, CA 90025  
Direct: (310) 820-8521  
Fax: (310) 207-2964  
E-mail: [crose@eticonsulting.org](mailto:crose@eticonsulting.org)

**Areas of Public Sector Consulting Expertise**

Education, Environment and Transportation  
Health and Social Services  
Consumer Affairs and Community Development  
Public Employee Benefits

**MSA # 5-00-99-31**

**Fox Systems, Inc.**

Attn.: Karen Perkins  
1150 Ballena Boulevard, Ste. 100  
Alameda, CA 94501-4537  
Direct: (510) 769-8830, ext. 100  
Fax: (510) 769-8890  
E-mail: [karen.perkins@foxsys.com](mailto:karen.perkins@foxsys.com)  
Web site: [www.foxsys.com](http://www.foxsys.com)

**Areas of Public Sector Consulting Expertise**

Health and Human Services

**MSA # 5-00-99-32**

**Franklin Hill Group**

Attn.: Cheryl C. Stecher, Ph.D.  
1032 Franklin Street  
Santa Monica, CA 90403  
Direct: (310) 828-3649  
Fax: (310) 828-0611  
E-mail: [cstecher@earthlink.net](mailto:cstecher@earthlink.net)  
Web site: [www.franklinhillgroup.com](http://www.franklinhillgroup.com)

**CA Certified Small Business # 21003**

**Areas of Public Sector Consulting Expertise**

Education, and Transportation  
Health, Social and Developmental Services  
Employment and Workforce Development  
Business and Housing

**MSA # 5-00-99-33**

**Fraser Communications**

Attn.: Ann Hood  
201 Santa Monica Boulevard, 6<sup>th</sup> Floor  
Santa Monica, CA 90401  
Direct: (310) 319-3737  
Fax: (310) 319-0057

E-mail: [ahood@frasercommunications.com](mailto:ahood@frasercommunications.com)

Web site: [www.frasercommunications.com](http://www.frasercommunications.com)

**Areas of Public Sector Consulting Expertise**

Health and Human Services and Education  
Local Agencies

**MSA # 5-00-99-34**

**Fredrick A. Schwartz CMA**

Attn.: Fredrick A. Schwartz  
1400 S Street, Ste. 100  
Sacramento, CA 95814  
Direct: (916) 443-6337  
Fax: (916) 443-5077

E-mail: [fas@fascma.com](mailto:fas@fascma.com)

**CA Certified Small Business # 17002**

**Areas of Public Sector Consulting Expertise**

Education, Transportation and Law Enforcement  
Health Services, Finance and Natural Resources

**MSA # 5-00-99-35**

**Gartner, Inc.**

Attn.: Josetta Bull  
2151 River Plaza Drive  
Sacramento, CA 95833  
Direct: (916) 921-3119  
Fax: (916) 649-7107  
E-mail: [josetta.bull@gartner.com](mailto:josetta.bull@gartner.com)  
Web site: [www.gartner.com](http://www.gartner.com)

**Areas of Public Sector Consulting Expertise**

Conservation and Natural Resources  
Health, Social and Developmental Services  
Law Enforcement, Public Safety, Corrections  
and Justice Planning  
Transportation

**MSA # 5-00-99-36**

**Global Visions**

Attn.: Leslie DePol  
488 Muerer Street  
Folsom, CA 95630  
Direct: (916) 351-1330  
Fax: (916) 608-0728  
E-mail: [depol@globalvisionsorg.com](mailto:depol@globalvisionsorg.com)  
Web site: [www.globalvisionsorg.com](http://www.globalvisionsorg.com)

**CA Certified Small Business # 16498**

**Areas of Public Sector Consulting Expertise**

Health and Social Services  
Education and Transportation  
Law Enforcement, Corrections, Justice,  
Environment, Energy, Conservation, Natural  
Resources and Land Planning

