

AURORA ILLINOIS

A photograph of the Aurora, Illinois skyline, featuring a river, a bridge, and several buildings, including a prominent tall brick building with a tower. The image is partially obscured by large, overlapping geometric shapes in shades of blue and white.

**REQUEST FOR PROPOSAL 20-01
AVAILABILITY AND DISPARITY STUDY
DUE: FEBRUARY 26, 2020 2:00 P.M.**

GS GRIFFIN &
STRONG P.C.
ATTORNEYS AND PUBLIC POLICY CONSULTANTS

235 Peachtree Street, N.E. | Suite 400 | Atlanta, Georgia 30303 | Phone: 404-584-9777 | Fax: 404-584-9730

Respondent Experience and Qualifications

Technical Expertise

Griffin & Strong, P.C. (GSPC) is an Atlanta, Georgia-based professional corporation that focuses on law and public policy consulting. The firm was organized in 1992, incorporated in June 1996, and has been in business continuously since that time—over twenty-five years. GSPC is a small, minority business enterprise owned by attorneys Rodney K. Strong and Delmarie A. Griffin.

Griffin & Strong, P.C., has methodically built its experience and reputation in the area of public policy consulting and has conducted disparity studies, disparity research, and public hearings; managed supplier diversity programs; drafted legislation; performed goal-settings and benchmarking; and evaluated, developed, and implemented remedial programs for close to 100 public engagements. Because of the unique experience of this firm (a law firm with a public policy consulting division whose sole focus is Disparity Research and DBE/MBE/WBE/SBE Program Analysis and Development), we are perfectly suited to analyze and respond to the current legal climate which confronts governmental efforts to ensure that all citizens are given an equal opportunity to compete in the area of public contracting. In addition to conducting high-quality disparity studies and quantitative research, we have increasingly found that it is important to understand the total legal and political environment of each client and to have an open and flexible approach toward policy options that pass muster under intense legal and political scrutiny.

In addition to disparity research and supplier diversity program development, we were also supplier diversity consultants for the \$1.5 billion Mercedes-Benz stadium, home of the 2019 Super Bowl, where we achieved a 36% MWBE participation, and for the renovation of Atlanta's State Farm Arena, home of the Atlanta Hawks, which appears to have similar achievement. We completed an engagement in 2018 as expert lead for the Living Cities City Accelerator cohort on Procurement for Inclusive Economic Opportunity, assisting the cities of Los Angeles, Chicago, Memphis, Milwaukee, and Charlotte in creating a more inclusive procurement process and increasing diverse business participation. GSPC authored a program implementation guide that was featured in the January 2019 issue of *Governing* magazine (<http://www.governing.com/papers/Improving-Procurement-Processes-to-Promote-Economic-Equity-111268.html>) that will become the industry handbook for equity and inclusion in procurement. We are currently leading another cohort consisting of ten cities.

Since the firm's inception, it has been directed by *Rodney K. Strong*, who is the Project Executive on all the firm's engagements. Attorney Strong has an extensive background in the area of public contracting, with specific experience conducting disparity studies, evaluating M/W/DBE programs, developing supplier diversity programs and drafting legislation. Attorney Strong is nationally recognized as one of the foremost experts in the areas of disparity research, DBE/MBE/SBE/WBE and supplier diversity program development:

- He testified before the U. S. Senate Committee on Small Business & Entrepreneurship on the topic of "Business Start-up Hurdles in Underserved Communities: Access to Venture Capital and Entrepreneurship Training." His testimony was published in the Congressional Record.
- He oversaw the first major post-Croson disparity study and developed the first major post-Croson minority and women business enterprise program, including assisting in the drafting of the legislation.

- His entire career has been dedicated to diversity program development and disparity research and he has provided consulting services to numerous jurisdictions to develop small and diverse programs.

Team Experience

In addition to Attorney Strong, we include some of the most experienced team members in the area of disparity research:

1. Members of our team have participated in more than 150 disparity studies over the last 25 years.
2. Our core team includes 4 JDs, 2 PhDs in Economics and a PhD in Statistics
3. Our Principal Investigator, Dr. J. Vincent Eagan, has been a successful expert witness in 6 cases involving minority business programs. In 2 cases, the testimony supported disparity studies upheld at the federal court level.
4. Our legal and policy analyst, David Maher, J.D., was recognized for four consecutive years as a Top-Rated Lawyer in Georgia, with over twenty years of experience.
5. Our Chief Statistician, Dr. Rom Haghighi, has the distinction of overseeing the largest disparity study ever conducted in the nation, for the State of Texas.
6. Our Senior Economist, Dr. Gregory Price, and Principal Investigator, Dr. Eagan, are widely published in scholarly journals in the areas of disparity research and discrimination in employment, private sector contracting, lending and public contracting.
7. Our Senior Economist adds the unique and invaluable ability to empirically analyze anecdotal evidence and test its objective use as statistical data.

Experience of the firm in performing Availability and Disparity Studies: GSPC has conducted forty (40) major disparity studies as a prime contractor, performed benchmarking, and provided program development and consulting services for numerous clients as illustrated in the following table:

Disparity Study	Duration
City of St. Louis, Missouri	1994-1995
Atlanta (GA) Public Schools	1997
New Orleans (LA) Aviation Board	1996-1997
City of Cincinnati (OH)	1998-2003
Jackson (MS) Public School District	1998-1999
Jackson (MS) Municipal Airport Authority	1998-1999
City of Jackson (MS)	1998-1999
Commonwealth of Kentucky	September 1999-January, 2001
City of Columbus (OH)	October 2002-August 2003
Metropolitan Government of Nashville and Davidson County (TN) (6 agencies)	2003-2004
Montgomery County (MD)	April 2004-April 2005
City of Atlanta (GA)	July 2005-2007
Durham County (NC)	October 2006-August 2007
Metropolitan Nashville Airport Authority (TN)	January to August 2007
City of Memphis (TN)	January 2007-July 2008
State of Tennessee (including Dept. of Education and State Board of Education)	September 2007-2009
City of Jackson (MS)	June 2007-2008; 2010-2012
Montgomery County (MD)	June 2013-June 2014

City and County of Durham, NC (2 separate entities, studies conducted simultaneously)	October 2013-January 2015
Cuyahoga County (OH) (except disparity analysis)	January 2014-2015
Georgia Department of Transportation (included state and federal-funded contracts)	March 2015 to December, 2016
City of Savannah (GA)	April 2015-April 2016
City of Memphis (TN)-Disparity Study and follow-up consulting services)	May 2015-August 2016; August 2016-present
St. Louis County (MO)	June 2016-December 2017
Louisville Water Company (KY) (Availability Study); Program implementation services	September 2016-July 2017; June 2018-December 2018
City of Greensboro (NC) Disparity Study MWBE Program Consulting	February 2017-April 2018; December 2018-June 2019
Fulton County, GA (study completed and accepted; currently providing services to draft legislation to implement recommendations)	June 2017-present
Invest Atlanta (City of Atlanta)	June 2017-2019
Metropolitan Government of Nashville and Davidson County (Disparity Study and Minority Enterprise Growth and Needs Study) and Program Consulting	July 2017-August 2018 August 2018-present (Consulting)
City of Tacoma (WA) (currently providing consulting services to translate the study findings to NAICS codes, assist in goal-setting process and general consulting)	August 2017-September 2018 (study) November 2019-present (consulting)
City of Chattanooga (draft of study has been submitted)	October 2018-present
North Carolina Department of Transportation (draft of study has been submitted)	October 2018-present
Sound Transit (WA) (draft of study has been submitted)	November 2018-present
Metropolitan Nashville Airport Authority (draft of study has been submitted)	November 2018-present

From the above list of studies that we have performed, we have served several repeat clients, namely the City of Atlanta (GA), City of Memphis (TN), City of Jackson (MS), Metropolitan Government of Nashville and Davidson County (TN), Metropolitan Nashville Airport Authority, Montgomery County (MD, and Durham County (NC). This is a testament to the quality of our work and the stability of our firm. Also, from the table above, projects that have an end date were terminated due to the completion of the contract. However, where projects have been completed and additional consulting services were provided, either through separate contract (or extension of current agreement (as with Metro Nashville and Fulton County), the dates are indicated in the table.

None of Griffin & Strong, P.C.'s studies have ever been challenged.

In addition to disparity studies, GSPC has performed on numerous other public engagements, including goal-settings, benchmarkings, availability studies, supplier diversity program management, program development and implementation, legislative recommendations and drafting, as well as general diversity consulting as follows:

Public Policy Consulting:

- Living Cities (Cohort Lead for 10 cities in progress, and cohort lead for previous 5-city cohort)

- Clayton County (GA)-in progress-Diversity Program Consulting
- Atlanta Development Authority (Atlanta, GA)
- Georgia Lottery Corporation
- Houston Metropolitan Transit Authority (TX)
- City of Gainesville, (FL)
- Richmond County (GA)
- Newark, New Jersey Consortium
- Georgia Department of Transportation-DBE Consultant
- Sound Transit, Seattle WA-DBE Consultant

Supplier Diversity:

- State Farm Arena Renovations (Atlanta, GA)-in progress
- Mercedes-Benz Stadium (New Home of the Atlanta Falcons)-in progress
- College Football Hall of Fame (Atlanta, GA)
- National Center for Civil and Human Rights (Atlanta, Ga)
- The New World of Coca-Cola (Atlanta, GA)
- FedEx Forum (Memphis, TN)

Other Diversity Statistical Studies:

- State of Georgia Department of Administrative Services
- Metropolitan Nashville and Davidson County (Minority Growth & Needs)
- Louisville Water Company (Louisville, KY) Availability Study

Program Development:

- Atlanta Committee for the Olympic Games (GA)
- Tennessee Valley Authority
- Clayton County (GA)
- City of Memphis, TN
- Charlotte, NC
- Louisville Water Company
- Fulton County, GA
- City of Greensboro, NC

Program Legislation:

- Fulton County (GA)
- Clayton County (GA)
- State of Tennessee
- Metropolitan Government of Nashville and Davidson County (TN)
- Durham County, NC
- City of Atlanta, GA
- Commonwealth of Kentucky
- City of Jackson, MS
- City of Cincinnati, Ohio
- Atlanta Public Schools (GA)
- City of Tucson and Pima County, Arizona
- Clark County, Nevada

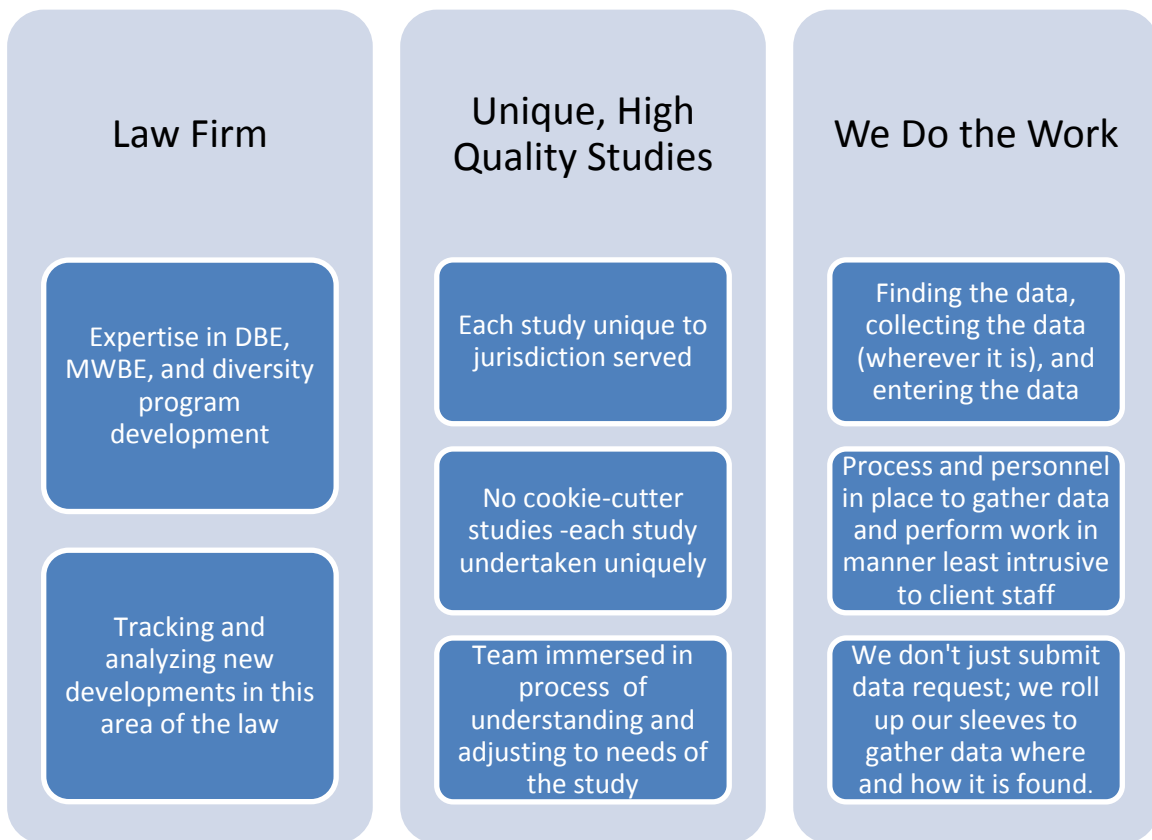
- City of Phoenix, Arizona
- City of Greensboro, NC

Goal-Setting

- Georgia Department of Transportation
- Hartsfield-Jackson Atlanta International Airport

Unique Capabilities

Not only is our firm unique in that it is a law firm with expertise in conducting disparity studies, we have unique capabilities that set us apart from our competitors:



Innovators

Each study different - catered to different communities & their individual characteristics

Different outcomes require different recommendations

Thinkers, innovators, overcomers with passion for disparity research

Post Study Activities

CEO's expertise in factual predicate research and D/M/WBE program development

Uniquely capable of hands-on development of any recommended program or modifications to existing program

Recommend and draft legislation, create business model

Secure Data Storage

Adhere to strict requirements of confidentiality

Client data deposited directly from client to box.com account, password protected with encrypted storage and transfer

Login and logout reports document access
SSAE 16 Type II security standards

Chain of Evidence

All data and documents maintained as chain of evidence

All databases and documents inventoried, change logs maintained

Direct evidence allows inquirer to "peel back the onion skin" to see all processes conducted on data

Focus on Communications

Stakeholder analysis conducted up front

Communications plan developed

Outreach to community stakeholders
Monthly team conference calls
Monthly status report

PMI Project Management Processes

We take delivery dates set by clients very seriously

We pride ourselves on on-time delivery

Number of Clients and Locations Currently Served: We currently have 16 clients, in 6 different states, including Maryland, Georgia, North Carolina, Ohio, Texas, Tennessee, and Washington. Current clients include disparity studies for Metro Nashville Airport Authority (draft submitted and in review), Port of Houston Authority (TX), Bexar County (TX), NCDOT (draft submitted and in review), State of North Carolina, Sound Transit (draft submitted, including goalsetting); Mecklenburg County (NC), Cuyahoga County (Ohio) and City of Frederick, MD, (starting soon). We are also the DBE Subject Matter Expert for Sound Transit, separate from the disparity study, and are providing consulting services to the City of Tacoma, Living Cities (expert lead to cohort of 10 cities), Clayton County (GA), and Metropolitan Government of Nashville and Davidson County (TN).

Similar Engagements Comparable to Services detailed in RFP

- (1) Metropolitan Government of Nashville and Davidson County
 - Local Government
 - Description-Disparity Study and Minority Enterprise Growth and Needs Study. This is the second disparity study that we have performed for Metro. They have been our client since 2003. We drafted their program and provided program implementation and benchmarking during the years following the first study (2003-2004). For the most recent study, which covered a five-year period, in addition to performing a comprehensive disparity study, we also performed a needs assessment of minority enterprises in the Metro Nashville area. Our recommendations have been accepted, and we were also asked to draft the ordinance to implement the results of the study. We are continuing to provide consulting services pertaining to the development of legislation and procurement regulations. Neither the Studies nor the program have ever been challenged.
 - Duration: July 2017-August 2018 (study); August 2018-present (consulting services)
 - Number of Respondent staff involved: 10
 - Additional Information: Here is a link to the final disparity study: <https://www.nashville.gov/Portals/o/SiteContent/Finance/docs/BAO/2018DisparityStudy.pdf>
- (2) City of Memphis
 - Local Government
 - Description-Disparity Study and Consulting Services
 - Accomplishments: This is the second study that we have performed for the City of Memphis. Services provided include initial review of accomplishments of program prior to sunset of the existing ordinance, and drafting extension to program pending completion of the disparity study which covered FY 2010-2014. We also provided consulting services regarding data and community engagement and are continuing to provide consulting services as needed. The program has never been challenged.
 - Start/End date: June 2015-August 2016 (study); August 2016-present (consulting services)
 - Number of Respondent staff involved: 7
 - Additional Information: Here is a link to the final disparity study:

https://memphistn.gov/Business/doing_business_with_the_city/memphis_disparity_study_report_2016

- (3) Louisville Water Company
 - Municipally owned corporation that provides water to over 300,000 addresses in Louisville Metro/Jefferson County, KY and portions of two other counties
 - Description-MWBE Availability Study to evaluate the Certified MBEs and WBEs in the Company's marketplace that were available to provide goods and services in various industries needed to fulfill the specific needs of the company. The study covered a five-year period of January 1, 2011-December 31, 2015 and included data collection, relevant market, and availability and Utilization analysis of Prime and Subcontractors in the five major work categories of Construction, Construction Related Professional Services, Other Professional Services and Goods. Following the completion of the study, we also provided program implementation services.
 - Duration: September 2016-July 2017 (study); June 2018-December 2018 (program implementation services)
 - Number of Respondent staff involved: 6

Firm References

Following are the names and contact information for two individuals for each of the engagements described above:

1. Metropolitan Government of Nashville and Davidson County

1. Primary Contact: Michelle A. Hernandez-Lane, Chief Procurement Officer; [REDACTED]

- Alternate Contact: Jervall Watson, Business Development Officer, Business Assistance Office; [REDACTED]

2. City of Memphis

- Primary Contact: Joann Massey, Director, Office of Business Diversity and Compliance; [REDACTED]

- Alternate Contact: Eric Mayse, Purchasing Agent; [REDACTED]

3. Louisville Water Company

- Primary Contact: Michael Tighe, Vice President-Legal Counsel and Compliance; [REDACTED]

- Alternate Contact: Carol Lyons, Procurement Supervisor; [REDACTED]

Staff Experience and Qualifications

Following is a description of our proposed project team that will be assigned to this engagement, including a detailed explanation of their experience and qualifications. Detailed resumes are included at the end of this section.

