

EXHIBIT F

Proposal for RFP No. 26-33740-001

Truclusion

1. LETTER OF SUBMITTAL

Date: Oct 15, 2025

To: Michelle Griffin
State of Washington Department of Commerce
Michelle.Griffin@Commerce.wa.gov

Introductory Remarks

Please accept this document as our proposal to complete the *Charles Mitchell and George Washington Bush Study on Reparative Action*, as requested in **Request for Proposals (RFP) No. 26-33740-001**. The proposed team herein has the capacity and is ready to commit to completing the research, analysis and harm quantification, community engagement, and drafting legislative recommendations as described in the request for proposals.

A. Legal entity with whom contract would be written

Name: Further Consulting Services, LLC D.B.A. Truclusion
Address: 2105 Charles St., Dupont, WA 98327
Principal place of business: 2105 Charles St., Dupont, WA 98327
Telephone Number: 253-533-4774
Fax Number/Email Address: yienwf@truclusion.com (no fax available)
Direct Point of Contact Email: yienwf@truclusion.com

B. Name, address, and telephone number of each principal officer

Managing Principal: Yien Wang Folino – 2105 Charles St., Dupont, WA 98327 | 703-499-0032
Principal: Marvin Jones – 2105 Charles St., Dupont, WA 98327 |
Principal: Ashley Gardner – 2105 Charles St., Dupont, WA 98327 |
Principal: Dane Wolfrom – 2105 Charles St., Dupont, WA 98327 |

C. Legal status of the Proposer

Business Entity Type: Limited Liability Corporation
Year Entity was Organized: 2020

D. Federal EIN and Washington Uniform Business Identification (UBI)

Federal Employer Tax Identification number: 07 Tax ID Info

Washington Uniform Business Identification (UBI) number:

E. Location from which the Proposer would operate

Location from which the Proposer would operate: 2105 Charles St., Dupont, WA 98327

F. State employees or former state employees employed or on the firm's governing board as of the date of the proposal:

We have no current or former state employees employed or on our governing board as of the date of this proposal.

Signature of person authorized to legally bind the Proposer to a contractual relationship:

Signature: 
Yien Wang Folino
Managing Principal

Date: Oct 15, 2025

4. MANAGEMENT PROPOSAL (cont.)

Internal controls include both reviewing work outputs to ensure quality control and job redundancy for project success. We are fortunate to have so much great experience and qualification overlap between personnel that internal control is robust. Regarding review of work output, the following chart reflects planned output reviews to ensure quality control.

Key Personnel	Primary Project Responsibility	Work Reviewed By	Ultimate Authority
Dr. Gardner	Lead Project Staff	Mr. Wolfrom	Dr. Gardner
Dr. Gardner	Community Engagement Co-Lead (Analysis)	Dr. Kelly	Dr. Gardner
Dr. Kelly	Research Lead	Dr. Gardner	Dr. Gardner
Dr. Kelly	Oversee Subcontracted Researchers	Dr. Gardner	Dr. Gardner
Dr. Craemer	Project Primary Investigator	Dr. Gardner	Dr. Gardner
Dr. Craemer	Reparations Valuation	Mr. Slaughter	Dr. Gardner
Dr. Craemer	Policy Recommendations	Mr. Slaughter	Dr. Gardner
Mr. Slaughter	Reparations Valuation Support	Dr. Craemer	Dr. Gardner
Mr. Slaughter	Policy Recommendations Support	Dr. Craemer	Dr. Gardner
Mr. Slaughter	Oversee Subcontracted Policy Assistants	Dr. Craemer	Dr. Gardner
Ms. Anders	All Things Genealogy	Dr. Kelly	Dr. Gardner
Ms. Wang Folino	Community Engagement Co-Lead (Outreach)	Mr. Wolfrom	Dr. Gardner
Ms. Wang Folino	Oversee Community Engagement Partnerships	Mr. Wolfrom	Dr. Gardner
Mr. Jones	Policy Recommendations Support	Mr. Slaughter	Dr. Gardner
Mr. Jones	Overall Project Residual Quality Control	n/a	Dr. Gardner
Mr. Wolfrom	Project Management	MS. Wang Folino	Dr. Gardner

Regarding job redundancy for project success, if one of our proposed staff were unable to continue their work on this project, we have other very qualified staff who will be able to step in and continue the unfinished work. If this situation were to occur today, those who would most likely transition into the work include:

- Dr. Ashley Gardner's project responsibilities would be assumed by Dr. Tara Kelly
- Dane Wolfrom's project responsibilities would be assumed by Marvin Jones
- Dr. Tara Kelly's project responsibilities would be assumed by Dr. Ashley Gardner
- Dr. Thomas Craemer's project responsibilities would be assumed by Marvin Slaughter, MPP
- Marvin Slaughter, MPP's project responsibilities would be assumed by Dr. Thomas Craemer
- Yien Wang Folino's responsibilities would be assumed by Dane Wolfrom
- Marvin Jones's project responsibilities would be assumed by Dr. Ashley Gardner or Yien Wang Folino
- Mica Anders project responsibilities would be assumed by Dr. Tara Kelly

A.2. Staff Qualifications and Experience:

Ashley Gardner, Ph.D. (Lead Project Staff Person)

Full resume is available in Appendix B, page 63.