**MSA # 5-00-99-37**

**Golden State Management Services**

Attn.: J. Michael Trujillo  
120 South Euclid Avenue  
Pasadena, CA 91101-2421  
Direct: (626) 683-9724  
Fax: (626) 683-9726  
E-mail: [gsmspasca@aol.com](mailto:gsmspasca@aol.com)

**CA Certified Small Business #21984**

**Areas of Public Sector Consulting Expertise**

Utilities and Transportation  
Corrections and Education

**MSA # 5-00-99-38**

**Gregory D. Small & Associates**

Attn.: Gregory D. Small  
165 Bayline Circle  
Folsom, CA 95630  
Direct: (916) 985-8590  
Fax: (916) 985-8590  
E-mail: [pamrex@earthlink.net](mailto:pamrex@earthlink.net)  
Web site: [www.startsmall.com](http://www.startsmall.com)

**CA Certified Small Business # 20890**

**Areas of Public Sector Consulting Expertise**

Organizational Development  
Strategic Planning

**MSA-# 5-00-99-39**

**ICF Consulting Associates, Inc.**

Attn.: Carole Selter Norris  
60 Broadway  
San Francisco, CA 94111  
Direct: (415) 677-7154  
Fax: (415) 677-7177  
E-mail: [carolenorris@icfconsulting.com](mailto:carolenorris@icfconsulting.com)  
Web site: [www.icfconsulting.com](http://www.icfconsulting.com)

**Areas of Public Sector Consulting Expertise**

Energy, Environment and Transportation  
Economic and Community Development  
Emergency Management

**MSA # 5-00-99-40**

**Judith A. Poindexter Consulting Services**

Attn.: Judith A. Poindexter  
122 St. Joseph Avenue  
Long Beach, CA 90803  
Direct: (562) 438-9160  
Fax: (562) 434-8600  
E-mail: [japoindexter@msn.com](mailto:japoindexter@msn.com)

**Areas of Public Sector Consulting Expertise**

Developmental Services

**MSA # 5-00-99-41**

**KPMG Consulting LLC**

Attn.: Shana Wedemeyer  
400 Capitol Mall, Ste. 800  
Sacramento, CA 95814  
Direct: (916) 554-1768  
Fax: (916) 554-1767  
E-mail: [swedemeyer@kpmg.com](mailto:swedemeyer@kpmg.com)  
Web site: [www.kpmg.com](http://www.kpmg.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-42**

**Lahay & Associates**

Attn.: Mary Kay Lahay  
9747 Business Park Avenue, Ste. 229  
San Diego, CA 92131  
Direct: (858) 693-3169  
Fax: (858) 693-4060  
Sacramento Satellite Office  
Direct: (530) 622-3711  
Fax: (530) 622-1538  
E-mail: [lahaymk@cts.com](mailto:lahaymk@cts.com)

**CA Certified Small Business # 7344**

**Areas of Public Sector Consulting Expertise**

Conservation, Energy and Education  
Housing and Community Development  
Alcohol & Drug Programs  
Health and Social Services  
Transportation and Local Agencies

**MSA # 5-00-99-43**

**Leading Resources, Inc.**

Attn.: Melanie Johnson  
1812 J Street, Ste. 2  
Sacramento, CA 95814  
Direct: (916) 325-1190  
Fax: (916) 325-1195  
E-mail: [mjohnson@leadingresources.com](mailto:mjohnson@leadingresources.com)  
Web site: [www.leadingresources.com](http://www.leadingresources.com)

**CA Certified Small Business # 21177**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA-# 5-00-99-44**

**Macias Consulting Group, Inc.**

Attn.: Denise Callahan  
3927 Lennane Drive, Ste. 200  
Sacramento, CA 95834-1922  
Direct: (916) 928-4600, ext. 316  
Fax: (916) 928-2755  
E-mail: [dcallahan@maciasgini.com](mailto:dcallahan@maciasgini.com)  
Web site: [www.maciasgini.com](http://www.maciasgini.com)