Rodney K. Strong, Esq., Chairman and CEO, Project Executive



Experience: Founder of Griffin & Strong, P.C., which was organized in 1992, incorporated in 1996; Licensed attorney in Georgia and Tennessee, with over 24 years of experience. Represents a range of public sector and corporate clients, specializing in public contracts, supplier diversity, real estate and community economic development issues. He has served as Project Executive or Project Manager on 40 previous disparity studies, and more than 40 public policy consulting engagements, goal-settings, benchmarkings, and supplier diversity engagements. He oversaw the first post-Croson disparity study for the City of Atlanta and developed the first post-Croson MWBE program. He testified

before the U.S. Senate Committee on Small Business and Entrepreneurship on the topic of “Business Start-up Hurdles in Underserved Communities: Access to Venture Capital and Entrepreneurship Training” on September 11, 2008 (part of the Congressional Record).

Education/Training: J.D., University of Memphis, Cecil C. Humphreys School of Law-1983; B.A. Political Science, Morehouse College, 1977.

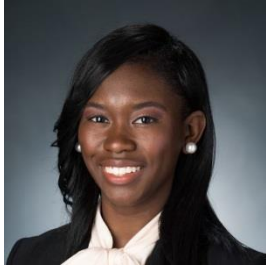
Michele Clark Jenkins, J.D., PMP, MCA Senior Director, Consulting Division, Project Manager



Experience: 11 years of experience as head of the consulting division of Griffin & Strong, P.C., and has served as project manager for more than 25 Disparity Studies and other engagements including City of Tacoma, WA; Needs Assessment and Disparity Study for the Metropolitan Government of Nashville and Davidson County, TN; Georgia Department of Transportation; Louisville Water Company, KY; City of Memphis, TN (second generation study); City of Greensboro, NC; Cuyahoga County, OH, the City of Savannah, GA, the City and County of Durham, NC, Montgomery County, MD, the State of Tennessee, and the City of Jackson, MS; served as the lead consultant on goal setting projects for the Georgia Department of

Transportation and Hartsfield Jackson Atlanta International Airport. She is currently Project Manager for disparity studies for State of NC; NCDOT; Sound Transit (WA); Port of Houston Authority; Fulton County, GA; Metropolitan Nashville Airport Authority; Invest Atlanta (GA); and for consulting engagements for the Metro Nashville Government, City of Memphis (TN), City of Charlotte (NC), and City of Greensboro (NC).

Education/Training: B.A. in Anthropology from Princeton University (1976) and a J.D. from New York Law School (1982); Project Management Certificate from Kennesaw State University; Negotiation Certificate from Harvard University. She is certified as a Master Contract Compliance Administrator by Morgan State University.

Omekah Edmondson, Deputy Project Manager; Atlanta, Georgia

Experience: Ms. Edmondson has had experience as a Project Manager and Change Management marketing specialist with several firms in Georgia, including Georgia Power Company and The Barjon Group. She has also served as an HR Assistant at Target and a Marketing Consultant with Project Rewire, located in Athens, GA. Her skills include Community Outreach and Engagement market strategy business development.

Education: B.A. degree in Journalism in Public Relations, Public Relations major, Communication Studies minor, University of Georgia Grady College of Journalism and Mass Communications.

Dr. Gregory Price, Senior Economist, Private Sector Analysis

Experience: Dr. Price has over 25 years of experience conducting economic analyses of discrimination and disparity in employment, private sector contracting, lending and public contracting. He has had numerous articles and reports published in journals such as the American Economic Review, Southern Economic Journal, Review of Economics and Statistics, Applied Economics, and the Quarterly Review of Economics and Finance. He is the senior economist for studies being conducted for the City of Chattanooga; State of North

Carolina; NCDOT; Sound Transit and Cuyahoga County. He was the senior economist for the City of Greensboro, NC; City of Tacoma; St. Louis County, MO; City of Memphis, TN; Georgia Department of Transportation; City of Savannah, GA; Cuyahoga County, Ohio; City and County of Durham, NC; Montgomery County, MD; State of Tennessee and City of Jackson, MS. He has been Professor of Economics at Morehouse College since 2007, where he also served as chair of the Economics department. He previously held these positions: Professor and Director of Mississippi Urban Research Center at Jackson State University, 2004-2006; Program Director at National Science Foundation-2000-2002; Associate Professor at North Carolina A&T, 1993-2000.

Education/Training: Dr. Price has both a Ph.D. (1993) and M.A. (1984) in Economics, from the University of Wisconsin-Milwaukee, and a B.A. in Economics from Morehouse College, Atlanta, GA (1982).

Dr. J. Vincent Eagan, J.D., Principal Investigator

Experience: Has worked on over 120 disparity studies since 1993, including previous studies for WSSC (2015 and 2004), San Antonio Water System (2013), Prince George's County (2015) and Memphis Light, Gas and Water Division (2011). He has also served as a successful expert witness in several cases involving minority business programs, in particular, for the Nebraska Department of Roads, and the North Carolina Department of Transportation.

Education: BA, Economics, Georgia State University, 1977; PhD, Economics, Georgia State University, 1986; JD, Harvard Law School,

1991.

Other Qualifications: Served in an editorial capacity on several academic journals, Charter Fellow of the Southern Center for Public Policy Studies, specializing in minority business issues; presented on minority business and economic development issues at the Airport Minority Advisory Council, the American Contract Compliance Association, American Economic Association, the National Conference of Black Mayors, the U.S. Department of Transportation, Federal Civil Rights Conference, the Virginia Legislative Black Caucus, the

National Association of Minority Contractors, the North Carolina Institute for Minority Economic Development, and the National Association of African-American Studies. Has taught in the business department at Morehouse College in Atlanta, GA for more than 30 years.

Dr. B. Rom Haghighi, Chief Statistician, Data Analysis, Lead for Statistical Analysis



Experience: Dr. Haghighi is a senior statistician with over 30 years of experience in managing and analyzing large databases. In 2008, Dr. Haghighi was recruited to oversee the largest disparity study ever conducted in the nation, for the State of Texas. The study included 149 state agencies, 9 medical and health science centers and 52 state universities, representing over 2.6 million cases. In that capacity, Dr. Haghighi conducted all related tasks from data collection up to producing statistical tables and conducting the final regression analysis. He has held these positions: Texas Comptroller of Public Accounts, (2008-2015),

Director, Texas Disparity Study Project; Texas Department of State Health Services, Director, Research and Decision Support Division (2000-2008);

Education: Ph.D. with a concentration in data mining, data modeling and statistical analysis, Sam Houston State University (1985); M.A., Public Administration, Midwestern State University (1978); B.A., Political Science, College of Political Science (1975). Additional training in SPSS Programming, dBase IV, Mainframe Computers, SPSS Multivariate Programming.

Other Experience: 21-year career as a college professor, before becoming the Director of Research at the Texas Department of Health Services. Former board member for SPSS.

David Maher, J.D., Partner, Legal Division, Griffin & Strong, P.C., Legal and Policy Analyst



Experience: Atty. Maher is a litigation specialist with over 20 years of experience. He is a native of Milwaukee, and previously served as a Federal Law Clerk, in the Staff Attorney's Office of the United States Court of Appeals, Eleventh Circuit, where he conducted extensive legal research and drafted legal memoranda in a number of practice areas, including employment, civil rights and immigration. He has performed legal analysis on studies for the Port of Houston Authority; North Carolina Department of Transportation; State of North Carolina (in progress); City of

Greensboro, NC; City of Tacoma, WA; St. Louis County, MO, City of Memphis, TN, and Georgia Department of Transportation. He has also drafted legislation for Metro Nashville and Fulton County (GA), and regulations for Metro Nashville.

Education/Training: J.D., with High Honors, from Florida State University College of Law (1993) and a B.S.W. in Criminal Justice from the University of Wisconsin (1987).

Other Qualifications: Recognized as Georgia Top Rated Lawyer in Appellate Law and in Labor and Employment Law, 2013, 2014 and 2015; admitted to practice in U. S. Court of Appeals for the Eleventh and Seventh Circuits; and the U. S. District Court for the Northern District of Florida and the Northern District of Georgia.

Marcus Garner, Anecdotal Analyst

Experience: Mr. Garner is a multi-platform communications professional who has more than 20 years of experience in written and oral communications. He has written opinion pieces and special articles for industry publications, such as “Governing Magazine and “U.S. Security Post,” and analyzed and modified public policy documents for Griffin & Strong. He also served as Director of Communications for Dekalb County Office of the District Attorney and Solicitor-General, where he managed day-to-day responses to local and national media requests and wrote articles as needed. He has served as a senior reporter for Atlanta’s main local newspaper, where he managed a team of investigative journalists that produced government oversight stories, served as legal reporter and covered breaking news.

Education/Training: Mr. Garner has a M.S. in Newspaper Journalism, from Syracuse University, and B.A. in English from Clark Atlanta University.

Omar Baig, Data Scientist, Data Analyst

Mr. Baig is an experienced data analyst, with a background in Computer Science. He is currently serving as Data Analyst on four studies that are in progress. He assists with data collection and data assessment, compiles and cleans databases, conducts analysis and serves as liaison with client IT personnel.

Experience: Served as data analyst on Chattanooga, Sound Transit, Metro Nashville Airport Authority and Invest Atlanta studies, and currently on studies for Cuyahoga County (OH), State of North Carolina, North Carolina Department of Transportation, and Port of Houston in progress. He has previously performed analysis of New

York City Public Schools, FIFA World Cup Historical Analysis and Forecasting Avocado Prices using open source Prophet library.

Education/Training: Mr. Baig has a B.S. in Computer Science from the University of Georgia and participated in Python for Data Science and Machine Learning Bootcamp at Udemy.

Susan G. Johnson, Director of Project Development, Contract Administrator

Experience: Sixteen years of experience with Griffin & Strong, P.C., and has served as Contract Administrator/deputy project manager on more than 25 disparity studies, supplier diversity engagements and policy consulting engagements; consulting engagements for Metropolitan Government of Nashville and Davidson County, TN; Clayton County, GA; Fulton County, GA, and supplier diversity engagements for the World of Coca-Cola (Atlanta, GA), and The FedEx Forum (Memphis, TN). She is currently serving as contract administrator on disparity studies for Sound Transit (WA); North

Carolina Department of Transportation; State of North Carolina; City of Chattanooga (TN); Cuyahoga County (OH), City of Tacoma (WA) and City of Greensboro (NC); consulting engagements for the City of Greensboro (NC); City of Charlotte (NC); Metropolitan Government of Nashville and Davidson County (TN) and City of Memphis (TN); and for completed supplier diversity engagements for Mercedes-Benz Stadium and Philips Arena (both in Atlanta, GA), and recently as Deputy Project Manager for disparity studies conducted for Fulton County (GA) and Invest Atlanta (City of Atlanta, GA). She has significant experience in the area of public contracting, having served as a Contract Compliance Specialist with the City of Atlanta.

Education/Training: B.A. in Political Science from Spelman College (1977); M.S. in Human Resource Management (2000) and M.S. in Urban Government Administration (1983), both from Georgia State University.

Staff Competency: Maintenance of staff competency level over the term of the contract is achieved by hiring the right personnel with the appropriate qualifications. We participate in national training sessions and workshops, compare our practices to national best practices and make changes where required to achieve our goal of excellence. Quality assurance procedures are directed toward all activities and it is the responsibility of each team member to ensure excellence and quality. The competency level of staff will be assured during the term of the contract through ongoing project management training and monthly project team meetings.

Staff References

Following are references who can comment on the experience of our lead staff (Project Executive, Project Manager, Principal Investigator and Chief Statistician):

For Rodney K. Strong (Project Executive) and Michele Clark Jenkins (Project Manager):

1. Michelle A. Hernandez-Lane, Chief Procurement Officer, Metropolitan Government of Nashville and Davidson County
[REDACTED] Nashville, TN 37201
[REDACTED]
2. Joann Massey, Director, Office of Business Diversity and Compliance, City of Memphis, TN
[REDACTED], Memphis, TN 38103
[REDACTED]
3. Michael Tigue, Esq., Vice President-Legal Counsel and Compliance, Louisville Water Company
[REDACTED], Louisville, KY 40202
[REDACTED]

For Dr. Vince Eagan (Principal Investigator) and Dr. Rom Haghighi (Chief Statistician)

1. Gwendolyn Carter, M/WBE Coordinator, City of Greensboro (NC)
[REDACTED], Greensboro, NC 27401
[REDACTED]
2. Davita Taylor, CPPO, CM, MCA, Chief Procurement Officer, AVP Procurement, Metro Nashville Airport Authority
[REDACTED], Nashville, TN 37214
[REDACTED]
3. Shelby M. Scales, Director, Office of Civil Rights, North Carolina Department of Transportation
[REDACTED], Raleigh, NC 27699-1511 (mailing address)
[REDACTED]

Subcontractors

Creative Research Solutions, LLC-Survey of Business Owners; Snellville, Georgia



**CREATIVE
RESEARCH
SOLUTIONS**

An award-winning minority-owned research firm founded by Dr. Travis Tatum and Dr. Shanesha Brooks-Tatum, located in Snellville, Georgia. Their core competencies include survey development, qualitative data analysis, focus groups, and structured and unstructured interviews. They were recipients of the 2015 Business of the Year, Community Workforce Award: DeKalb County Chamber of Commerce, and 2014 Shining Star Award, National Association of Women-Owned Small Businesses. The business is also certified as a DBE by the Georgia Department of Transportation. Some of their clients include the University System of Georgia and Dekalb Chamber of Commerce (GA). They have conducted the online survey of business owners on several studies that we have conducted or are in progress, including Mecklenburg County (NC), State of North Carolina, North Carolina DOT, City of Chattanooga, Sound Transit (WA), Louisville Water Company, KY (Availability Study), City of Greensboro, NC, Metropolitan Nashville and Davidson County, TN, City of Tacoma, WA, Fulton County, GA.

The McGowan Group, Ltd. Aurora, IL; Laura McGowan, President: Anecdotal Interviews.



The McGowan Group, Ltd. is a local WBE firm, certified by the State of Illinois and the City of Chicago. The firm was started in 2005 by Laura McGowan, who brings to the table 25 years of consumer public relations, issues management and business-to-business experience. The firm provides public relations counsel and supporting services for clients as an independent virtual agency. Services include media relations, crisis communications and media spokesperson training. Clients include Cantigny Park, Northern Illinois Food Bank, Clarke (an environmental products and services company, for whom she serves a national spokesperson), Circle PR, 7-Eleven, to name a few. Ms. McGowan has been honored with the Holmes Report Top 100 PR Program award, PRSA Silver Anvil Award, the Ogilvy Professional Achievement Award and the Kraft Creativity Award.

Resumes for all team members appear on the following pages.

Rodney K. Strong- Project Executive Griffin & Strong, P.C.