Dr. Gardner is an expert in discrimination research, especially the psychological, sociological, and spiritual aspects of discrimination. A master in the art of presenting research findings in palatable, comprehensible delivery, Dr. Gardner has presented her research internationally. She has been a Subject Matter Expert guest on over a dozen podcasts, including subjects such as systemic discriminatory mechanisms and blackballing. In addition to her work with Truclusion, Dr. Gardner teaches undergraduate courses in qualitative and quantitative research, and graduate-level advanced research at a research university.

Proposed Project Responsibilities: Lead Project Staff Person; final decision-maker/overseer of entire project, support researcher on Research Team, Co-lead for Community Engagement Team, and overall project team director. (The Principal Investigator retains authority over decisions regarding reparations modeling, valuation, and legislative recommendations.)

Time Assigned to Project: 271 hours

Education: Ph.D. Socio-Cultural Studies (University of Tennessee); Masters of Arts (University of Michigan); B.S. in Sports Management (Cum Laude, Hampton University)

Recent Peer-Reviewed Publications:

4. MANAGEMENT PROPOSAL (cont.)

- Waller, S. N., Love, A., **Gardner, A.**, Johnson, E. J., & Cole, C. (2022) An Examination of Career Mobility Patterns among Black Senior Level Administrators (JIIA)
- Gardner, A.**, Love, A., & Waller, S. (2022) How Do Elite Sport Organizations Frame Diversity and Inclusion? A Critical Race Analysis (Sport Management Review)
- Gardner, A.**, (2022) The Hiring Practices of an Olympic-level Sport Organization: A Case Study (University of Tennessee)
- Gardner, A.**, Love, A. (Manuscript under review) From the classroom to the industry. (SMEJ)

Thomas Craemer, Ph.D., (Principal Investigator)

Full resume is available in [Appendix B, page 47](#).

Dr. Thomas focuses his teaching and research on slavery reparations, race relations, public opinion, and diversity and inclusion. Renowned for using innovative survey techniques to investigate racial attitudes, Dr. Craemer has published extensively and received accolades such as the Roberta Sigel Award. He actively engages students in research, including studies on racial disparities in disaster relief and reparations for slavery, and Dr. Craemer's work on reparations has been cited in Newsweek, the Washington Post, and in the Wall Street Journal. He authored the Reparations chapter in the academic mainstay *Routledge Encyclopedia of Race and Racism*, and is commonly accepted in academia as an authority on calculating reparations into present day value.

Proposed Project Responsibilities: Principal Investigator, overall authority over decisions regarding modeling reparations, valuation, and legislative recommendations

Time Assigned to Project: 132 hours

Education: Ph.D. Political Science. Dissertation Title: Bridges over Troubled Waters. Racial Solidarity across the Color Line? (Stony Brook University); Doctorate: Political Science (University of Tuebingen); M.A. Political Science (Stony Brook University); Masters: Political Science (University of Tuebingen, Germany)

Recent Peer-Reviewed Publications:

- Craemer, T.**, Smith, T., Harrison, B., Logan, T., Bellamy, W., Beckert, S., and Darity, W. (2020) "Wealth Implications of Slavery and Racial Discrimination for African American Descendants of the Enslaved" Review of Black Political Economy
- Craemer, T.** (2020). "When Government Transparency Risks Reinforcing Racist Stereotypes and Residential Segregation." Forthcoming in Public Administration Quarterly
- Martínez, S., and **Craemer, T.** (2019). "Anti-Haitian Stereotypes in Three Dominican Daily Newspapers: A Content Analysis" Forthcoming in Latin American and Caribbean Ethnic Studies
- Craemer, T.** (2019). "Comparative Analysis of Reparations for the Holocaust and for the Transatlantic Slave Trade." Review of Black Political Economy.
- Craemer, T.** (2018). International Reparations for Slavery and the Slave Trade. *Journal of Black Studies*, 49(7): 694-713.
- Many more listed in [resume section](#)

Tara Kelly, Ph.D. (Research Team Lead)

Full resume is available in [Appendix B, page 60](#).

Dr. Tara Kelly is Project Director for the EWU Racial Covenants Project, leading HB 1335-sponsored research into racial restrictive covenants across 23 Washington counties since January 2022. She manages teams of professors, students, and specialists, overseeing research, hiring, budgeting, and public events. Dr. Kelly has led research for federal projects aimed at improving health and wellbeing for American Indian and Alaskan Natives. She also wrote a Department of Health grant that enabled research on lead exposure amongst the Hispanic population in WA State, and conducted coding and analysis aimed at improving the effectiveness of the Cultural Competency Course taught by CCHCP. Dr. Kelly is also a Mental Health Clinician II at Frontier Behavioral Health, where she developed and operates a Dialectical Behavior Therapy program for adolescents.

Proposed Project Responsibilities: Research Team Lead will direct lines of research investigation, supervise research assistants, observe research gaps, and support Valuation & Policy Team.

Time Assigned to Project: 211 hours

Education: Ph.D. Social and Cultural Anthropology (University of Oxford); MA in Cultural Anthropology (University of London's School of Oriental and African Studies); MA in Clinical Mental Health Counseling (Gonzaga University); B.A. in Cultural Anthropology (University of Washington)

Publications:

- Contemplating collaboration: Traditional medicine, biomedicine, and co-ordination of health care in Cameroon.* September 8th, 2015.