**CA Certified Small Business # 21254**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-45**

**Market Value Planners**

Attn.: Edwin P. Chase, CMA  
3000 Danville Boulevard, Ste. 401  
Alamo, CA 94507  
Direct: (925) 838-3280  
Fax: (925) 743-0843  
E-mail: [epcmvp@aol.com](mailto:epcmvp@aol.com)

**CA Certified Small Business # 21165**

**Areas of Public Sector Consulting Expertise**

Real Estate, Land Planning and Health Services  
Business, Housing and Transportation

**MSA # -5-00-99-46**

**Material Resources Associates, Inc.  
(MRA, Inc.)**

Attn.: Victoria R. Fullerton or  
Stephen B. Fullerton  
901 Elm Avenue  
Long Beach, CA 90813  
Direct: (562) 437-4331  
Fax: (562) 437-7721  
E-mail: [vfullerton@go2mra.com](mailto:vfullerton@go2mra.com)  
[sfullerton@go2mra.com](mailto:sfullerton@go2mra.com)  
[www.go2mra.com](http://www.go2mra.com)

**CA Certifies Small Business # 21274**

**Areas of Public Sector Consulting Expertise**

Integrated Disability Management Programs

**MSA # 5-00-99-47**

**MAXIMUS, Inc.**

Attn.: Kathryn A. Lowell  
4320 Auburn Boulevard, Ste. 2000  
Sacramento, CA 95841  
Direct: (916) 485-8102, Ext. 168 (office)  
(916) 952-5910 (cell)  
Fax: (916) 485-0111  
E-mail: [klowell@maxinc.com](mailto:klowell@maxinc.com)  
Web site: [www.maxinc.com](http://www.maxinc.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Consulting

**MSA # 5-00-99-48**

**McLain Rusk Consulting, Inc.**

Attn.: Virginia Rusk

1425 Fair Oaks Avenue

South Pasadena, CA 91030

Direct: (626) 403-4541

Fax: (626) 441-9049

E-mail: [vrusk@earthlink.net](mailto:vrusk@earthlink.net)

**CA Certified Small Business # 21195**

**Areas of Public Sector Consulting Expertise**

Health, Social, Senior, Developmental and

Emergency Medical Services

Transportation

**MSA # 5-00-99-49**

**MGT of America, Inc.**

Attn.: Fred Forrer

455 Capitol Mall, Ste. 605

Sacramento, CA 95814

Direct: (916) 443-3411

Fax: (916) 443-1776

E-mail: [fforrer@mgtamer.com](mailto:fforrer@mgtamer.com)

Web site: [www.mgtamer.com](http://www.mgtamer.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Consulting

**MSA # 5-00-99-50**

**Moore Iacofano Goltsman, Inc.**

Attn.: Mi-Yung Rhee

800 Hearst Avenue

Berkeley, CA 94703

Direct: (510) 845-7549

Fax: (510) 845-8750

E-mail: [miyung@migcom.com](mailto:miyung@migcom.com)

Web site: [www.migcom.com](http://www.migcom.com)

**Areas of Public Sector Consulting Expertise**

Health, Social, Medical, Developmental and  
Mental Health Services

Environment, Energy, Conservation, Natural

Resources, Real Estate and Land Planning

Education and Transportation

Community Services and Consumer Affairs

**MSA # 5-00-99-51**

**Navigant Consulting, Inc.**

Attn.: Philip Y. Rowley

One Market Plaza, Spear Tower, Ste. 1300

San Francisco, CA 94105

Direct: (415) 284-0100

Fax: (415) 284-0111

E-mail: [prowley@pcit.com](mailto:prowley@pcit.com)

[www.navigantconsulting.com](http://www.navigantconsulting.com)

**Areas of Public Sector Consulting Expertise**

Energy, Utilities and Insurance

Health Care and Pharmaceuticals

**MSA # 5-00-99-52**

**NewPoint Group, Inc.**

Attn.: Benjamin Frank

2555 Third Street, Ste. 215

Sacramento, CA 95818

Direct: (916) 442-0469

Fax: (916) 442-0714

E-mail: [benfrank@newpointgroup.com](mailto:benfrank@newpointgroup.com)