████████████████████ Atlanta, Georgia 30303

██████████ Telephone 404-584-9730 Facsimile ██████████ E-mail

Summary	<p>Founder, Chairman and CEO of Griffin & Strong, P.C., Attorney Strong represents a range of public sector and corporate clients, specializing in public contracts, supplier diversity, real estate and community economic development issues. He also possesses substantial experience in reviewing and negotiating business transactions with public entities. Attorney Strong is widely considered one of the foremost national experts in factual predicate research and minority and women business enterprise program development.</p>	
Education	<p>J.D., University of Memphis, Cecil C. Humphreys School of Law, May 1983 B.A., Political Science, Morehouse College, May 1977</p>	
Bar Admissions	<p>State Bar of Georgia, November 1989 The United States District Court for the Northern District of Georgia, November, 1997</p>	
Career History	<p>Griffin & Strong, P.C., Attorneys-at-Law and Public Policy Consultants, <i>Atlanta, GA</i> <i>February 1992-current</i> Chief Executive Officer <ul style="list-style-type: none"> • Project Executive on disparity studies; public policy consulting engagements; supplier diversity consulting engagements and goal-settings • Testified before United States Senate Committee on Small Business & Entrepreneurship on the topic of “Business Start-up Hurdles in Underserved Communities: Access to Venture Capital and Entrepreneurship Training on September 11, 2008 (part of the Congressional Record) • Drafted legislation for eight public entities <p>City of Atlanta, Office of Contract Compliance, Atlanta, GA <i>January 1985-February 1992</i> Director <ul style="list-style-type: none"> • Developed and directed City of Atlanta’s Minority and Female Business Enterprise and Equal Employment Opportunity Programs • Led the team which conducted public hearings and drafted the Atlanta Equal Business Opportunity Ordinance, which is considered the national M/WBE model for “Post-Croson” goal-based M/WBE programs • Supervised the administration and finalization of the Brimmer-Marshall Disparity Study <p>City of Atlanta, Office of Contract Compliance, Atlanta, GA <i>May 1984-January 1985</i> <i>Contract Compliance Administrator</i></p> </p></p>	
Disparity Study Experience	<p>Project Executive on the following studies:</p>	

-
- State of North Carolina: February 2019-Present
 - Cuyahoga County, Ohio: January 2019-Present
 - Metropolitan Nashville Airport Authority: December 2018-Present
 - North Carolina Department of Transportation: November 2018-Present
 - Sound Transit Disparity Study (WA): November 2018-Present
 - City of Chattanooga: October 2018-Present
 - City of Tacoma, WA: August 2017 to September 2018
 - Metropolitan Government of Nashville and Davidson County: July 2017-present
 - Fulton County, GA: June 2017-Present
 - Invest Atlanta (City of Atlanta): June 2017-Present
 - City of Greensboro, NC: February 2017 to present (including program development consulting)
 - St. Louis County, MO: Full disparity study of county procurements, June 2016 to December 2017
 - City of Memphis, TN: May 2015 to August 2016
 - City of Savannah: April 2015-2016
 - Georgia Department of Transportation: Full disparity study of federal and state funded contracts-March 2015-December 2016
 - City and County of Durham: Separate studies, October 2013 to January 2015
 - **Montgomery County, MD:** Full disparity study May 2013-June 2014
 - **City of Jackson, MS:** -2007-2008; additional work contracted to update study 2010-2012
 - **State of Tennessee:** Comprehensive disparity study encompassing all state agencies-September 2007-2009
 - **City of Memphis, TN:** January 2008-July 2009
 - **Metropolitan Nashville Airport Authority:** Full disparity study, including public hearings, private sector and but for analyses-January to August 2007
 - **Durham County, NC:** October 2006 to August 2001
 - **City of Atlanta, GA:** Full disparity study-July 2005-2007
 - **Montgomery County, MD:** April 2004-2005
 - **Metropolitan Government of Nashville and Davidson County, TN:** Full disparity study encompassing the six agencies of Metro Government, October 2003 to February 2005
 - **City of Columbus, OH:** Full disparity study, October 2002-August 2003
 - **Commonwealth of Kentucky:** Statewide study: September 1999 to January 2001
 - **City of Cincinnati, OH:** Performed a series of projects, including a full disparity study that was completed in 2002-1998-2002
 - **City of Jackson, MS:** Conducted separate study simultaneously with Jackson Municipal Airport and Jackson Public School District-1998-1999
 - **Jackson (MS) Municipal Airport:** Study conducted simultaneously with City of Jackson and Jackson Public School District-1998 to 1999
 - **Jackson (MS) Public School District:** Study conducted simultaneously with City of Jackson and Jackson Municipal Airport-1998-1999
 - **Atlanta (GA) Public Schools:** Full disparity study, 1997
 - **New Orleans (LA) Aviation Board:** study conducted during a period when the Board was in litigation- 1996-1997
 - **City of St. Louis, MO:** Full disparity study, including review of the D/M/WBE program at Lambert St. Louis International Airport. 1994-1995
-

**Program
Legislation**

Drafted legislation for the following entities:

-
- | | |
|--|--------------------------------------|
| • Clayton County, Georgia: | • City of Jackson, MS |
| • State of Tennessee | • City of Cincinnati |
| • Metropolitan Government of Nashville and Davidson County | • Atlanta Public Schools |
| • Durham County, North Carolina | • City of Tucson and Pima County, AZ |
| • City of Atlanta, Georgia | • Clark County, NV |
| • Commonwealth of Kentucky | • City of Phoenix, AZ |
-

Other Consulting	Lead Consultant on the following selected engagements
	<ul style="list-style-type: none"> • Metropolitan Government of Nashville and Davidson County: Statistical benchmark analysis • Metropolitan Nashville Airport Authority-2008 • Metropolitan Government of Nashville and Davidson County-Benchmarks and implementation of disparity study recommendations (2008) • Houston Metropolitan Transit Authority-DBE consulting services (1997) • Mercedes-Benz Stadium: April 2014 to present • College Football Hall of Fame: 2011-2012 • The National Center for Civil and Human Rights-2009 • The New World of Coca-Cola: Developed and implemented successful minority and female business participation program for construction of the facility 2005-2007; received Partners in the Promise Award May 2, 2007 • FedEx Forum, Memphis, TN: Developed and monitored program for participation of minority and female-owned businesses-2001-2004
Expert Witness	<ul style="list-style-type: none"> • Cleveland Construction, Inc. v. City of Cincinnati, et. al., Case Number A0402638, Common Pleas Court, Hamilton County, Ohio. 2005 • Pryor Tire v. The Atlanta Public Schools (Northern District of Georgia). Atty. Strong was qualified as expert witness. 1998

Michele Clark Jenkins, J.D.- Project Manager Griffin & Strong, P.C.

Atlanta, Georgia 30303

Summary	Senior Consultant for Griffin & Strong, P.C., Ms. Jenkins has been the Project Manager for fifteen (15) GSPC disparity studies, consulting engagements and goal-setting assignments. Her background is in contracts, litigation support, business development intellectual property and the entertainment industry. She operated her own business for over 16 years, and formerly handled all licensing, planning and litigation matters for the Estate of Dr. Martin Luther King, Jr. Ms. Jenkins is also a published author and editor.	
Education	Certificate in Negotiation Science, Harvard University	1984
	J.D., New York Law School, New York, New York	1982
	B.A. Anthropology, Princeton University, Princeton, New Jersey	1976
	Minor, African American Studies	
Career History	Griffin & Strong, P.C. , Attorneys-at-Law and Public Policy Consultants, <i>Atlanta, GA</i>	<i>May 2008-current</i>
	Senior Consultant	
	<ul style="list-style-type: none"> Project Manager or Deputy Project Manager on fourteen disparity studies for state, county and municipal governments all over the United States Project Manager for more than twenty total engagements Provides legal services for clients in the area of contract negotiation Has Developed DBE goals for Georgia Department of Transportation and Hartsfield-Jackson Atlanta International Airport 	
	Black Family Channel, LLC , <i>Atlanta, GA</i>	<i>2005- 2007</i>
	<i>Vice President/ Programming and Legal</i>	
	Clark Jenkins Communications, Kennesaw, GA	<i>1992-Present</i>
	Consultant -Business & Management Development Strategic Planning	
	Contract Negotiations and Programming	
	Handled all licensing, planning and litigation matters for the Estate of Dr. Martin Luther King, Jr.	
	United Image Entertainment, Los Angeles, CA	1990-1992
	President/COO	
	<ul style="list-style-type: none"> Responsible for all day-to-day activities of this start-up motion picture and television production company 	
	Home Box Office, Inc., New York, NY	1980-1990
	Director of Business Affairs, Programming	
	<ul style="list-style-type: none"> Directed business activities for programming, including negotiating production and acquisition agreements for sports, original programming, union agreements 	

Disparity Study Experience	Project Manager, Senior Consultant or Deputy Project Manager on the following studies:	Study Dates
	<ul style="list-style-type: none"> State of North Carolina: February 2019-Present Cuyahoga County, Ohio: January 2019 to Present Metropolitan Nashville Airport Authority: December 2018-Present North Carolina Department of Transportation: November 2018-Present Sound Transit Disparity Study (WA): November 2018-Present City of Chattanooga: October 2018-Present City of Tacoma: August 2017 to September 2018 Metropolitan Government of Nashville and Davidson County: Disparity Study and Minority Enterprise Growth and Needs Study-July 2017-Present City of Tacoma, WA: August 2017 to September 2018 Invest Atlanta: June 2017-Present Fulton County, GA: June 2017 to Present (including drafting legislation) 	
	<ul style="list-style-type: none"> City of Greensboro, NC: Full disparity study completed and presented to Council; program implementation consulting services 	February 2017 to Present
	<ul style="list-style-type: none"> St. Louis County, MO: June 2016 to December 2017 City of Memphis, TN: May 2015-August 2016 City of Savannah: April 2015-2016 Georgia Department of Transportation: Included federal and state funded contracts-March 2015-December 2016 Cuyahoga County, Ohio: Qualitative analysis only January 2014-2015 City and County of Durham, NC: conducted simultaneously, October 2013-January 2015 Montgomery County, MD: May 2013-June 2014 City of Jackson, MS: Update to previous disparity study: 2010-2012 City of Memphis, TN: January 2008-2009 State of Tennessee: Comprehensive disparity study encompassing all state agencies City of Jackson, MS: Full disparity study, 	<p>January 2008 to 2009</p> <p>September 2007 to November 2009</p> <p>June 2007 to June 2008</p>
Program Legislation	Served as consultant for the following:	
	<ul style="list-style-type: none"> City of Phoenix, AZ: Assisted Griffin & Strong, P.C. on a project to draft Minority and Women Business Enterprise Program 	1993
Other Consulting Projects	Senior Consultant on the following engagements	
	<ul style="list-style-type: none"> Metropolitan Government of Nashville and Davidson County, TN: Statistical benchmark analysis and revision services of MWBE prime and subcontractor utilization 	September 2013 to 2017
	<ul style="list-style-type: none"> City of Atlanta: DBE goal-setting for Federal Highway projects 	April 2013
	<ul style="list-style-type: none"> Clayton County, Georgia: Review of disparity study, drafting recommendations, training of new Contract Compliance personnel on goal-setting 	June, 2012 to June, 2013
	<ul style="list-style-type: none"> Fulton County Gender Equality Program: Performed availability analysis of women-owned businesses 	October, 2012 to January, 2013

- **Hartsfield-Jackson Atlanta International Airport:** Developed goal-setting methodology and DBE goals. **February, 2012 to June, 2012**
- **Georgia Department of Transportation:** Provided consulting services that include developing goal-setting methodology and making recommendations to Transportation Board on annual DBE goal; **May, 2008 to September, 2013**
- **Hartsfield Jackson Atlanta International Airport:** Developed methodology and DBE goal as add-on to the original disparity study performed for the City of Atlanta. **2008**

J. Vincent Eagan, Ph.D.-Principal Investigator Morehouse College

██████████, Atlanta, Georgia 30314

██████████ Telephone ██████████ E-mail

Summary	Associate Professor, Morehouse College Department of Business Administration, serves as Technical Advisor for Griffin & Strong, P.C. on Disparity Studies. He is an expert in the law and economics of small and minority business. He has been a successful expert witness in six cases involving minority business programs. In two instances, Dr. Eagan's expert witness testimony supported disparity studies upheld at the federal circuit court level, in particular, <u>Rowe v. Tippet</u> , which governs disparity studies in the Fourth Circuit. He previously served as an external consultant to the U. S. Minority Business Development Agency. He has published more than 100 articles, monographs and conference papers on a wide range of topics, with a particular focus on government policy towards small and minority business and public procurement.	
Education	J.D., Harvard Law School	1991
	Ph.D., Economics, Georgia State University	1986
	B.A., Economics, Georgia State University	1977
Career History	Griffin & Strong, P.C. , Attorneys-at-Law and Public Policy Consultants, <i>Atlanta, GA</i>	
		<i>September 2016-current</i>
	Consultant: Technical Advisor	
	<ul style="list-style-type: none"> Provides advice and analysis of Policies and Procedures Assists with development of recommendations Expert Witness assistance 	
	MGT of America, Inc. , <i>Tallahassee, FL</i>	
		<i>2000-2016</i>
	Consultant: Research for State and Local Government	
Career History	<ul style="list-style-type: none"> Policies and Procedures Team Leader for Disparity Studies conducted by MGT Principal Investigator on several disparity studies Expert Witness in cases involving minority business programs Review of case law and procurement practices and procedures 	
	Morehouse College, Department of Business Administration , <i>Atlanta, GA</i>	
		<i>1993-current</i>
	Associate Professor, Accounting/Business Law	
	<i>Undergraduate Courses</i>	
	Dorsey & Whitney <i>Minneapolis, MN</i>	
		<i>1991-1993</i>
Career History	Associate, Tax Department	
	<ul style="list-style-type: none"> Broad experience in employee benefits, compensation and tax planning for corporate reorganizations. 	
	Howard University, Washington, DC	
	Assistant Professor, Graduate Faculty	
	Public Finance	
	Economics 1 (MBA Program)	
	Morehouse College , <i>Atlanta, GA</i>	
		<i>1981-1986</i>

Assistant Professor, Department of Business and Economics

**Selected Disparity
Study Experience**

Study Dates

Consultant/Principal Investigator or Policy Advisor on the following:

<ul style="list-style-type: none"> • Sound Transit DBE Subject Matter Expert-2019-present • State of North Carolina: February 2019-Present • Cuyahoga County, Ohio: January 2019-Present • Metropolitan Nashville Airport Authority: December 2018-Present • North Carolina Department of Transportation: November 2018-Present • Sound Transit Disparity Study (WA): November 2018-Present • City of Chattanooga: October 2018-Present • City of Tacoma, WA: Disparity Study • City of Greensboro, NC: Disparity Study • Metropolitan Government of Nashville and Davidson County, TN: Disparity Study and Minority Enterprise Growth and Needs Study 	2017-2019
<ul style="list-style-type: none"> • Washington Suburban Sanitary Commission: consulting services for a disparity study • City of New York: MWBE Availability Analysis • Prince George's County (MD): Availability and Utilization Studies • County of Orange, John Wayne Airport (CA): DBE Disparity Study • Orange County (FL): Multi-jurisdictional Disparity Study • Denver Public Schools: Disparity Study • Guilford County Schools: Disparity Study • Hillsborough County Aviation Authority (FL): Disparity Study Update • Oregon Department of Transportation: Availability Study Update • City of Portsmouth (VA): Disparity Study • City of Hampton and Schools (VA): Disparity Study • Charlotte Housing Authority: Disparity Study 	2015
<ul style="list-style-type: none"> • Memphis Light, Gas and Water (TN): Disparity Study and Policy Formation • City and County of Denver: M/W/DBE Disparity Study and Registered Apprenticeship Study • City of Greensboro (NC): Disparity Study • City of Pensacola (FL): Disparity Study • North Carolina Department of Justice: Investigative Analysis and Consultation Services • Commonwealth of Virginia: Disparity Study, Phase II • Portsmouth (VA) Public Schools: Disparity Study 	2014
<ul style="list-style-type: none"> • <i>H.B. Rowe v. Tippet</i> (North Carolina Department of Transportation) (2004 through 2010), defendant successful at both the district court and appeals court levels. • <i>U.S. v. Moran et al</i>, Case No. 00 C 3877, settled (2002). • <i>Gross Seed v. Nebraska Dept. of Roads</i>, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004).), defendant successful at both the district court and appeals court levels (2001). • <i>West Tennessee Ass. of Builders and Contractors v. Memphis City Schools</i>, 64 F.Supp 2d 714 (WD Tenn 1999), settled (1999). 	2013
	2012
	2011
	2010

**Expert Witness
Services**

- *AGC v. County of Shelby*, Case No. 88-2834-TUA (1999), settled (1999).
- *Alfair Development Co. v. City of Jacksonville*, 3:95-CV-558J21B, settled (1998).

David J. Maher, Esq.-Legal Analyst/Policy Review

Griffin & Strong, P.C.

235 Peachtree Street, N.E., Suite 400
Atlanta, Georgia 30303

Summary	David J. Maher is a highly-rated attorney with over twenty years of experience in courtrooms and law offices in both Florida and Georgia, since being originally admitted to the bar in 1993. He previously was a Staff Attorney in the United States Court of Appeals for the Eleventh Circuit, where he performed intensive research and drafted judicial memoranda in several practice areas, including employment, immigration and civil rights. He has been admitted to practice in the U.S. Court of Appeals for the Eleventh and Seventh Circuits, and to the U. S. District Court for the Northern District of Florida and the Northern District of Georgia. He practiced law in large, mid-size and small firms prior to establishing his own firm in 2013. He oversees legal analysis and research and policy analysis for disparity studies conducted by Griffin & Strong, P.C.	
Education	J.D., with High Honors, Florida State University College of Law, Tallahassee, FL	1993
	B.S.W in Criminal Justice, University of Wisconsin, Milwaukee, WI	1987
Career History	Griffin & Strong, P.C., Attorneys-at-Law and Public Policy Consultants, <i>Atlanta, GA</i>	
	Partner, Legal Division	<i>April, 2016-present</i>
	<ul style="list-style-type: none"> • Leadership role in legal division • Provides legal analysis and research for disparity studies and writes the legal analysis chapter • Civil litigation • Contract drafting and review 	
	Law Office of David J. Maher, Atlanta, GA	
	Principal	<i>August, 2013 – April, 2016</i>
	<ul style="list-style-type: none"> • Responsible for leading a boutique firm focused on civil appeals in state and federal appellate courts, and assistance to trial lawyers with case evaluation, motion practice, and trial needs • Lead appellate counsel in case argued before Supreme Court of Georgia • Appointed to Criminal Justice Act (CJA) panel for the United States Court of Appeals for the Eleventh Circuit • Recognized as Georgia Top Rated Lawyer in Appellate Law and in Labor and Employment Law-2013, 2014, 2016 	
	Drew, Eckl and Farnham, Atlanta, GA	<i>2011-2013</i>
	Associate, Litigation	
	<ul style="list-style-type: none"> • Managed a full range of litigation responsibilities in large insurance defense firm, including case evaluation, coverage analysis, discovery, depositions, trial preparation and alternative dispute resolution 	
	United States Court of Appeals for the Eleventh Circuit, Atlanta, GA	
	Federal Law Clerk, Staff Attorney's Office	<i>2009-2011</i>
	<ul style="list-style-type: none"> • Conducted extensive legal research and drafted legal memoranda in a number of practice areas, including employment, civil rights, criminal and immigration 	

Harke & Clasby, L.L.P., Miami, FL

Partner

- Instrumental in establishing firm as “Top Litigation Shop” as recognized by Miami Daily Business Review
- Led appellate division
- Lead appellate counsel in case argued before Supreme Court of Florida

Associate

- Litigation Support and appellate services in several areas of civil law, including consumer law and antitrust.