Web site: [www.newpointgroup.com](http://www.newpointgroup.com)

**CA Certified Small Business # 14258**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Consulting

**MSA # 5-00-99-53**

**OneWorld Communications, Inc.**

Attn.: Jonathan Villet

1874 Fell Street

San Francisco, CA 94117

Direct: (415) 668-1935

Fax: (415) 668-1932

E-mail: [oneworld@owcom.com](mailto:oneworld@owcom.com)

Web site: [www.owcom.com](http://www.owcom.com)

**CA Certified Small Business # 18824**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-54**

**Pacific Gateway Group, Inc.**

Attn.: Doug Perkins

San Diego

450 A Street, Ste. 500

San Diego, CA 92101

Direct: (619) 234-3491

Fax: (619) 234-1712

Sacramento

1201 L Street, Ste. 409

Sacramento, CA 95814

Direct: (916) 440-0830

Fax: (916) 440-0829

E-mail: [dp@pacgateway.com](mailto:dp@pacgateway.com)

Web site: [www.pacgateway.com](http://www.pacgateway.com)

**CA Certified Small Business # 9519**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-55**

**Policy Studies Inc.**

Attn.: Victoria S. Williams

999 18<sup>th</sup> Street, Ste. 1000

Denver, CO 80202

Direct: (303) 291-5149

Fax: (303) 295-0244

E-mail: [vwilliams@policy-studies.com](mailto:vwilliams@policy-studies.com)

Web site: [www.policy-studies.com](http://www.policy-studies.com)

**Areas of Public Sector Consulting Expertise**

Healthcare, Human Services and Justice

**MSA # 5-00-99-56**

**Positive Impact Consulting**

Attn.: Jeff Douglas

9845 Horn Road, Ste. 120

Sacramento, CA 95827

Direct: (916) 366-3000

Fax: (916) 364-9860

E-mail: [jdouglas@positiveimpact.com](mailto:jdouglas@positiveimpact.com)

Web site: [www.positiveimpact.com](http://www.positiveimpact.com)

**CA Certified Small Business # 15457**

**Areas of Public Sector Consulting Expertise**

Organization Development

Strategic Planning

**MSA # 5-00-99-57**

**PricewaterhouseCoopers LLP**

Attn.: Jeffrey Uyeda

445 Capitol Mall, Ste. 500

Sacramento, CA 95814

Direct: (916) 930-8257

Fax: (916) 930-8150

E-mail: [jeffrey.t.uyeda@us.pwcglobal.com](mailto:jeffrey.t.uyeda@us.pwcglobal.com)

Web site: [www.pwcglobal.com/usgov](http://www.pwcglobal.com/usgov)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-58**

**Program Planning Professionals, Inc.**

Attn.: Beverly Barnett

11755 Wilshire Boulevard, Ste. 890

Los Angeles, CA 90025

Direct: (310) 575-1144, ext. 15

Fax: (310) 575-3035

E-mail: [beverly.barnett@pcubed.com](mailto:beverly.barnett@pcubed.com)

Web site: [www.pcubed.com](http://www.pcubed.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Consulting

**MSA # 5-00-99-59**

**Public Works**

Attn.: Eric B. Schnurer

Primary Address:

1690 East Strasburg Road (Primary Address)

Westchester, PA 19380

Direct: (610) 296-9443

Fax: (610) 296-9434

Sacramento Address:

1029 K Street, Suite 35

Sacramento, CA 95814

Direct: (916) 447-3266

Fax: (916) 447-3282

E-mail: [eschnurer@aol.com](mailto:eschnurer@aol.com)

**Areas of Public Sector Consulting Expertise**

Public Policy Research and Analysis

**MSA # 5-00-99-60**

**GovConnect, Inc.**

**(Formerly Renaissance Gov. Solutions)**

Attn.: Phillip N. Hawkes

5330 Primrose Drive, Ste. 242

Fairs Oaks, CA 95628

Direct: (916) 864-4801

Fax: (916) 864-4807

E-mail: [phawkes@govconnect.com](mailto:phawkes@govconnect.com)