Hicks & Anderson, LLP, Miami, FL

Associate, Civil Appellate

- Managed full civil appellate caseload, which also included responsibility for insurance coverage opinions/analyses
- Lead counsel in clemency case argued before Florida Office for Executive Clemency

Steel Hector & Davis, LLP, Miami, FL

Associate, Labor and Employment Litigation Group

- Complex commercial litigation at one of Florida’s largest law firms

2000-

2009

2006 to 2009

2000 to 2006

1996-2000

1992-1996

1993 to 1996

Disparity Study/Public Sector Experience	Legal Analysis	Study Dates
	<ul style="list-style-type: none"> • State of North Carolina: February 2019-Present • Cuyahoga County, Ohio: January 2019-Present • Metropolitan Nashville Airport Authority: December 2018-Present • North Carolina Department of Transportation: November 2018-Present • Sound Transit Disparity Study (WA): November 2018-Present • City of Chattanooga: October 2018-Present • Louisville Water Company (KY): Program Implementation • City of Tacoma, WA: Disparity Study • Metropolitan Government of Nashville and Davidson County, TN: Disparity Study and Minority Enterprise Growth and Needs Study; drafting program legislation • Invest Atlanta (City of Atlanta): Disparity Study • Fulton County, GA: Disparity Study 	
	<ul style="list-style-type: none"> • City of Greensboro, NC: Full disparity study in progress, including legal analysis, purchasing practices, public hearing, focus group, anecdotal, relevant market, private sector, regression analysis, findings and recommendations. 	February 2017 to Present
	<ul style="list-style-type: none"> • St. Louis County, MO: First disparity study performed by the County, including legal analysis, anecdotal evidence, purchasing practices, private sector, public hearings and focus groups, disparity analysis, regression analysis, findings and recommendations. • City of Memphis, TN: Assist with the process of extending the existing EBO program under the current ordinance, conducting an updated disparity study • Georgia Department of Transportation: Full disparity study of federal and state funded contracts, including public hearings, focus groups, disparity analysis, relevant market, private sector, purchasing practices, findings and recommendations. 	June 2016 to Present May 2015 to August 2016 March 2015 to December 2016

Admissions	Admitted to Practice in the following locations:	
	Georgia, 2010 Florida, 1993 Supreme Court of Georgia, 2011 Supreme Court of Florida, 1993 United States Court of Appeals, Eleventh Circuit, 2000 United States Court of Appeals, Seventh Circuit, 2006 United States District Court, Northern District of Georgia, 2011	

Gregory N. Price, Ph.D.-Senior Economist

University of New Orleans

New Orleans, LA

E-mail

Summary

Currently Professor, Department of Economics & Finance, Urban Entrepreneurship & Policy Institute, University of New Orleans (on leave from Morehouse). He serves as Senior Economist for Griffin & Strong, P.C. on Disparity Studies. His Research/Teaching interests include Applied Econometrics/Theory; Economic Anthropometry; Labor; African Economic Growth/Development; Slavery, Race, and the Intergenerational Transmission of Disadvantage. He has published articles in Applied Economics and other journals including the Journal of Public Transportation, the Transportation Research Record, and African Development Review.

Education

Ph.D., Economics, University of Wisconsin-Milwaukee	<i>May 1993</i>
M.A., Economics, University of Wisconsin-Milwaukee	<i>May 1984</i>
B.A., Economics, Morehouse College	<i>May 1982</i>

Career History

Griffin & Strong, P.C., Attorneys-at-Law and Public Policy Consultants, <i>Atlanta, GA</i>	<i>November 2009-current</i>
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Senior Economist

- Provides oversight of quantitative analysis
- Assists with the development of our quantitative analysis methodology

Morehouse College, Department of Economics, <i>Atlanta, GA, Professor</i>	<i>January 2016 to Present</i>
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Langston University, Professor of Economics and Interim Dean, School of Business (on leave from Morehouse), <i>Langston, OK</i>	<i>December 2013-December 2015</i>
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Morehouse College, Charles E. Merrill Professor and Chair, Department of Economics	<i>August 2007-December 2013</i>
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Jackson State University, <i>Jackson, MS</i>	<i>July 2004-September 2006</i>
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Professor of Economics, College of Business

Director, Mississippi Urban Research Center

- Research proposal development which required the development and submission of research proposals to various Federal, State, and Local funding agencies
- Advocate and spokesman for MURC/JSU through interacting with community-based groups, legislators and policy makers and informing them about MURC capabilities and research relevant to the concerns of external stakeholders

Editor, Urban Researcher and MURC Digest

- Identified key research issues relevant to urban political jurisdictions and disseminated them through the journals

Michigan State University, Department of Economics	<i>Spring, 2004</i>
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Visiting Professor, Duke University, <i>Durham, NC</i>	<i>Summer, 2004</i>
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Visiting Associate Professor, Department of Economics

Visiting Associate Professor North Carolina A&T State University,
Greensboro, NC

*September, 2002-
May, 2004*

Associate Professor, Department of Economics

National Science Foundation, **Program Director,
Economics Program, Division of Social and
Economic Sciences**

*July, 2000-August,
2002*

***Visiting Scientist, Economics Program, Division of Social and
Economic Sciences***

- Conducted basic research in social science

North Carolina A&T State University, **Greensboro, NC**

*September, 1993-
May 2000*

***Associate Professor, Department of Economics-
September 1998 to
May, 2000***

***Assistant Professor, Department of Economics-September
1993 to May 1998***

University of Wisconsin-Milwaukee

*September, 1989-
May, 1991*

Lecturer, Department of Africology

Federal Reserve Bank of Chicago-Associate Economist

Summer, 1990

**Disparity Study
Experience**

Senior Economist on the following studies:

- State of North Carolina: February 2019-Present
- Cuyahoga County, Ohio: January 2019-Present
- Metropolitan Nashville Airport Authority: December 2018-Present
- North Carolina Department of Transportation: November 2018-Present
- Sound Transit Disparity Study (WA): November 2018-Present
- City of Chattanooga: October 2018-Present
- City of Tacoma, WA: August 2017-September 2018
- **Metropolitan Government of Nashville and Davidson County (TN):** Disparity Study and Minority Enterprise Growth and Needs Study-June 2017-present
- **City of Greensboro, NC:** February 2017 to present
- **St. Louis County, MO:** June 2016 to December 2017
- **City of Memphis, TN:** Disparity Study-May 2015-August 2016
- **City of Savannah:** April 2015 to April 2016
- **Georgia Department of Transportation:** -March 2015 to December 2016.
- **Cuyahoga County, Ohio:** January 2014 to 2015.

**Selected
Publications**

- “The Kerner Commission Report: Did it Incentivize or Cause an Increase in the Production and Hiring of Black Economists in Academia?” in *Review of Black Political Economy*, **forthcoming**
- Gregory N. Price and Rhonda V. Sharpe. “Is the Economics Knowledge Production Function Constrained by Race in the USA?” *Journal of the Knowledge Economy*, <https://doi.org/10.1007/s13132-018-0563-8>, 2018
- Gregory N. Price and Juliet U. Elu. “Science Labor Supply in Sub-Saharan Africa: Is There a Gender Disparity in Preferences?” *African Development Review*, 29(3), 2017
- “More or Less Equality for Black Americans? A Consideration of Race and Intergenerational Mobility Across Birth Cohorts in the 2012 General Social Survey. School of Business, Langston

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- University, March 2014, Langston, OK
- “Race, Trust in Government, and Self-Employment,” *American Economist*, 57(2), 2012
 - Tiffany Bussey, Juliet U. Elu, and Gregory N. Price. “Do Inequality-based Entry Barriers Deter the Formation of Female-owned Firms in Nigeria?”, Department of Economics, Morehouse College, July 2013, Atlanta, GA.
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B. Rom Haghighi, Ph.D.-Chief Statistician

CRD-team

██████████, Bastrop, Texas 78602

██████████ Telephone ██████████ E-mail

Summary	Dr. Haghighi is a senior statistician at CRD-team with over 30 years of experience in managing and analyzing large databases. His prime responsibility the last few years has concentrated on statistical analysis for disparity studies conducted for various state and local agencies. He earned his Ph.D. with concentration in data mining, data modeling and statistical analysis. He also enjoyed a 21-year career as a college professor before assuming the position of Director of Research at the Texas Department of Health Services. In 2008, Dr. Haghighi was recruited by the Texas Comptroller of Public Accounts to assist and oversee the largest disparity study ever conducted in the nation, which included 149 state agencies, 9 medical and health science centers and 52 state universities representing over 2.6 million cases..
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Education	Ph.D., Criminology, Area of Concentration: Research and Statistics, Sam Houston State University 1985
	M.A., Public Administration, Midwestern State University State University 1978
	B.A., Political Science, College of Political Science 1975

Career History	Griffin & Strong, P.C., Attorneys-at-Law and Public Policy Consultants, <i>Atlanta, GA</i> <i>September 2016-current</i>
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Chief Statistician

- Conducts Availability and Utilization Analysis
- Conducts Disparity Analysis
- Data Cleanup

Texas Comptroller of Public Accounts, Austin, Texas	<i>April, 2008-January, 2015</i>
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Director, Texas Disparity Study Project

- Responsible for production of a valid, reliable and legally defensible report on utilization of Historically Underutilized Businesses in state contracting
- Served as Senior Statistician for the Agency
- Designed and validated all required research instruments for conducting the Texas Disparity Study
- Performed highly advanced research and analysis on large databases related to the Texas Disparity Study

Texas Department of State Health Services, <i>Austin, TX</i>	<i>September 2000-March, 2008</i>
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Director, Research and Decision Support Division

- Supervised a team of researchers and statisticians with the Data Analysis and Decision Support Division
- Responsible for conducting research, performing statistical analysis and management of day-to-day operation of the division

Texas State University, <i>San Marcos, TX</i>	<i>September 2001-August, 2009</i>
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Adjunct Graduate Professor

Texas Juvenile Probation Commission, <i>Austin, TX</i>	<i>1998-2000</i>
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Senior Researcher

- Planned and conducted research on major segments of phases of comprehensive research projects
- Formulated long-range research objectives, programs and priorities for matters within the scope of the agency's work program

University of Texas at Brownsville, Brownsville, TX

1996-1998

Professor, Criminal Justice Department

- Lectured in Advanced Research Methods, Statistics, Research Methods in Political Science

University of Texas-Pan American, Edinburg, TX

1992-1996

Criminal Justice Department:

- Associate Professor (1993-1996)
- Assistant Professor (1992-1993)

University of Dayton, Dayton, Ohio

1987-1992

Assistant Professor, Criminal Justice Program

- Advisor to Zeta Chapter, National Criminal Justice Honor Society
- Lectured in Statistics, Research Methods, and criminal justice subject matter

Bethune-Cookman College, Daytona Beach, FL

1985-1987

Chairman, Criminal Justice Department

- Responsible for program administration, including budget preparation, student records, supervising criminal justice student association and advising and counseling over 300 criminal justice students
- Lectured in criminal justice subject areas and statistics

Century College, Daytona Beach, FL

May 1986-July

Lecturer

1987

Sam Houston State University, Huntsville, TX

1982-1983

Research Assistant, Criminal Justice Department

Midwestern State University, Wichita Falls, Texas

1977-1978

Graduate Assistant, Department of Political Science

**Disparity Study and
Related Research**

Additional Disparity Studies and Related Research

-
- State of North Carolina: February 2019-Present
 - Cuyahoga County, Ohio: January 2019-Present
 - Metropolitan Nashville Airport Authority: December 2018-Present
 - North Carolina Department of Transportation: November 2018-Present
 - Sound Transit Disparity Study (WA): November 2018-Present
 - City of Chattanooga: October 2018-Present
 - **City of Tacoma, WA Disparity Study:** August 2017-Present
 - **City of Greensboro, NC Disparity Study:** February 2017-Present
 - Chief Statistician
-
- *Analysis of Hispanic-American Owned Business in the State Contracting*, Presented at the Annual Meeting of the Texas Association of Mexican American Chamber of Commerce Annual Meeting, Austin, Texas. August 2011

**Selected
Publications,
Major Papers and
Presentations**

- *Analysis of Bids and Proposals Submitted to the State of Texas by African - American and Hispanic Business Owners*, Presented at the Professional Services Conference of the Texas Association of African-American Chamber of Commerce, Austin Texas. July 2011
- *A Historically Underutilized Business (HUB) Disparity Study of State Contracting*, a joint project with MGT of America, Published by MGT of America (730 Pages) March 2010.
- *Ethical Issues in Conducting Research*, Presented at the annual meeting of the Texas Probation and Parole Association, Austin, TX, March 2009
- *New Approaches in Conducting Performance Measures*, Presented at the Texas Association for Infant Mental Health, Austin, TX, January 2008
- *Factors Leading to Juvenile Probation Officers' Job Satisfaction/Dissatisfaction in Texas, Research and Program Evaluation in Management: What Managers Need to Know?* Presented at the Management Conference of Chief Juvenile Probation Officers in Texas, Austin, TX, January 1999.
- *The Future of Criminal Justice Education*, Presented at the Annual Meeting of the Academy of Criminal Justice Sciences, Albuquerque, NM, March 1998
- *Gender and Perception of the Criminal Justice System*, Presented at the Annual Meeting of Academy of Criminal Justice Sciences, Las Vegas, NV, March 1996
- *Assessing Police Approach in Removing Racial Issues*, Presented at the Annual Meeting of the Academy of Criminal Justice Sciences, Denver, CO, March 1990
- *An Approach in Measuring Police Productivity*, Presented at the Southwestern Association of Criminologists, Huntsville, TX, 1983

Omar Baig, Data Analyst Griffin & Strong, P.C.

Atlanta, Georgia 30303

Summary	Data Analyst for Griffin & Strong, P.C., Mr. Baig has a background in Computer Science and Data Analysis. He has completed data analysis projects involving the analysis of NYC public schools, FIFA World Cup Historical Analysis and forecasting avocado prices. He is currently serving as Data Analyst on disparity studies being conducted by Griffin & Strong for State of North Carolina, Cuyahoga County (OH), City of Chattanooga, Sound Transit, NCDOT and Metro Nashville Airport Authority.	
Education	B. S., Computer Science, University of Georgia, Athens, GA Python for Data Science and Machine Learning Bootcamp, Udemy	2018
Career History	<p>Griffin & Strong, P.C., Attorneys-at-Law and Public Policy Consultants, <i>Atlanta, GA</i></p> <p>Data Analyst <i>November 2018-present</i></p> <ul style="list-style-type: none"> Serves as Data Analyst for disparity studies and public policy consulting projects Compiles and cleans databases Serves as liaison between the firm and client information technology personnel Analyzes research data on MWBE utilization for four state and local projects <p>Forecasting Avocado Prices <i>October 2018</i></p> <ul style="list-style-type: none"> An analysis of historical price data implemented using the open source Prophet library to predict future prices <p>PASSNYC: Data Science for Good <i>August 2018</i></p> <ul style="list-style-type: none"> Analysis of New York City Public Schools which provided a recommendation for how they should distribute their services to improve diversity of the specialized high schools <p>FIFA World Cup Historical Analysis <i>July 2018</i></p> <ul style="list-style-type: none"> Analysis of the 2018 World Cup results and how they compare to historical results 	
Disparity Study/Public Sector Experience	Data Analyst	Study Dates
	<ul style="list-style-type: none"> State of North Carolina: February 2019-Present Cuyahoga County, Ohio: January 2019-Present Metro Nashville Airport Authority: December 2018-present North Carolina DOT: November 2018-present City of Chattanooga: November 2018-present Sound Transit: November 2018-present. 	

Susan G. Johnson-Project Administrator
Griffin & Strong, P.C.