Web site: [www.govconnect.com](http://www.govconnect.com)

**Areas of Public Sector Consulting Expertise**

Health and Human Services

Labor and Public Safety

Transportation and Tax and Revenue

**MSA # 5-00-99-61**

**R & G Associates, LLC**

Attn.: Kent Gould

5245 Shelato Way

Carmichael, CA 95608

Direct: (800) 382-2661 – CA, AZ, OR, WA

(916) 482-2661 – Other

Fax: (916) 482-6388

E-mail: [rngkhg@rg-associates.com](mailto:rngkhg@rg-associates.com)

Web site: [www.rg-associates.com](http://www.rg-associates.com)

**CA Certified Small Business # 10445**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-62**

**Saylor & Hill Co.**

Attn.: David E. Cannon

1939 Harrison Street, Ste.900

Oakland, CA 94612

Direct: (510) 273-8888

Fax: (510) 273-8867

E-mail: [davecannon@saylorhill.com](mailto:davecannon@saylorhill.com)

Web site: [www.saylorhill.com](http://www.saylorhill.com)

**Areas of Public Sector Consulting Expertise**

Education, Transportation, Business and

Housing

Law Enforcement, Public Safety, Corrections,  
and Justice Planning

Public Employees Benefits and Retirement

**MSA # 5-00-99-63**

**Sjoberg Evashenk Consulting, LLC**

Attn.: Marianne Evashenk

455 Capitol Mall, Ste. 700

Sacramento, CA 95814

Direct: (916) 443-1300

Fax: (916) 443-1350

E-mail: [marianne@secteam.com](mailto:marianne@secteam.com)

Web site: [www.secteam.com](http://www.secteam.com)

**CA Certified Small Business # 20219**

**Areas of Public Sector Consulting Expertise**

Finance, Education and Insurance

Health Services, Environment, and

Transportation

Law Enforcement and Fire Protection

Local Government

Financial and Performance Audits

**MSA # 5-00-99-64**

**Sokolov, Schwab, Bennett**

Attn.: Peter Gyorgy

10143 Hollow Glen Circle

Los Angeles, CA 90077

Direct: (213) 706-1600

Fax: (310) 268-0711

E-mail: [petergyorgy@aol.com](mailto:petergyorgy@aol.com)

Web site: [www.ssbconsult.com](http://www.ssbconsult.com)

**Areas of Public Sector Consulting Expertise**

Health and Medical Services

**MSA # 5-00-99-65**

**SolutionsWest, Inc.**

Attn.: Scott Malek

7801 Folsom Boulevard, Ste. 100

Sacramento, CA 95826

Direct: (916) 388-2089

Fax: (916) 388-2092

E-mail: [smalek@solutionswest.com](mailto:smalek@solutionswest.com)

Web site: [www.solutionswest.com](http://www.solutionswest.com)

**CA Certified Small Business # 16638**

**Areas of Public Sector Consulting Expertise**

Health and Human Services

Transportation and Education

Law Enforcement and Corrections

Public Employees Retirement and Benefits



**MSA # 5-00-99-66**

**Stoorza Communications**

Attn.: Marisa Guzzardo (Primary Contact)

225 Broadway, 18<sup>th</sup> Floor

San Diego, CA 92101

Direct: (619) 236-1332

Fax: (619) 236-0683

E-mail: [mguzzardo@stoorza.com](mailto:mguzzardo@stoorza.com)

Attn.: Jeff Randle

555 Capitol Mall, Ste. 600

Sacramento, CA 95814

Direct: (916) 446-6667

Fax: (916) 446-0674

[jrandle@stoorza.com](mailto:jrandle@stoorza.com)

Web site: [www.stoorza.com](http://www.stoorza.com)