Atlanta, Georgia 30303

Summary	Currently Director of Project Development for Griffin & Strong, P.C., Ms. Johnson has prepared training materials and conducted training for clients based on programs developed by Griffin & Strong and serves as Contract Administrator on all projects. As a Human Resources Professional, Ms. Johnson was previously certified as a Professional in Human Resources (PHR) by the Human Resources Certification Institute.	
Education	M. S. Human Resource Management, Georgia State University, Atlanta, Georgia	2000
	M.S. Urban Government and Administration, Georgia State University, Atlanta, Georgia	1983
	B.A. Political Science, Spelman College, Atlanta, Georgia	1977
Career History	Griffin & Strong, P.C. , Attorneys-at-Law and Public Policy Consultants, <i>Atlanta, GA</i>	September 2002-present
	Director of Project Development	November 2014 to Present
	<ul style="list-style-type: none"> Responsible for all pre-contract activities, including coordination and preparation of proposal responses and communications with potential subcontractors/subconsultants 	
	Director of Corporate Communications & Human Resources	August 2008-November 2014
	<ul style="list-style-type: none"> Responsible for the firm's staffing activities and general human resources function 	
	Project Manager	September 2002-August 2008
	<ul style="list-style-type: none"> Served as Deputy Project Manager on disparity studies Facilitated analysis of purchasing practices and procedures Coordinated and/or conducted anecdotal interviews 	
	Lindamood-Bell , Atlanta, Georgia-Clinician	1999- 2002
Disparity Study/Public Sector Experience	Incredible Universe , <i>Duluth, GA</i> <i>Human Resources Director</i>	December 1995-April 1997
	Concessions International , Atlanta, GA	November 1986-October 1995
	Director of Human Resources-May 1987-October 1995 Administrative/Bookkeeper	
	City of Atlanta Office of Contract Compliance , Atlanta, GA Contract Compliance Administrator	May 1984-November 1986
	Contract Administrator	Study Dates

	<ul style="list-style-type: none"> • State of North Carolina: February 2019-Present • Cuyahoga County, Ohio: January 2019-Present • Metropolitan Nashville Airport Authority: December 2018-Present • North Carolina Department of Transportation: November 2018-Present • Sound Transit Disparity Study (WA): November 2018-Present • City of Chattanooga: October 2018-Present • City of Tacoma, WA: August 2017-Present 	
	<ul style="list-style-type: none"> • Invest Atlanta: June 2017-Present (Deputy Project Manager) • Fulton County, GA: June 2017-Present (Deputy Project Manager) • City of Greensboro, NC: February 2017-Present (including consulting services for program implementation) 	
	<ul style="list-style-type: none"> • Louisville Water Company (KY): MWBE Availability Study; September 2016-July 2017; follow-up consulting June-December 2018 	
	<ul style="list-style-type: none"> • St. Louis County, MO: Full disparity study of county procurements: June 2016-December 2017 	
	<ul style="list-style-type: none"> • City of Memphis, TN: Consulting services regarding existing EBO program, conducted an updated disparity study 	May, 2015 to August, 2016
	<ul style="list-style-type: none"> • City of Savannah: Full disparity study, including legal analysis, purchasing practices, public hearing, focus group, anecdotal, relevant market, private sector, regression analysis, findings and recommendations. 	April, 2015 to April, 2016
	<ul style="list-style-type: none"> • Georgia Department of Transportation: Full disparity study of federal and state funded contracts, including public hearings, focus groups, disparity analysis, relevant market, private sector, purchasing practices, findings and recommendations. 	March, 2015 to Present
	<ul style="list-style-type: none"> • Cuyahoga County, Ohio: Qualitative analysis for disparity study, including legal analysis, purchasing practices analysis, anecdotal evidence, regression analysis, surveys, private sector analysis. 	January, 2014 to January, 2015
	<ul style="list-style-type: none"> • City and County of Durham, NC: Full separate disparity studies for the City of Durham and Durham County 	October, 2013 to Present
	<ul style="list-style-type: none"> • Montgomery County, MD: Full disparity study 	May, 2013 to June, 2014
	<ul style="list-style-type: none"> • Clayton County, GA: Review of disparity study and providing recommendations; implementation of Small Local Business Program; developed position descriptions, prepared all program forms, policies and procedures; trained Contract Compliance personnel 	July, 2012 to Present
	<ul style="list-style-type: none"> • City of Jackson, MS: Full disparity study. 	June 2007-2008;
	<ul style="list-style-type: none"> • Georgia Department of Transportation: Provided consulting services including developing goal-setting methodology and making recommendations to Transportation Board on annual DBE goal. 	May, 2008 to September, 2013
	<ul style="list-style-type: none"> • City of Memphis, TN: Full disparity study 	January 2008 to August, 2009
	<ul style="list-style-type: none"> • State of Tennessee: Comprehensive disparity study encompassing all state agencies 	September 2007- 2009
Deputy Project Manager	<ul style="list-style-type: none"> • Metropolitan Nashville Airport Authority: Full disparity study 	January, 2007 to August, 2007
	<ul style="list-style-type: none"> • Durham County, NC: Full disparity study, including purchasing practices review, anecdotal evidence, recommendations and drafting legislation. 	October 2006 to August, 2007

- **City of Atlanta, GA:** Full disparity study, including program development and recommendations, drafting legislation, analysis and recommendations of data tracking systems, and staff training. **July 2005 to 2007**
- **Montgomery County, MD:** Full disparity study. Conducted anecdotal evidence interviews and prepared write-ups. **April 2004 to April, 2005**
- **Metropolitan Government of Nashville and Davidson County, TN:** Full disparity study encompassing the six agencies of Metro Government **October 2003 to February, 2005**
- **City of Columbus, OH:** Full disparity study **October 2002 to August, 2003**
- **City of Cincinnati, OH:** Performed a series of projects, including a full disparity study that was completed in 2002 **1998 to 2002**

MARCUS K. GARNER

[Writing Samples](#)

MULTI-PLATFORM COMMUNICATIONS PROFESSIONAL

Motivated strategic communications manager with more than 20 years' experience using analytical and content-development skills to craft winning **branding** standards, and develop **clear messaging in crisis** or otherwise, with a proven track record of meeting tight schedules and deadlines in newsrooms and public-relations environments. Core competencies include:

- | | | |
|--|---|--|
| <input type="checkbox"/> Public Relations | <input type="checkbox"/> Change Management | <input type="checkbox"/> Thought Leadership |
| <input type="checkbox"/> Executive Communications | <input type="checkbox"/> Project Management | <input type="checkbox"/> Content Development |
| <input type="checkbox"/> Training & Mentorship | <input type="checkbox"/> Search Engine Optimization | <input type="checkbox"/> Desktop Publishing |
| <input type="checkbox"/> Strategic Partnership Liaison | <input type="checkbox"/> SharePoint Administration | <input type="checkbox"/> Web Copywriting |
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PROFESSIONAL EXPERIENCE

SUNTRUST BANK · Atlanta, GA · June 2018 – May 2019 Senior Communications Specialist

- Provides Bank-wide internal communications for the SunTrust Enterprise Security and Resiliency organization responsible for cyber security
- Creates change management communication strategy, messaging and instructional/training documentation for Privileged Access Management, Identity Life-cycle Management and Identity Access Management programs
- Manage organizational SharePoint Intranet site hosting change management and instructional content

INDEPENDENT CONTRACTOR · Atlanta, GA · June 2017 – Present Communications Consultant

- Analyze and modify public policy documents for consulting and law firm Griffin & Strong, P.C.; proofread and edit business development Request for Proposals
- Write speeches for Griffin & Strong, P.C., named partner and president, Rodney Strong
- Write articles and design layout for online newsletter "Philips Arena Renovation Bulletin"
- Serve as media liaison, drafting and disseminating press releases to media about firm initiatives or innovations for U.S. Security Associates; advise on media encounters
- Ghost-write opinion pieces and special articles for industry publications, such as "Governing Magazine" and "U.S. Security POST"

DEKALB COUNTY GOVERNMENT · March 2016 – June 2017 Director of Communications – Offices of District Attorney and Solicitor-General

- Manage day to day responses to local and national media requests
- Manage real-time crisis response; represent office in the media and direct leadership
- Develop and implement crisis management strategy
- Executive liaison for staff of 175 and media personnel/requests; oversee press releases
- Train executives and designated spokespersons for media appearances
- Advise executive leadership on messaging to employees, community and partnering agencies
- Cultivated relationships with Metro Atlanta media community
- Coordinate media coverage for DeKalb County judicial initiatives and partnering agencies

- Led brand expansion project for development for incoming elected official; brand expansion for incumbent ahead of re-election campaign
- Direct organization of media events; lead planning/execution of community outreach events
- Develop content for web site using CivicPlus and WordPress
- Develop and implement agency's marketing and branding initiatives
- Administer office professional conduct and media policies
- Manage designated organization spokespersons and event team
- Moderated online audience engagement conducted on the public-facing website

CENTERS FOR DISEASE CONTROL AND PREVENTION · November 2015 – March 2016 Senior Communications Specialist – Contractor

- Managed access to sensitive executive materials on Chief Financial Officer's SharePoint site
- Developed online health-related content for bi-weekly newsletter
- Prepare for crisis communications as necessary; create crisis response strategy
- Contributed to production and editing of the Chief Financial Officer's annual report

THE COCA-COLA COMPANY · Atlanta, GA · October 2014 – July 2015 Communications Specialist – Contractor

- Developed and facilitated employee training for business applications, including producing training videos
- Managed development and distribution of internal digital marketing billboards
- Developed change management policy/procedure content strategy resulting in \$2 million savings; wrote policies and procedures governing the new strategy
- Implemented internal marketing campaign to replace 5,000 laptops resulting in \$1 million savings
- Developed SharePoint content strategy to inform associates of new available technology

THE ATLANTA JOURNAL-CONSTITUTION · Atlanta, GA · February 2006 – June 2014 Senior Reporter

- Managed team of investigative journalists that produced government oversight stories
- Served as weekend breaking news desk editor assigning stories and editing content
- Covered breaking news, reporting on crisis /disaster stories, including power outages
- As Washington, D.C., correspondent, led strategic planning and coverage of the 2009 Presidential Inauguration
- Served as legal reporter covering the Atlanta Metro Area courts and crime beat
- Utilized social media analytics tools to track and target online audiences
- Facilitated the rebranding of the AJC's Twitter persona that resulted in a 225 percent increase in followers from 25,000 to more than 80,000

THE DAILY SOUTHTOWN · Tinley Park, IL · October 2003 – November 2005 Metro Reporter

- Covered breaking news, reporting on crisis /disaster stories, including power outages
- Reported on politics in south-suburban Chicago
- Wrote news stories about courts and crime

PENINSULA CLARION · Kenai, AK · September 2001 – October 2003 Business Editor/Reporter

- Reported on oil and gas industry, including oil spills, platform fires and other crises

- Covered breaking news, reporting on crisis /disaster stories, including power outages
- Assigned business stories to staff; wrote articles as needed
- Shot and edited news photography
- Led edit and design of *Peninsula Clarion* business pages

THE POST-STANDARD · Syracuse, NY · January 2001 – August 2001 Business News Intern

- Conceived, wrote and reported on how emerging technologies impacted the Central New York State economy

ACCENTURE · Atlanta, GA · December 1998 – May 2000 Knowledge Management Analyst

- Conceived, wrote and reported on how emerging technologies impacted the Central New York State economy
- Maintained digital and tactile library of business engagement documents and white papers for global consultancy, then known as Andersen Consulting
- Wrote white papers and business engagement proposals to highlight work stored in the company's document repository
- Conducted research to write briefs describing the contents and key results of each of more than 3,000 documents
- Managed document logistics and supervised logistics team responsible for delivering hard documents to engagement locations

THE ATLANTA JOURNAL-CONSTITUTION · Atlanta, GA · August 1996 – November 1998 Ad Executive

- Consistent sales leader selling print newspaper advertisement to Atlanta-area businesses
- Business-to-business marketing; client brand development and marketing
- Client relationship and account management

CLARK ATLANTA UNIVERSITY · Atlanta, GA · September 1993 – May 1995 Media Relations Intern

- Prepared media communication for response to on-campus crises/emergencies
- Maintained media mailing list; pitched campus news to local and national media
- Drafted press releases about campus news

EDUCATION & TECHNICAL PROFICIENCIES

Master of Science – Newspaper Journalism (Coursework completed; Anticipated, December 2018)
SYRACUSE UNIVERSITY, S.I. Newhouse School of Public Communications · Syracuse, NY

Bachelor of Arts – English · 1996
CLARK ATLANTA UNIVERSITY · Atlanta, GA

Technical Skills

SharePoint, MS Office Suite, Adobe CS, Adobe Experience Manager, Visio, Adobe Captivate, Word Press, Square Space, InDesign, Hootsuite, Constant Contact, Cision PR Software, Slack, HTML

OMEKAH EDMONDSON

EDUCATION

University of Georgia: Grady College of Journalism and Mass Communication, Athens, GA

Bachelor of Arts in Journalism in Public Relations

May 2017

Major: Public Relations

Minor: Communication Studies

PROFESSIONAL SKILLS

- **Technical Proficiencies:** Microsoft Office Suite (Word, Excel, PowerPoint, SharePoint, Teams, Outlook); Social Media Sites (Facebook, Twitter, Pinterest, Instagram, YouTube, LinkedIn, WordPress, Google Analytics, Google AdWords); Photography; iExpense, Qualtrics, IBISWorld, Photoshop and InDesign; complemented by the ability to quickly master emerging technology
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TECHNICAL SKILLS

- | | | |
|-------------------------------|------------------------------------|-------------------------------------|
| • Interpersonal Communication | • Public & Media Relations | • Event Planning & Coordination |
| • Marketing Strategy Planning | • Community Outreach & Engagement | • Social Media Strategy & Execution |
| • Process Development | • Audience Analysis & Segmentation | • External Relationship Management |
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RELEVANT EXPERIENCE

GEORGIA POWER COMPANY Atlanta, GA

May 2019 – October 2019

Change Management Marketing Specialist

- Assisted with project scope and communication outlines for change initiatives to ensure milestones are met
- Collaborated with management to improve the employee experience through the re-launch of internal website with accurate and engaging content
- Developed cohesive messaging around the implementation of Oracle Sales Cloud to modernize the Sales and Marketing organization's technology platforms
- Disseminated information to managers around Oracle Sales Cloud to ensure successful adoption of new technology throughout all of Sales and Marketing

GEORGIA POWER COMPANY Atlanta, GA

January 2019 – July 2019

Market Strategy Business Development Intern

- Acted on market research and needs based segmentation to execute more personal go-to-market strategies for product launches
- Consulted with various departments to create effective communication channels for historical information distribution across internal business units through Power BI dashboards
- Developed and implemented communication strategy for internal idea generation platform, iLab, which increased employee engagement by 50%
- Established and maintained relationships within Corporate Communication, Executive Leadership, External Affairs and Product Development to implement cross-functional market strategy plans for successful product launches

TARGET Athens, GA

May 2018 - January 2019

Human Resources Assistant

- Conducted prescreening of interview candidates to ensure their job readiness for numerous positions within the company
- Demonstrated ability to conceptualize fresh new ideas for in-store events and meetings that increased employee morale
- Maintained positive collaboration with 7 departments which result in effective employee issue resolution and talent retention
- Managed human resource functions in a 300-employee retail company which included interviewing, documentation and training
- Served as a liaison between management and employees by fielding questions, interpreting and administering job offers and helping resolve work-related issues

PROJECT REWIRE Athens, GA

September 2017 - February 2018

Marketing Consultant

- Developed highly successful social media strategy for clientele, resulting in a 55% increase in follower engagement and doubling initial member participation
- Embedded numerous levels of analytics to track the results to ensure they aligned with client's projected growth goals
- Organized and promoted the January 2018 launching of Project Rewire to community members, young adults, shareholders and local business owners
- Structured 1-year long social media calendar with respective posts and infographics that aligned with individual social media outlets to ensure high engagement year-round

THE BARJON GROUP Atlanta, GA

January 2016 - May 2017

Project Manager

- Coordinated event logistics, volunteers and other assistants during the planning and on-site execution of Joseph Guay's Remnants of the Human Condition Art and Conversation City Hall exhibition for over 400 community members
- Designed publicity initiatives and social media campaigns to increase engagement of the diverse target audiences of clients, targeting 300 – 3,000 participants
- Established organizational priorities, managed communication plans, analyzed data and developed strategic objectives
- Managed high-profile special events including Ikea's 43rd store opening in Memphis, Tennessee with over 3,000 patrons

EBAY Athens, GA

January 2017 - May 2017

Public Relations Research Student

- Built storytelling campaign through social media platforms, such as Facebook, Instagram and Blogs
- Played key role in developing a targeted social media campaign designed to chart and encourage user engagement
- Produced email pitch templates to facilitate media relations and collaborations with popular businesses and influencers

DEKALB MEDICAL Atlanta, GA

August 2016 - December 2016

Public Relations Research Student

- Conducted survey research and performed data analysis using Qualtrics, gaining perspective on the target demographic
- Observed in-depth interviews and gathered consumer-shared insights to create strategic recommendations for hospital-patient communications
- Planned, designed and presented educational material and research report, which were adopted by Dekalb Medical

INTERNSHIP EXPERIENCE

UNIVERSITY OF GEORGIA: RANKIN SMITH ACADEMIC CENTER Athens, GA

January 2018 – December 2018

Student-Athlete Academic Coach

- Produced daily comprehensive reports that tracked academic progress of each student-athlete in all their classes
- Provided professional coaching and accountability among student-athletes through calendars and planners to help balance their commitments
- Supported student-athletes' academic growth by applying best practices for effective organization and test taking strategy

THE CENTER FOR RESEARCH ON BEHAVIORAL HEALTH Athens, GA

July 2016 - January 2017

Research Assistant

- Archived and collected data from scheduled and completed phone interviews to submit to behavioral health directors
- Collaborated with a team to create, edit and submit reports to PhD-level research scientists bi-weekly
- Performed telephone interviews with directors and administrators of substance abuse treatment centers on a weekly basis

UNIVERSITY OF GEORGIA: OFFICE OF UNDERGRADUATE ADMISSIONS Athens, GA

March 2015 - May 2016

Admissions Intern

- Assisted with planning and coordinating 10 special events monthly that were geared towards increasing student aid awareness
- Conducted weekly campus tours to encourage future student enrollment at the University of Georgia (UGA)
- Facilitated information session presentations for approximately 150 prospective students and their families bi-weekly

Creative Research Solutions

Dr. Travis Tatum, Lead Evaluator

As Past President of the Atlanta Area Evaluation Association (AAEA) and President of Creative Research Solutions, LLC, Dr. Travis Tatum brings extensive evaluation experience to Griffin and Strong's evaluation needs. With precisely the expertise necessary, Dr. Tatum earned his doctorate in Social Psychology from the University of Michigan and has evaluated state and Federally funded programs, including Project GRAD (an out of school program), Morehouse School of Medicine's NSF funded programming, Central Georgia Technical College, and the University of Virginia. Dr. Tatum is also the lead evaluator on a 3year evaluation which will document the impact and outcomes of the Atlanta Economic Justice Program. Dr. Tatum's evaluation efforts have assisted nonprofit organizations and educational institutions in maximizing their outcomes and amplifying the reach and successes of organizational efforts.

Dr. Shanesha Brooks Tatum, Evaluator

Dr. Shanesha Brooks-Tatum, Vice President of Creative Research Solutions, LLC, has over 10 years of extensive experience collecting and analyzing qualitative research data, including focus groups, interviews, and surveys. Her results driven approach measures and documents her clients' impact maximizes client resources, and enables them to tap into new markets. Most recently, Dr. Brooks Tatum brought her mixed methods approach of thematic and structural analysis to an evaluation of the Technical College System of Georgia. She completed an evaluation of their innovative, three-year grant program designed to create increased workforce opportunities for dually enrolled GED/technical college students in the state of Georgia. The project included an analysis of project partners and institutions, as well as a cost benefit analysis, which illustrated that the project was successful in meeting its objectives and adding immense value to the state of Georgia. Additionally, Dr. Brooks Tatum completed an evaluation project measuring the outcomes of the 7 year U.S. Dept. of Education's College Access Challenge Grant, which included business, nonprofit, government, educational, and social services partners. Together, these partners worked on specific strategies to increase educational degree attainment, job preparedness, and future job opportunities for adults with some college and for underserved minority youth, including foster and homeless youth. This complex evaluation and her other ongoing work has equipped Dr. Brooks Tatum with insight and skills. Dr. Brooks-Tatum holds the highest standards for rigor and stresses the utmost importance of providing excellent customer service at every stage of a project. She has written published journal and newsletter articles for clients such as the HBCU Library Alliance to document their programmatic outcomes and successes. A recent NEH Fellow and Fulbright Hays Fellow (Brazil), Dr. Brooks-Tatum graduated *summa cum laude* from UC Berkeley with her Bachelor's degree and earned her Master's and Ph.D. from the University of Michigan.



CREATIVE RESEARCH SOLUTIONS

Travis Tatum, Ph.D. President

Phone:

Email:

Snellville, GA 30039

EDUCATION

2004-2009

University of Michigan, Ann Arbor

Ph.D., Social Psychology - GPA: 3.9 / 4.00

Dissertation: *Directed Attention and Stereotype Threat in Interracial Interactions*

M.S., Social Psychology

Master's Thesis: *Teachers and Learners: Roles Adopted in Interracial Discussions*

2000-2004

Wesleyan University, Middletown, CT

B.A., Psychology - GPA: 3.59 / 4.00

EXPERIENCE

Creative Research Solutions, LLC, Atlanta, GA

2009-Present

President

As President of Creative Research Solutions, I am dedicated to helping government, non-profit, and educational institutions improve their performance through high quality evaluation.

Selected relevant projects include:

Griffin & Strong, P.C. (ongoing): Creative Research Solutions has managed and distributed surveys on behalf of Griffin & Strong as part of several business disparity studies for local governments.

Spelman College (ongoing): Developed evaluation plan and quantitative data analysis strategy for Spelman College's First In the World grant project.

Council of State and Territorial Epidemiologists (2018): Developed and led an economic impact assessment identifying the costs and benefits of collecting data on 18 social and behavioral health indicators. This assessment included both qualitative and quantitative data collection and analysis, as well as working with a variety of stakeholders across state departments of health, CDC, SAMHSA, and CSTE.

Wesleyan University (2016-2018): Designed and conducted evaluation of new project based learning and intensive course programs, including focus groups, interviews, and surveys. Project included creative recruitment strategies to encourage participation among underrepresented and first-generation college students.

MSCEI (2016): Conducted interviews and site visits to assess the local and regional impact of the Mississippi Center for Education Innovation on schools and partner organizations' efforts to improve the quality of education in the state.

Technical College System of Georgia (2015): Conducted focus groups and site visits at multiple sites to assess the impact of TCSG

College Access Challenge Grant (2015): Designed and conducted adaptive survey and collected data through interviews and participant observations at multiple sites to assess the overall statewide impact of Georgia's 7-year College Access Challenge Grant programs.

Morehouse School of Medicine (2014-2018): Designed and conducted surveys and participant observations in support of an evaluation of a Neuroscience Enrichment Program designed to increase the number of African-Americans pursuing careers in Neuroscience.



CREATIVE RESEARCH SOLUTIONS

WINGS for kids (2014-2018): Conducted site visits, focus groups, and participant observations to assess the impact of an after-school social and emotional learning program.

University of Virginia (2014-2016): Provided consulting services to a faculty search committee as part of a program to increase diversity among faculty in STEM fields. Project work included developing an assessment to capture faculty impressions of job candidates.

UNCF (2013-2014): Performed focus groups, interviews, and site visits to measure impact of institutional advancement support services.

Project GRAD Atlanta (2013): Conducted site visits, interviews, surveys, and data analysis to measure outcomes of a Summer Institute program offering high school students of color the opportunity to take college courses during the summer.

University of Michigan, Ann Arbor, MI

2005, 2006, 2008

Graduate Student Instructor

As a graduate student instructor at the University of Michigan, I independently led discussion sections for students taking Psych 111: Introduction to Psychology and Psych 260: Introduction to Organizational Psychology. This work involved creating weekly lesson plans, designing assignments, and evaluating student performance.

RESEARCH

Dissertation: For my dissertation research I developed and tested a cognitive intervention designed to improve one's ability to focus attention and communicate effectively while under adverse conditions such as stereotype threat.

Master's Thesis: For my Master's Thesis, I tested the hypothesis that African-American and White participants adopt teacher and learner roles, respectively, when discussing a race-related topic in a mixed-race group.

Each of the above research projects required advanced research and statistical training including experimental design, survey development, linear regression, and analysis of variance, as well as effective management of an undergraduate research team.

Publications

Tatum, T. & Sekaquaptewa, D. (2009). Teachers and Learners: Roles Adopted in Interracial Discussions. *Group Processes & Intergroup Relations*, 12(5): 579-590.

PROFESSIONAL ACTIVITIES

2016 Eastern Evaluation Regional Society Conference Presentation: "Serving Multiple Masters While Keeping Your Eye on The Prize: Conducting a Program Evaluation with Multiple Stakeholders".

President, Atlanta-Area Evaluation Association (2014).

Conducted research for the State of the Student report with the Atlanta Education Fund, (2011-2012).

Developed and facilitated Multicultural Competency Training for the Undergraduate Research Opportunity Program (UROP) Peer Advisor Orientation, to prepare students for their work as peer advisors in a multicultural environment. University of Michigan, (2008).

Developed and facilitated Students of Color of Rackham (SCOR)/Common Ground joint dialogue program, with funding grant from the Multi-Ethnic Students Association (MESA). This



CREATIVE RESEARCH SOLUTIONS

program offered structured dialogues for students interested in discussing social identity and social justice issues. University of Michigan, (2008).

Intergroup Relations Common Ground Facilitator: Facilitated intergroup relations workshops for University of Michigan students, faculty, and staff. University of Michigan, (2007-2009).

Admissions Committee: Evaluated social psychology program applicants as a member of the admissions committee for the University of Michigan Social Psychology Area, (2006).

Students of Color of Rackham Media and Publicity Co-Chair: Organized publicity efforts and designed website for Students of Color of Rackham (SCOR). University of Michigan, (2005-2007).

AWARDS, FELLOWSHIPS, GRANTS

Business of the Year, DeKalb Chamber APEX Community Workforce Award (2015): Awarded for community workforce development in DeKalb County, Georgia.

Psychology Department Dissertation Grant (2008): Provided funding for dissertation research.

Under-represented Students Social Science Training Award (2005): For advanced statistics coursework in Hierarchical Linear Modeling and Structural Equation Modeling at the Inter-University Consortium for Political and Social Research (ICPSR).

Rackham Merit Fellowship (2004): Competitive 5-year fellowship provided doctoral program funding for underrepresented students with outstanding academic qualifications.

PROFESSIONAL MEMBERSHIPS

American Evaluation Association: (2010-present)



CREATIVE RESEARCH SOLUTIONS

Shanesha Renée Frances Brooks-Tatum, Ph.D.
Executive Vice President
Creative Research Solutions, LLC

[REDACTED]
Snellville, Georgia 30039
[REDACTED]
[REDACTED]

Award-winning Evaluator, Community Strategist, and Facilitator with extensive experience working with nonprofit organizations, educational institutions, and foundations to enable them to refine their programs and services; make data-driven decisions; and provide clear evidence of their results through high-quality research and evaluation.

EDUCATION

- 2010** **University of Michigan, Ann Arbor**
Ph.D. in American Culture
Concentrations: Culture and Identity, Research Methods, Area Studies
- 2006** **University of Michigan, Ann Arbor**
M.A. in American Culture
Concentrations: Area Studies, Research Methods, Culture and Identity
- 2004** **University of California, Berkeley**
B.A. in Interdisciplinary Field Studies, *summa cum laude*
B.A. in English, *summa cum laude*

CERTIFICATIONS

Results-Based Accountability. I am a Certified Results-Based Accountability Evaluator and Researcher. I am currently using this framework with communities in the United Way of Greater Atlanta catchment area and other evaluation clients.

Disadvantaged Business Enterprise. This state-level certification for Georgia businesses is for historically-marginalized groups.

SELECTED PROJECTS

Annie E. Casey Foundation: Annie E. Casey Foundation (2018 - present): I am providing support for the Annie E. Casey Foundation (AECF) Atlanta Civic Site's (ACS) research and evaluation projects as a consultant. This partnership will support the ACS in its development of research and evaluation, and subsequently assist AECF in producing objective and systematic data and analyses to

inform mid-course adjustments and outcomes. In this role, Dr. Brooks-Tatum will provide a repository of Atlanta-based researchers evaluators as well as source opportunities for research and evaluation to inform the work of ACS.

United Way of Greater Atlanta, Atlanta CareerRise (2018 - present): I serve as Lead Evaluator for the High Demand Career Initiative - Metro Atlanta (HDCI MA), which services the Metro Atlanta area. Launched by Governor Nathan Deal in 2014, HDCI seeks to integrate public and private workforce development. To support this goal, CRS is developing evaluation tools to understand perceptions of HDCI MA's increased communication, connectivity, coordination, and collaboration. CRS will be gathering data from WorkSource Board members, sector leads, and employers to accomplish this. The results will indicate the extent of change and what could be done better to foster and sustain change as the initiative continues. The goal of HDCI is to improve workforce development through partnerships with worksource boards, providers, employers, and related partners.

DeKalb Chamber of Commerce (2018 - present): Creative Research Solutions is currently supporting the DeKalb Chamber of Commerce in their endeavor to gain a comprehensive understanding of their membership profile and enhance their growth. This will be accomplished through an analysis of membership demographics, engagement, and needs. Through the review of census data and relevant business reporting, CRS will also create a heat map to visually represent where the DeKalb Chamber's members are most and least concentrated geographically. This approach to data collection will ensure that the data will promote a strong, data-driven strategy for growth and sustainability as it bolsters the development of membership benchmarks.

Agnes Scott College, Decatur, GA (2018 - present): As the Project Lead, I am working with the College to complete a baseline diversity audit that includes faculty, students and staff. CRS completed data analysis for a diversity audit baseline study for Agnes Scott College. The purpose of this research was to understand student, staff, faculty, and alumnae perspectives and experiences with diversity and inclusion on campus. Transcripts from seven, 75-90 minute focus groups were analyzed, and the de-identified data were used to compile a report. Top level administration at the college were given a confidential, separate appendix as an addendum. Additional data analysis and training will occur.

Sister to Sister International (2018 - present): Creative Research Solutions is working to evaluate STSI's Summer Science, Technology, Engineering, Arts & Math (STEAM) Camp and program design by assessing its effectiveness. The STEAM Camp program aims to promote the pursuit and completion of undergraduate and graduate degrees in STEAM including health professions by Black and Latina girls. CRS will develop a pre and post survey to be administered to the middle and high school students that the STEAM camp serves in addition to standardized tests. Parents, teachers, and alumni will be interviewed and surveyed as well. This evaluation process will promote and support strategic growth and sustainability.

Black Women's Health Imperative (2017 - present): I serve as Lead Strategist and Facilitator for the Black Women's Health Imperative (BWHI). My work has enabled BWHI to translate national health research findings to diverse audiences across the country.

Major, International, Private Foundation (2017- present): For a confidential client, I co-led the four-year strategy review for a major, international, private foundation in the domains of health and human rights philanthropy, particularly focused on reproductive health. In this role, I evaluated the global outcomes of four years of global grantmaking and coalition development work.

United Way of Greater Atlanta (2017-present): I serve as a Facilitator for UWGA partners and grantees as they work to build collaborative, shared outcomes for their new Child Well-Being Index. This Index addresses racial, gender, and socioeconomic disparities at the child, family and community levels as well as factors impacting homeless and foster youth. As part of this process, I co-facilitated over 25, 2-to-3-hour workshops and 4, 7-hour trainings with grantees and partners throughout the state of Georgia

to develop baseline profiles for their programs, outcomes, factors, indicators, and target populations. The goal is to use Results-Based Accountability to create a shared measurement framework for each of the 14 strategies of the Child Well-Being Index.

William T. Grant Foundation (2017-present): I serve in an advisory role as the Mentor and Career Consultant for the Foundation, providing ongoing career and professional development consultations to diverse Ph.D. students and faculty in a variety of disciplines, and offering an annual training workshop on career development and mentorship best practices.

Wesleyan University (2014-present): I serve on an evaluation team that is measuring the outcomes of a campus and cross-campus project-based learning curricula on undergraduate Psychology students.

Project Lead, STEAM Curriculum Development Project (2017-2018): I served as Project Lead for the development of a proprietary, interdisciplinary, and interactive STEM, arts, and personal and career exploration curriculum for Black and Brown middle school girls. Made possible by a grant from the Memphis Music Initiative, the objective is to develop a free educational curriculum and related programming to expose middle school aged girls of color to technology, creativity, mentorship, personal and career development. It will also train and provide financial support through impact investing partners to young female entrepreneurs who innovate technology-based solutions to modern problems; and finally, we will connect interested stakeholders and subject matter experts for awareness and action around programs and policies impacting women and families. Tasks include background research, mixed methods needs assessment, data collection, curriculum development and curriculum planning.

United Nations Foundation (2015-2016): I served as Lead Evaluator for an organization-wide, retrospective impact evaluation of the UN Foundation's Girl Up Campaign, an international adolescent girl-led social awareness and fundraising initiative. The Campaign helps girls in developing countries see a doctor, get an education and stay protected from violence. The UN Foundation works with grassroots organizations on the ground in developing countries to help prevent early, forced marriages and unwanted pregnancies.

We documented the impact of 5 years of programming and outreach and evaluated the outcomes of this international campaign that raised \$7.2 million for UN programs with more than 2,000 global partners and affiliates from 2010 to 2015. The systems-level evaluation methodology included: interviews with national and international participants, interviews with key stakeholders, focus groups with regional coalition members (in New York and Los Angeles), an international survey, coding and cross-coding of data. We produced an interactive data site or infographic documenting programmatic outcomes, a final report, an organizational cost effective analysis, and an in-person presentation of findings to key stakeholders in Washington, DC.

Findings have been key in enabling the UN Foundation to meet the needs of adolescent girls from all over the world. Our evaluation report resulted in changes in policies and procedures that are enabling the program to impact more girls in countries such as the United States, Guatemala, India, Ethiopia, Liberia and more.

University System of Georgia Board of Regents, College Access Challenge Grant (2015-2016): This 7-year grant was designed to increase the number of foster and homeless youth and adult returning learners who obtained a Bachelor's degree. The team of more than 2 dozen stakeholders created a strategy for addressing the unique needs of homeless and foster youth by bringing together social services agencies, nonprofits, educational institutions, and other partners to create a unique strategy for addressing the educational disparities among homeless and foster youth. With a team of evaluators, I collaboratively designed and conducted an adaptive survey and collected

data through interviews, participant observations and project data tracking tools at multiple sites to assess the overall statewide impact of this grant program.

Valencia College B.I.G. Campus-Wide (2017): I served as Lead Facilitator for a campus-wide metrics Leadership Retreat designed to help senior leadership develop alignment in metrics across the impact areas of the campus-wide plan. We received excellent ratings on the post-survey; participants reported increased clarity and confidence around setting metrics, outcomes and understanding the campus plan alignment.

Spelman College (2015 - present): I serve as Lead Evaluator for Spelman College's U.S. Department of Education First in the World Grant project, a 5-year, \$2.7 million grant that utilizes a randomized controlled trial to test a metacognitive learning intervention. Strategy provided helped Spelman College secure the grant.

Morehouse School of Medicine (2012-present): Designed and conducted surveys and participant observations in support of an evaluation of a Neuroscience Enrichment Program designed to increase the number of African-Americans pursuing careers in Neuroscience.

Technical College System of Georgia (2015): Co-designed and conducted an adaptive survey, and collected data through interviews, focus groups and participant observations throughout the state for a 3-year workforce initiative. Collaboratively completed outcomes evaluation report.

U.S. Board of Education College Access Challenge Grant (2015): Co-designed and conducted adaptive survey and collected data through interviews and participant observations at multiple sites to assess the overall statewide impact of Georgia's 7-year College Access Challenge Grant.

Georgia Tech AMAC: Co-created evaluation plan for winning First in the World Grant Proposal. Project addresses disparities in resource access for students with disabilities at minority-serving institutions.

WINGS for Kids (ongoing): Conducted site visits, focus groups, and participant observations to assess the impact of an after-school social and emotional learning program.

Director of Research and Evaluation. I served in this capacity for a small program geared toward first-generation college students. I developed the assessment plan, wrote summative reports, and assessed instruction and students' writing and research across several disciplines. Roger Williams University, Fall 2009 – Spring 2010.