**Areas of Public Sector Consulting Expertise**

Health Services and Consumer Affairs

Environment, Energy, Conservation, Natural

Resources, Real Estate and Land Planning

Transportation, Business and Housing

**MSA # 5-00-99-67**

**systems that work**

Attn.: Edwin H. Shepherd

111 West Artesia Road

Elverta, CA 95626

Direct: (916) 296-4789

Fax: (916) 992-1865

E-mail: [eshepherd@logicalec.com](mailto:eshepherd@logicalec.com)

**Areas of Public Sector Consulting Expertise**

Health and Human Services

**MSA # 5-00-99-68**

**T-COR Consulting LLC**

Attn.: Robin C. Allen

1108 W. San Bernardino Road, Ste. 109

Covina, CA 91722

Direct: (626) 967-5823

Fax: (626) 967-5823

E-mail: [robincore@msn.com](mailto:robincore@msn.com)

Web site: [www.corconsulting.com](http://www.corconsulting.com)

**CA Certified Small Business # 21228**

**Areas of Public Sector Consulting Expertise**

Organizational Development

**MSA # 5-00-99-69**

**Terranova Consulting Group, LLC**

Attn.: Cristina Banks, Ph.D.

Karen May, Ph.D.

61-F Avenida de Orinda

Orinda, CA 94563

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E-mail: [cris@terranovaconsulting.com](mailto:cris@terranovaconsulting.com)

[karen@terranovaconsulting.com](mailto:karen@terranovaconsulting.com)

Web site: [www.terranovaconsulting.com](http://www.terranovaconsulting.com)

**CA Certified Small Business # 14602**

**Areas of Public Sector Consulting Expertise**

Consumer and Veterans Affairs

Employment, Housing and Local Agencies

**MSA # 5-00-99-70**

**The Dangermond Group**

Attn.: Pete Soderberg

5700 Elvas Avenue

Sacramento, CA 95819

Direct: (916) 313-4617

Fax: (916) 447-5099

E-mail: [psoderberg@dangermond.com](mailto:psoderberg@dangermond.com)

Web site: [www.dangermond.com](http://www.dangermond.com)

**CA Certified Small Business # 3757**

**Areas of Public Sector Consulting Expertise**

Land Planning, Conservation, Natural Resources

and Economic Development

Tourism, Special Districts and Education

**MSA # 5-00-99-71**

**The Marketing Department**

Attn.: Patricia M. Costanza

2775 Cottage Way, Ste. 15

Sacramento, CA 95821

Direct: (916) 487-0894

Fax: (916) 487-0896

E-mail: [costanza@pacbell.net](mailto:costanza@pacbell.net) or

[pcostanza@themarketingdepartmentonline.com](mailto:pcostanza@themarketingdepartmentonline.com)

Web site:

[www.themarketingdepartmentonline.com](http://www.themarketingdepartmentonline.com)

**CA Certified Small Business # 21015**

**Areas of Public Sector Consulting Expertise**

Health, Human, Social and Veterans Services

Education, Transportation and Consumer Affairs

Natural Resources, Public Safety and Justice

**MSA # 5-00-99-72**

**The Resources Company**

Attn.: Farnum Alston

218 Crescent Road

San Anselmo, CA 94960

Direct: (415) 927-2000

Fax (415) 927-1008

E-mail: [farnumalston@worldnet.att.net](mailto:farnumalston@worldnet.att.net)

**CA Certified Small Business # 14610**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-73**

**The Results Group**

Attn.: Michael Wright

819 Sonoma Avenue

Santa Rosa, CA 95404

Direct: (707) 577-0818

Fax: (707) 577-0821

E-mail: [michael@theresultsgroup.com](mailto:michael@theresultsgroup.com)

Web site: [www.theresultsgroup.com](http://www.theresultsgroup.com)

**CA Certified Small Business # 10684**

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-74**

**The Sierra Group**

Attn.: Rebecca V. Barrantes

10227 Beverly Boulevard

Whittier, CA 90601

Direct: (562) 699-4897

Fax: (562) 699-8055

E-mail: [rbsierra@jps.net](mailto:rbsierra@jps.net)

**CA Certified Small Business # 21261**

**Areas of Public Sector Consulting Expertise**

Consumer Affairs, Healthcare, Transportation,  
Energy and Resources

**MSA # 5-00-99-75**

**The SPHERE Institute**

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1415 Rollins Road, Ste. 204

Burlingame, CA 94010

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Fax: (650) 558-3981

E-mail: [emancuso@sphereinstitute.org](mailto:emancuso@sphereinstitute.org)

**Areas of Public Sector Consulting Expertise**

Health, Human and Children's Services

Employment and Labor Market Programs

Education and Training Programs

Public Housing Assistance

Budgeting, Public Finance and Tax Programs

**MSA # 5-00-99-76**

**The Wilson Group**

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Fax: (916) 481-3822

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[yvonne@twilsongroup.com](mailto:yvonne@twilsongroup.com)

Web site: [www.twilsongroup.com](http://www.twilsongroup.com)

**CA Certified Small Business # 13486**

**Areas of Public Sector Consulting Expertise**

Health, Human and Social Services

Corrections and Justice

Education, Employment and Insurance

Natural Resources and Transportation

Emergency Services Management

**MSA # 5-00-99-77**

**TRW, Inc.**

Attn.: Bob Mantz

5700 Stone Ridge Mall Road

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Direct: (925) 227-8877

Fax: (925) 227-1203

E-mail: [bob.mantz@trw.com](mailto:bob.mantz@trw.com)

Web site: [www.trw.com](http://www.trw.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Consulting

**MSA # 5-00-99-78**

**VITETTA, Inc.**

Attn.: Eric Nickell  
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Sacramento, CA 95814-3017  
Direct: (916) 443-4416  
Fax: (916) 448-8667  
E-mail: [nickell@vitetta.com](mailto:nickell@vitetta.com)  
Web site: [www.vitetta.com](http://www.vitetta.com)

**Areas of Public Sector Consulting Expertise**

Courts, Corrections, and Law Enforcement  
Finance, Health Services, and Transportation  
Natural Resources and Development Review

**MSA # 5-00-99-79**

**V. Renee Mack Consulting**

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125 Highland Drive  
Oxnard, CA 93035  
Direct: (805) 815-0112  
Fax: (805) 815-0015  
E-mail: [vrmack@gte.net](mailto:vrmack@gte.net)

**CA Certified Small Business # 21394**

**Areas of Public Sector Consulting Expertise**

Organizational Development  
Employment and Training

**MSA # 5-00-99-80**

**Waldrum Accountancy Corporation**

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13162 Marsh Street  
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2377 Gold Meadow Way, Ste. 100  
Gold River, CA 95670  
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E-mail: [kwald32277@aol.com](mailto:kwald32277@aol.com)

**Web site: [www.accountant-city.com/waldrum](http://www.accountant-city.com/waldrum)**

**Area of Public Sector Consulting Expertise**

Finance and Tax  
Education, Consumer Affairs and Real Estate  
Developmental Services

**MSA # 5-00-99-81**

**Watson Wyatt & Company**

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345 California Street, Ste. 1400  
San Francisco, CA 94104  
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Fax: (415) 733-4199  
E-mail: [glenn\\_smith@watsonwyatt.com](mailto:glenn_smith@watsonwyatt.com)  
Web site: [www.watsonwyatt.com](http://www.watsonwyatt.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-82**

**William M. Mercer, Inc.**

Attn.: Robert Blum  
3 Embarcadero Center, Ste. 1500  
San Francisco, CA 94111  
Direct: (415) 743-8719  
Fax: (415) 743-8950  
E-mail: [robert.blum@us.wmmercer.com](mailto:robert.blum@us.wmmercer.com)  
Web site: [www.wmmercer.com](http://www.wmmercer.com)