SELECTED AWARDS AND HONORS

2017	Honoree: National Association of Women-Owned Small Businesses.
2016	Rising Star Award: International Journal of Ethnic College Health.
2015	Business of the Year Award: DeKalb Chamber of Commerce.
Summer 2014	NEH Fellow: Emory University.
2014	Shining Star Award: National Association of Women-Owned Small Businesses.
Summer 2013	Fulbright-Hays Faculty Research Fellowship: Awarded to study Afro-Brazilian literature, music, and culture for book project.
Spring 2012	Fellow/Manuscript Research Grant: Interdenominational Theological Center.
Fall '09 – Spr. '10	Research Award: Roger Williams University.
Winter 2010	One-Term Dissertation Completion Fellowship: Rackham Graduate School, University of Michigan.
Summer 2009	Summer Research Grant: Program in American Culture, University of Michigan.
Spring & Summer '09	Community of Scholars Fellow: Institute for Research on Women and Gender (IRWG), University of Michigan.
Summer 2008	Horace A. Rackham Dissertation Summer Research Grant: Rackham Graduate School, University of Michigan. Award given for dissertation fieldwork and research expenses.

PUBLISHING AND COMMUNITY ENGAGEMENT CONSULTING

- 2012** **Contractor: Evergreene Evaluation and Research.** I engaged in participant observation and survey collection at two sites (GA and MN) for a project on scientists.
- 2011** **Consultant: Project Coordinator/Writer.** HBCU Library Alliance. I have been contracted to work on the Preserving Our Story Project. Data collection includes interviews and campus visits (Summer 2011) will result in the completion of an historical article about the Alliance, to be submitted to a peer-reviewed journal, and eight member institution success stories, which will be published in non-peer reviewed publications.
- 2008** **Program Assistant.** Organized campus workshops, public exhibit, film screening, including the lecture given by Archbishop Emeritus Desmond Tutu; developed annotated bibliographic material on South Africa for the Raoul Wallenberg website. Raoul Wallenberg Endowment, University of Michigan, May 2008-September 2008.
- 2008** **Editor for *Black Theatre: A Cultural Companion*.** Edited book manuscript by Prof. Glenda Dickerson, Director of the Center for World Performance Studies, University of Michigan.
- ‘06-’10** **Editor and Proofreader.** In a contracted capacity, I edited and advised dissertation and thesis writers across the nation in several disciplines.

Laura M McGowan

Aurora, IL 60502

2005- Present President, The McGowan Group – Aurora, IL

Provide public relations counsel and supporting services for clients as an independent virtual agency. Services include media relations, social content, speechwriting writing, media and promotional materials, web design, crisis communications and media spokesperson training.

Clients: Cantigny Park, Robert R. McCormick Foundation, Northern Illinois Food Bank, Clarke, Circle PR, Lands' End, 7-Eleven and Southern Nevada Health District.

1996- 2005 Senior Vice President, ISH&A Public Relations – Oakbrook, IL

Served as program developer and manager for national media relations campaigns, including serving as national on-camera spokesperson for Whirlpool Clean Out Your Refrigerator Day and Clarke Mosquito Control.

Clients: Lands' End, Sears, Hershey's, McDonald's, Whirlpool, Enesco, Clarke, Jiffy Lube, Dremel, Allied Van Lines, Reliant Energy, Crème de la Crème, Weiman, Foreign Candy Company and The Morton Arboretum.

1994 –1996 Associate, Ogilvy Adams & Rinehart – Chicago

Provided consulting in media relations, employee communications, corporate positioning and crisis communication. Fielded international media inquiries during sale/restructuring of Encyclopaedia Britannica. Developed and implemented newsfeed service for remote facilities of Navistar. Clients: The Quaker Oats Company, Follett Corporation, Navistar International, Good Humor-Breyers, Encyclopaedia Britannica and The Big Shoulders Fund

1992– 1994 Account Executive, Edelman Public Relations – Chicago

Food marketing and public relations activities including special events, media relations, issues management and client relations. Clients: Kraft Foods, Armour/Swift-Eckrich, National Presto, Inc., American Dietetic Association, National Livestock and Meat Board, Budgetel Inns

Education

BA English and journalism from Indiana University, December 1992

Other Interests

2005-2014 – School board member/president, St. Irene School, Warrenville, Illinois

2007-2010 – Columnist for the Glancer Magazine

Awards and Recognition

1997 – PRSA Silver Anvil Award

2000 – PCC Silver Trumpet

1997 – PCC Silver Trumpet

1995 – OA&R Strategic Marketing Award

1993 – Kraft General Foods Marketing Creativity Award

A. Approach/Methodology

1. Basis of the Study

Disparity studies are the product of City of Richmond v. J.A. Croson Company, 488 U.S. 469, 709 S.Ct. 706 (1989), Adarand Constructors, Inc. v. Peña, 515 U.S. 200 (1995), and their progeny. In Croson the Court stated that strict scrutiny was the standard of judicial review for any race-conscious program. In that, the state or local governmental entity would have to demonstrate both a compelling state interest by a factual predicate that identifies discrimination and a narrowly tailored remedy to the findings of any discrimination.

As a formula for discrimination, Croson states that:

"Where there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by the locality or the locality's prime contractors, an inference of discriminatory exclusion could arise."

A disparity study must adhere to the legal requirements of U.S. Supreme Court decisions like Croson and Adarand. In addition, there have been important cases out of the U.S. Judicial Circuit Court of Appeals for the Seventh Circuit, as well as other circuit courts, that assist with establishing the methodology to be used in disparity studies and the resulting assurance of narrowly tailored programs.

The following methodology clearly defines how Griffin & Strong, P.C. ("GSPC") will provide the work described in the RFP and demonstrates that GSPC's proposed approach will fulfill the City of Aurora's ("City") goals and objectives, while conforming to the legal requirements set forth in Croson, Adarand, and their progeny.

The goal of the disparity study will be to answer the following research questions:

- Is there is a statistically significant disparity in the relevant geographic and product markets between the percentage of qualified minority ("MBE") and woman owned firms ("WBE") (together referred to as "MWBE") willing and able to provide goods or services to the City in each of the category of contracts and the percentage of dollars spent by the City with such firms (whether as prime contractors/consultants or subcontractors/consultants)?
- If a statistically significant disparity exists, have factors, other than race and gender been ruled out as the cause of that disparity, such that there can be an inference of discrimination?
- Can the discrimination be adequately remedied with race and gender-neutral remedies?
- If race and gender-neutral remedies are not sufficient, does the evidence from the Study legally support a race and/or gender conscious remedial program?
- Are the proposed remedies narrowly tailored to the strong basis in evidence from the disparity study?

2. Study Period

GSPC recommends that the Study cover the five-year period of FY2015-2019. It is important that the data be analyzed over a number of years in order to demonstrate a trend and not just an occurrence. Further, the data should be current enough to still be applicable and not stale. This is also why it is important that studies be delivered in a timely manner so that the data utilized does not become stale before the report is completed.

3. Data Assessment and Data Collection

Data is key to determining accurate outcomes of availability and other processes in a disparity study so the data collection and review methods are important to the accuracy of the analysis. As a law firm, GSPC maintains its data as a chain of evidence by maintaining regular change logs/data books for data files (which detail what was done to a data file). This allows an objective opportunity to trace the steps taken from GSPC's receipt of data through the process of work on that file until it is prepared for analysis. In addition, all processes are documented in the report, as well as assumptions, and work-arounds for any data gaps.

**Transparency in Data Processes
Allows You to Know What Was Done
and How It Was Done**

GSPC's project initiation begins with it preparing and planning its workplan, schedule, and finalizing subcontractor agreements. Within weeks we will conduct **Data Assessment Meetings** on-site, to properly assess the data with procurement, IT, finance, and compliance personnel and other departments to determine what data the City has, in what format, and how GSPC can obtain the data. This process also includes preliminary discussions about the City's purchasing, practices, policies, and procedures to get a better understanding of how procurement operates. It is also important for GSPC's team to get to know procurement personnel with a **Kick Off Meeting** and understand how to operate the Study in a manner least intrusive to the City's personnel. The research team will also gather all historical data from the City's marketplace, including but not limited to previous disparity studies and will create and execute a plan to collect all electronic and physical data for the Study.

GSPC will do the work of gathering all available data and for determining "work arounds", surveys, and alternative data sources where there are data gaps. All data processes will be explained in the Study with full transparency. GSPC will oversee the entry of all data into appropriate databases and enter any manual data as required. Utilizing electronic data entry forms specific to the requirements of this jurisdiction, GSPC will hire temporary personnel and oversee the input of manual data on-site or remotely, as indicated.

GSPC's team will verify all electronic data by sampling data and utilizing third party lists (e.g. publicly available data), to cross reference against all databases in order to, not only verify and correct data, but also to assist in assigning missing work categories.

GSPC will submit a Data Assessment Report and Data Collection Plan to the City for approval. The Data Collection Plan details the type of data and whether it will need to be collected electronically or manually, as well as when and from whom the data will be collected. Once approved, GSPC will issue data requests, if necessary, based upon the Data Collection Plan.

a. Data Requirements and Data Sources

For each element of the disparity study analysis below, GSPC has included its plans for what data it is collecting and how it plans on collecting said data.

b. Data Cleanup and Verification

After the completion of data collection, the data will be electronically and manually “cleaned” to eliminate duplicates, fill in unpopulated fields, and resolve any anomalies. In the cleanup process, GSPC will assume that any vendor that was not otherwise identified as an MWBE is owned by a Non-MWBE.¹ The senior economist will be consulted if there is a need to fill any data gaps.

4. Legal Review and Analysis

GSPC will analyze the significance of relevant case law, including City of Richmond v. J.A. Croson Company, 488 U.S. 469, 709 S.Ct. 706 (1989) and prepare summary information of all important post-Croson U.S. Supreme Court decisions and those of the U.S. Judicial Circuit Court of Appeals for the Seventh Circuit that are related to minority and women-owned business enterprise programs and participation and determine how they impact the continuation and establishment of MWBE programs. Although cases from other jurisdictions may not be controlling, GSPC will include relevant outcomes from those cases to demonstrate the trends in the judicial system and their impact on disparity study methodologies.

The analysis will include judicial and econometric support for GSPC’s methodologies for each aspect of the Study.

The firm will also determine if there are any pending legal cases that may affect the existing City programs and will analyze the City’s existing regulatory framework and its current MWBE Policy, executive orders and local legislation that relate to the City’s MWBE contracting and procurement activities. GSPC will determine if these conform to the current legal environment and will monitor new cases in the area of equal protection and affirmative action in general and assess their impact on the City.

Finally, the firm will determine, revise and document, any necessary adjustments in the methodology for analysis of procurement and contract data, based upon the foregoing legal analysis and appropriate statistical and economic principles.

5. Purchasing, Policies, Practices, and Procedures

¹ This assumption was made because MBEs are specifically identified and certified as such by governmental entities. To the contrary, Non-MWBEs are not typically given any identifier and have no indication of race/ethnicity/gender, or if they are identified, it has included that identification on the lists. Further, GSPC will use various lists to cross-reference against each other to verify race/ethnicity/gender. Where there are any inconsistencies, GSPC will research and confirm the correct race/ethnicity/gender. Not-for-profits and governmental entities do not have individual owners, so those firms will be deleted from all analyses used in the Study. Publicly traded corporations are considered, Non-MWBE firms.

GSPC will provide the history of the City's purchasing policies and an analysis to determine the following for their impact on MWBE firms:

- (a) Whether there is any policy that will inherently present a barrier that will more highly impact minority or woman-owned business enterprises' participation in the City's procurement process;
- (b) Whether the City personnel involved in the procurement process understand the City's procurement policies, particularly as they relate to MWBE;
- (c) Whether the practices of the City's procurement personnel match the City's policies.

GSPC will examine the statutes, publicly disseminated policy statements, internal policy and procedure manuals and memoranda and all written staff directives from management regarding procurement. In addition, GSPC will interview the City's staff in each procurement area with regard to inquiring about all aspects of procurement, including the types of contracts and market areas covered by solicitations, advertising, and mailing.

The findings of the Study will provide a determination as to whether the current policies are narrowly-tailored to the results of the study and the recommendations from the Study will include ways that the policies, procedures, and programs can better promote equal access and participation in opportunities to MWBE firms, again ensuring that such recommendations are narrowly tailored to the results of the Study.

6. MBE Disparity Analysis

a. Determination of Relevant Geographic Market

GSPC will also conduct an independent analysis of Relevant Market for purposes of the disparity study and will run the availability, utilization, disparity study using both outcomes, if the analysis determines a different Relevant Market.

The determination of the relevant geographic market is essential because all aspects of the Study will encompass only firms located within the geographic relevant market of each business category. Within the relevant market, GSPC will estimate the percentage of firms in each race, ethnicity, and gender group that are ready, willing and able to perform services utilized by the City within each business category.

Croson supports the now commonly-held idea that the relevant market area should encompass at least seventy-five to eighty-five percent of the "qualified" vendors that serve a particular sector. This concept also has its origins in antitrust lawsuits. United States Supreme Court, Justice Sandra Day O'Connor in Croson, wrote that the relevant statistical comparison in determining a disparity is one between the percentage of Minority Business Enterprises in the marketplace [or Relevant Market] who were qualified to perform contracting work (including prime and subcontractors) and the percentage of total contracting dollars awarded to minority firms. GSPC uses the 75% benchmark for the determination of the relevant market and will only measure firms that are within the relevant market (by work category: construction, construction related services,

engineering and other professional services, and materials and commodities in both its availability and utilization determinations.

GSPC defines the geographic relevant market by accessing the award dollars in each major work category. In analyzing the relevant market data, GSPC will tabulate the percentage of award dollars by location of the firm awarded, beginning with the firms located in the City and radiating out by zip code, City, and state.

GSPC utilizes a “radiate-out” methodology for determining the relevant geographic market because the courts have been consistent in ruling that it is appropriate for the relevant market to encompass the jurisdiction of the governmental entity and that the relevant market may extend beyond the “jurisdictional boundaries” of the governmental entity to contiguous jurisdictions, or even MSAs. Courts have clearly upheld cases where a whole state and surrounding states could be included, if indicated.

b. Determination of Relevant Category of contracts (Work Categories)

In addition to the Relevant Geographic Market, GSPC will determine the Relevant Product Markets using NAICS codes, which are the work categories that are utilized by the City (for primes) and the City primes (for subcontractors). For example, if the databases utilized to determine prime availability contain work categories for hairdressers, but the City does not hire hairdressers, then that firm will not be counted in the availability estimates.

All Work categories will be aggregated in one of the major business categories:

- Construction
- Construction Related Services
- Engineering and Other Professional Services
- Materials and Commodities

The analysis will be conducted based upon the most narrowly defined categories based upon the data. GSPC will endeavor to assign the appropriate NAICS codes to the data, otherwise narrowly define the types of work utilized by the City.

c. Availability Study

GSPC agrees that this Availability Study as required under the RFP shall serve as a subset of and shall be integrated within and utilized to complete the Disparity Study. In order to determine availability, GSPC will compile the following databases into a “Master Vendor File”

- i) The City Lists:
 - A) Current Vendors
 - B) Bidders from the Study Period²
 - C) Awardees from the Study Period
 - D) Payees from the Study Period
 - E) Subcontractors from the Study Period
 - F) Certified Lists

² GSPC will use bidder data if it is reasonably available.

ii) Potential Outside Lists:

- A) Vendor/contractor lists (including certified MWBEs) from the State of Illinois, and Illinois DOT DBE and SBE Directories, as well as neighboring cities and counties jurisdiction lists)

The purpose of the Master Vendor File is to collect, in one database, a representative listing of all firms that are ready, willing, and able to do business with the City. By including the outside vendor lists, there is a broader inclusion of firms that have expressed an interest in doing business with government.³

The definition of the categories of minority- or women-owned businesses for purposes of a disparity study is critical under Croson for determining what groups should be included in any remedial program if an inference of discrimination is found. Croson stated,

“The random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggests that perhaps the City's purpose was not in fact to remedy past discrimination... The gross over inclusiveness of Richmond's racial preference strongly impugns the City's claim of remedial motivation.”

Unless otherwise indicated, GSPC will utilize the race/ethnicity/gender classifications, but will review the definitions of ethnicities and the unique ethnic make-up of the Aurora marketplace:

- African American
- Asian American
- Hispanic American
- Native American
- Caucasian Woman
- Non-MWBE

The availability estimates of qualified MWBEs and other businesses categorized by industry and by major racial/ethnic and gender categories is part of the quantitative, or statistical, portion of the disparity study. GSPC will separate its determination of available MWBE firms and will disaggregate by the various race/ethnicity/gender classifications. The quantitative analysis is made up of several key statistical components, all of which are based upon exacting data collection and the processing of information collected from the City and other appropriate sources. The following economic definitions are necessary for the estimation of availability rates, conducted for the Relevant Market:

Definitions:

Let: A = Availability Rates

A (*Asian*) = Availability Estimates for Asian Business Enterprises

N (*Asian*) = Number of Asian Business Enterprises in the relevant market

N (*MBE*) = Number of MWBEs

³ GSPC only included firms from the outside vendor lists that are registered to do business in the work categories in which the City also does business.

$N(t)$ = Total number of businesses in the pool of bidders in the procurement category (*for example, Construction*)

Availability, (A), is a percentage and is computed by dividing the number of firms in each MWBE/WBE group by the total number of businesses in the pool of bidders for that procurement category, $N(t)$. For instance, availability for Asians is given by:

$$A(\text{Asian}) = N(\text{Asian})/N(t),$$

and total availability for all MWBE groups is given by:

$$A(MBE) = N(MBE)/N(t).$$

Further, GSPC utilizes the “Ready, Willing, and Able” standard for determining availability.

i) Ready

Measuring within the Relevant Geographic and Product Markets, there are numerous approaches to measuring available, qualified firms. GSPC has established a methodology of measuring availability based upon demonstrated and active interest in doing business with government entities. In determining whether a firm is ready, willing, and able, it cannot be presumed that simply because a firm is doing business in a relevant market, it desires, or is capable of, working for the City, particularly as a prime, which may require a particular capability. However, for a determination of availability for subcontractors to be made strictly based upon the City’s existing vendor base assumes that there are no discriminatory barriers (either by practice or perception) associated with registration. This is why the Master Vendor File which constitutes the pool of firm from which the availability estimates are taken, includes databases only from governmental entities.