**Areas of Public Sector Consulting Expertise**

Wide Spectrum of Public Sector Projects

**MSA # 5-00-99-83**

**Williams-Wallace Management Consultants**

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405 Fourteenth Street, Ste. 500  
Oakland, CA 94612  
Direct: (510) 835-4414  
Fax: (510) 835-4431  
E-mail: [swallace@slip.net](mailto:swallace@slip.net)  
Web site: [www.williams\\_wallace.com](http://www.williams_wallace.com)

**CA Certified Small Business # 13414**

**Areas of Public Sector Consulting Expertise**

Employment and Training  
Local Agencies  
Health Services  
Energy

**MSA # 5-00-99-84**

**Worldwide Support, Inc. (WSI)**

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Rancho Murieta, CA 95683

Direct: (916) 354-2749

Fax: (916) 354-0965

E-mail: [puerto4@juno.com](mailto:puerto4@juno.com)

**CA Certified Small Business # 20723**

**Areas of Public Sector Consulting Expertise**

Health and Social Services

Education

Law Enforcement and Corrections

Justice Planning

Environment, Energy, and Conservation

Natural Resources and Land Planning

Transportation

Local Agencies

## VI. FORMS

The forms listed in this section should be used to complete the order/contract issued under the Business and Management Consulting Services MSA. **State agencies must follow their own individual procedures for completing the appropriate Standard Agreements and Transmittal Forms. The state forms can be found on the following web sites: <http://www.osp.dgs.ca./formsmgmt> and <http://ols.dgs.ca.gov>.**

**Local agencies can use their own contract forms.**

### A. Contractor Evaluation and Selection Form (Page 2)

This form is included as part of the file documentation of the contractor selection process. In addition to the ordering state agency's file copy, a copy should be attached to the Contract Transmittal Form (STD.15 or STD.215) when a contract is sent to DGS/OLS for review and approval. It is also forwarded to DGS/PD along with a copy of the approved contract.

### B. MSA Contract Performance Report (Page 3)

Upon completion of the contracted project, the ordering agency shall complete the MSA Contract Performance Report. Send the completed form to DGS/PD, Attn.: MACS Unit, 1823 14<sup>th</sup> Street, Room 100, Sacramento, CA 95814. State agencies may also use the Contract/Contractor Evaluation Form (STD.4).

## CONTRACTOR EVALUATION AND SELECTION FORM

Agency Name: \_\_\_\_\_ Agency Contract Number: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Phone Number: \_\_\_\_\_

Service Category/Subcategory \_\_\_\_\_

**Points assigned to the evaluation criteria should be based on the statement of work for the project.  
Additional criteria can be added to the ones listed below.**

	Contractor # ____	Contractor # ____	Contractor # ____
Contractor Name	_____	_____	_____
Experience (Max # of Points ____)	_____	_____	_____
Experience of staff and or subcontractors (Max # of Points ____)	_____	_____	_____
Total Cost of Project (Max # of Points ____) <b>(Minimum of 30%)</b>	_____	_____	_____
Ability to meet timeframes for project (Max # of Points ____)	_____	_____	_____
Total Points _____	_____	_____	_____

Name of the Selected Consultant \_\_\_\_\_

Justification:

**Attach additional pages, if necessary**

## MSA CONTRACT PERFORMANCE REPORT

### 1. GENERAL INFORMATION

**Date:** \_\_\_\_\_  
**Agency Name:** \_\_\_\_\_ **Contractor:** \_\_\_\_\_  
**Contract Person:** \_\_\_\_\_ **Order Number:** \_\_\_\_\_  
**Phone Number:** \_\_\_\_\_

### 2. OUTSTANDING PERFORMANCE

Have you hired this Contractor previously? Yes \_\_\_\_\_ No \_\_\_\_\_

Provide a brief explanation of the situation and what was done by the contractor that made their work outstanding:

### 3. PROBLEM REPORTING

Has the problem been resolved? Yes \_\_\_\_\_ No \_\_\_\_\_

Provide a brief explanation of the situation that resulted in the problem:

How was the problem resolved?

**Attach additional pages if necessary**