The methodology utilized to determine the availability of businesses for public contracting is crucial to understanding whether a disparity exists within the relevant market. Availability is a benchmark to examine whether there are any disparities between the utilization of MWBEs and their availability in the marketplace. Although Croson defined availability as willing and able to perform the work, the courts have provided only general guidance on how to measure availability. GSPC’s measures of availability incorporate the following criteria:

- The firm does business within an industry group from which the City makes certain purchases;
- The firm's owner has taken steps to do business with some government entity through registering, being certified, bidding, or actually doing business with a governmental entity;
- The firm is located within a relevant geographical area such that it can do business with the City.

ii) Willing

The willingness of MWBEs to perform the City work is not a simple calculation, but instead is a story that is weaved from various sources. The first step is to include in the Master Vendor List,

all MWBEs that have actively expressed an interest in doing business with governments by registering, certifying bidding, or actually doing business with a government entity within the relevant market.

iii) Able (Capacity) (With Regression)

In the most recent case in the U.S. Circuit Court of Appeals for the Seventh Circuit related to disparity studies, the Court upheld two studies⁴; one that controlled for capacity to some extent and the other that did not. The Court upheld the remedial program in spite of limitations in the capacity analysis. Other Appellate courts have pointed to the use of regression analysis as part of the capacity analysis See. E.g., H.B. Rowe v. Tippet, 615 F.3d 233(4th Cir 2010). Rothe Development Corp. v. U.S. Department of Defense, 545 F.3d 1023 (Fed. Cir. 2008).

The U.S. Department of Transportation, whose DBE program has been consistently upheld by federal appellate courts, very recently advised that, "before a State may confer the benefit of race- or gender-conscious contract goals ...[they] make some reasonable effort to consider the "capacity" of firms to respond to the State's contracting opportunities."⁵

Based upon the foregoing, GSPC recommends that the Study provide some basis for controlling for capacity, including a regression analysis.

First, GSPC performs a threshold analysis of the level of contracting done by prime contractors to determine if it is reasonable to believe that the firms in the marketplace that have at least registered to do business with governments and that are included in our availability lists, have the ability to perform as prime contractors, or only as subcontractors. (a) The threshold analysis shows the ladder of awards at each level (Under \$200,000; \$200,001-\$500,000; \$500,001-\$750,000, etc.). GSPC determines whether there is a substantial difference between the level of contracting performed by City's prime contractors as compared to City's subcontractors, such that there should be separate availability analyses. For example, if 80% of the contacts awarded by the City in construction are under \$200,000, and the average subcontractor award is over \$200,000, then there is no need to perform separate analysis. However, if 80% of the contracts awarded by the City in construction are \$2,000,000 and the average subcontractor award is \$100,000, then there would likely be a need for separate prime and subcontractor availability analysis.

⁴ Midwest Fence Corp. v. US Department of Transportation, Illinois Department of Transportation, Illinois State Toll Highway Authority, 840 F.3d 953 (7th Cir. 2016).

⁵ Steven G. Bradbury, Acting Deputy Secretary and General Counsel, U.S. Department of Transportation. December 13, 2019 Opinion Letter in Response to Washington State Department of Transportation Request for Rescission of Disadvantaged Business Enterprise Program Waiver.

Secondly, GSPC determines the highest awards made by the City to MWBEs across each race/ethnicity/gender group to see if the level of contracting of MWBEs matches with those of Non-MWBEs in contracting with the City. It then compares the level of actual MWBE contracting with the City to the results of the GSPC Survey of Business Owners which allows GSPC to determine the highest levels of contracting by MWBE firms in all private and public contracting. If the level of overall contracting by MWBE firms in general are higher than that of City contracts, GSPC determines a level of “unutilized capacity” by MWBE firms. In other words, at how much of a higher level are MWBE firms contracting that is not being utilized by the City.

Thirdly, the regression analysis can show if race/ethnicity/gender factors are impediments to overall to the success of MWBEs in obtaining awards and whether, but for those race/ethnicity/gender status, firms would have the capacity to perform the work.

Further, GSPC will conduct a regression analysis in the event that a disparity is found to test the cause of the disparity by devising a disparity model focused on capacity controlling factors, and that will account for the differences among the "willing, qualified and able" MWBE firms that have conducted business within the relevant market. The theory of capacity, when used in the analysis of differences in utilization by race, ethnicity and gender of owners, will focus on the following:

1. Education of the Owners
2. Age of the Firm or Length of Time Principal Has Conducted Business
3. Gross Revenues Over a Given Period of Time
4. Amount of Bonding Received by the Company Over a Period of Time
5. Financial Standing of the Firm
6. Ethnicity and Gender of the Owners (held constant)

The Model:

$$Y_i = B_1 + B_2X_{2t} + B_3X_{3t} + B_4X_{4t} + B_5X_{5t} + B_6X_{6t} + u_t$$

Y_i = Utilization of Minority owned firms

X_1 = Education of the Owners

X_2 = Age of the Firm or Length of Time Principal Has Conducted Business

X_3 = Gross Revenues Over a Given Period of Time

X_4 = Amount of Bonding Received by the Company Over a Period of Time

X_5 = Financial Standing of the Firm

X_6 = Ethnicity and Gender of the Owners (held constant)

d. Utilization

GSPC will review and evaluate the procurement history of the City, analyzing prime contractor and subcontractor utilization separately. Prime utilization will be separated from subcontractor utilization for several reasons. GSPC will conduct analysis for the Relevant Market.

First, prime utilization will be taken from the City's award and payment records and represent the entire data set. If the City does not maintain all subcontractor award or payment data in its records, GSPC will create and conduct a Prime Vendor Questionnaire which will be sent to all prime contractors in every business category for every contract awarded during the Study Period

(except goods which generally do not have subcontractors) The questionnaire will request information from the prime contractor for all payments made to their subcontractors, as well as other profile information about the prime and the subcontractors.

The replies from the Prime Vendor Questionnaire represent a sample of the subcontractor utilization. GSPC will also separate the utilization calculations for minority-owned and women-owned firms, disaggregating by minority and gender groups.

Further, it is important that the City consider subcontractor utilization data separately because subcontracting is another opportunity in the marketplace separate and apart from prime vendor opportunities. It has a separate set of processes and potential barriers apart from direct contracting with the City. Subcontractor utilization is also a reflection of whether there is discriminatory behavior in the private marketplace.

It is also another way to satisfy the utilization balance with availability in the marketplace and may be a stepping stone for firms to become primes. Without an assessment of subcontractor utilization there would be an incomplete picture of contracting by the City and in the marketplace.

GSPC will utilize award and payment data to determine utilization of prime contractors for both dollars and number of contracts, as well as number of firms.. For all utilization analysis the data will be disaggregate by work category for each year of the Study Period (to show annual trends) by race/gender/ethnicity, all within the relevant market. In addition, utilization will be determined as a percentage of the total dollars awarded and the number of contracts in each of the four (4) work categories construction, construction related services, engineering and other professional services, and materials and commodities. As with availability, all utilization will include only firms in the Relevant Geographical and Product Markets.

e. Disparity Ratios

i) Determining Disparity

In determining first, the existence and extent of disparity, GSPC will compare the utilization percentages to the availability percentage of each race/gender/ethnicity group for each year of the Study.

The Disparity Index is defined as the ratio of the percentage of MWBE firms utilized (U) divided by the percentage of such firms available in the marketplace, (A):

Let: U =Utilization percentage for the MWBE group

A =Availability percentage for the MWBE group

DI = U/A or Utilization divided by Availability, the Disparity Index for the MWBE group

When the DI is one, which indicates that the utilization percentage equals the availability percentage, there is parity or an absence of disparity. In situations where there is availability, but no utilization, the corresponding disparity index will be zero. In cases where there is utilization, but no availability, the resulting disparity index is designated by the infinity (∞) symbol. Finally, in cases where there is neither utilization nor availability, the corresponding disparity index is

undefined and designated by a dash (-) symbol. Disparity analyses are presented separately for each procurement category and for each ethnicity/race/gender status group. They are also broken out by year, for each year of the Study Period.

The results obtained by a disparity analysis will result in one of three conclusions: overutilization, underutilization or parity. Underutilization is when the Disparity Index is below one. Overutilization is when the Disparity Index is over one. Parity is when the Disparity Index is one.

ii) Determining the Significance of Disparity Indices

The U.S. Circuit Court of Appeals for the Seventh Circuit has directed that standard deviation analysis "describes the probability that the measured disparity is the result of mere chance."⁶ Typically, the determination of whether a disparity is "substantially significant" can be based on any disparity index that is less than .80. Further, GSPC uses a statistical test that considers whether or not the typical disparity index across all vendor categories is equal to unity. This constitutes a null hypothesis of "parity" and the test estimates the probability that the typical disparity index departs from unity, and the magnitude of the calculated test statistic indicates whether there is typically underutilization or overrepresentation. Statistical significance tests will be performed for each disparity index derived for each MWBE group, and in each procurement category. ⁷

7. Private Market

An analysis of the private sector is conducted to determine whether the City has been a passive participant in discrimination carried out by the private sector. Indeed, Justice O'Connor, speaking for the Supreme Court in *Croson* indicated that a City "has the authority to eradicate the effects of private discrimination within its own legislative jurisdiction."

a. Nexus Between Private Sector Disparities and City Contracting

Passive discrimination will be addressed through disparity analysis of the utilization by majority prime contractors of MWBE construction subcontractors on non-City projects. These comparisons will assess the extent to which majority prime contractors only hire subcontractors to satisfy public sector requirements. The data for this analysis will come primarily from the results of the GSPC Survey of Business Owners, the integration of the vendor files of the City with public and private sector construction databases (such as FW Dodge and CMD Group, formerly Reed Construction Data) and building permit data. This analysis will allow for an assessment of a "nexus" (connection) between private sector disparities and City contracting. This analysis will be used to verify anecdotal complaints, if any, from MWBEs of their lack of usage in the absence of remedial programs.

b. Disparities in Employment and Self-Employment

GSPC will also provide a statistical analysis of disparities in employment (by race and gender) and how that may impact self-employment (and therefore the availability of MWBEs in the

⁶ H.B. Rowe v. Tippet, 615 F.3d 233, 262, quoting Eng'g Contractors, 122 F.3d at 914.

⁷ NCHRP Report 644, Guidelines for Conducting a Disparity and Availability Study for the Federal DBE Program, 2010, page 50.

marketplace) and revenue from self-employment using data from the American Community Survey Public Use Micro Sample (PUMS) from the Census Bureau and present a Binary Logistic Regression for an analysis of race/gender/ethnicity on the likelihood of being self-employed in the private sector in the City's service area, controlling for various business owner characteristics such as race/gender/ethnicity, property values, education, marital status, age, spouse's income, number of children at home, personal handicaps, and access to capital. Our analysis will compare the actual availability of MWBEs with expected or potential availability of MWBEs if they were to form businesses at the same rates of non- MWBEs with similar characteristics. We will then present a Multivariate Linear Regression for an analysis of Ethnicity/Race/Gender effects on the relative earnings of an individual's self-employment earnings in the private sector of the City's service area, controlling for such factors as years of education, age, geographic market, bonding and other demographic characteristics.

This self-employment analysis will be supplemented with background marketplace disparity ratios from U.S. Census Bureau data for the major procurement categories in the study. This analysis will be conducted on firms with and without paid employees.

c. Credit Markets

GSPC will perform a Multinomial Logistic regression analysis of private sector discrimination in credit markets relying upon direct evidence from the GSPC Survey for Business Owners on disparities, if any, in denial rates for credit, bonding and insurance, controlling for firm characteristics; claims of discrimination. Consequently, the model will control for variables representing creditworthiness, firm size (e.g., annual sales, number of employees), firm age, firm assets, firm liabilities, form of business, and location. These results will be compared with regional results from the Panel Study on Entrepreneurial Dynamics on credit disparities. (The National Survey on Small Business Finance is no longer current).

In addition, GSPC will report disparities in loan denials and credit treatment in the Home Mortgage Disclosure Act (HMDA) data for the City area. Given the evidence that home equity is often an important element in small business funding, the HMDA evidence may indicate further barriers to MWBEs in credit markets.

8. Anecdotal Evidence of Discrimination

Anecdotal evidence is a widely accepted research tool that is based upon observation, interviews, public hearings and surveys. It is used in conjunction with statistical research to foster clarity and assist in understanding the statistical findings. Anecdotal information may help provide more meaning to the pure quantitative analysis and can also be utilized to help determine methods for improving the business practices of an entity. GSPC will undertake various means of gathering anecdotal evidence from business owners and other members of the City community as part of the Study, including:

- Online Survey of Business Owners
- Thirty (30) Anecdotal Interviews
- Two (2) Public Hearings
- Two (2) Focus Groups
- Organizational Meetings

- Informational Meeting
- Email Comments

GSPC's experience in conducting disparity studies has shown that anecdotal data collected through multiple methods provides more comprehensive information than methodologies using a single-pronged approach. For this reason, GSPC will use a combination of survey of business owners, focus groups, public meetings, face-to-face interviews, informational meeting, meetings with local organizations, and online comments to collect anecdotal information and to identify issues that are common to businesses in the market area.

The focus of the anecdotal evidence is to identify the GSPCs' experiences in conducting business with the City. GSPC will solicit participation and responses from community members, and businesses that have done or attempted to do business with the City.

Griffin & Strong will conduct in-depth personal interviews with minority, women-owned, and non-minority owned businesses and business organizations, trade and professional associations, majority-owned firms and other organizations and individuals knowledgeable about the relevant industries. Interviewees that are from business enterprises will be taken from a random sample that reflects the availability of firms in each procurement category in the relevant market. Other subjects will be identified by working with the City personnel to develop a database of diverse suppliers that represent the categorical designations of the City, including outreach to local and regional organizations that advocate for diverse suppliers.

Our anecdotal team will provide a dedicated website for the disparity study, social media, email blasts, and an informational meeting about the upcoming study. We will also alert firms to the possibility that they will be contacted to participate in GSPC's collection of anecdotal evidence. This reduces the potential for a series of calls to unknowing and skeptical participants. It also increases the buy-in of stakeholders throughout the City.

In addition, our firm will conduct two (2) focus groups and two (2) public hearings, by advertising to the public and business community. GSPC will provide a dedicated email address for firms that would like to comment but are unable to attend either the focus group or public hearing. This, in essence, gives every firm a chance to participate. Public information sessions will be held at the beginning of the Study and public hearings further into the schedule.

During this process GSPC will document and summarize reports of identified past or ongoing discrimination that may have impeded the formation, growth, availability, or utilization of MWBEs. The anecdotal analysis will determine whether certain barriers faced by minority and women owned firms might be race/gender/ethnicity based, or whether they are issues faced by all small businesses. GSPC's anecdotal researchers will document and summarize reports of identified past or ongoing discrimination that may have impeded the formation, growth, availability, or utilization of minority and women owned businesses.

7. Findings & Recommendations (Including Review of Efficacy of Race- and Gender-neutral Remedies and Identification; Identifying Narrowly Tailored Race- and Gender-neutral and Race- and Gender-Based Remedies)

GSPC will produce detailed findings from the Study and provide expert opinion of the meaning of such findings, including the impact that the City's policies have had on the utilization of available

MWBEs on its contracts. GSPC will ensure that a race/gender-neutral remedy has been considered for any discrimination identified in the review, by examining the existence of barriers to MWBEs that might be addressed through race and gender-neutral means. The City's contracting and purchasing policies and procedures will be reviewed and the effectiveness of any race and gender-neutral initiatives implemented by the City will be assessed. Remedies for neutral barriers will be identified and evaluated.

For example, if bonding is a problem for all small or new firms, and if MWBEs are more likely to be small or young firms, MWBE firms might have limited ability to compete for public sector contracts. Initiatives to evaluate programs that provide bonding to all small firms could be a possible race and gender-neutral approach to addressing this barrier. Croson requires that state and local jurisdictions first examine how race and gender-neutral programs might be applied to redress discrimination. Cost and administrative constraints to implementing these programs can be considered. GSPC will also evaluate whether these measures alone will ensure that the City will not be a passive or active participant in discrimination against MWBE businesses. Recommendations will also account for the resources necessary to execute the recommendations, including staffing.

8. Deliverables (Reporting Requirements)

Several of Our Competitors have refused to turn over datafiles created for the Study, to the detriment of their clients. GSPC stands behind its work and will readily provide its datafiles to its clients. They belong to you.

Monthly Progress Reports: No later than the 15th of every month, the GSPC shall provide a monthly progress report to City of Aurora's Director of Purchasing, which outlines the following: a. The specific activities performed or completed during the prior month; b. The specific activities completed to date and the completion dates of such activities; and c. The specific activities and projected completion date(s) for remaining activities to be completed.

Preliminary Outline: No later than thirty (30) calendar days after receipt of notice to proceed with the

Availability Study and Disparity Study, the GSPC shall submit a preliminary outline of the progress report for the Selection Committee's review and comment. The Selection Committee review shall be completed within fourteen (14) working days of receipt of the preliminary outline. a. The preliminary outline shall delineate the main topics and subtopics which will later be described in detail in required reports; b. Beneath each topic and subtopic, the GSPC shall furnish a brief narrative description of the subject matter encompassed by the topic or subtopic; and c. If requested by the Selection Committee, the GSPC shall modify and/or rearrange the organizational structure, topics, and subtopics as the Selection Committee deems necessary to ensure the inclusion of all areas being reviewed and analyzed as required by the contract.

Mid-Point Report: No later than the midpoint between of the completion of the due date of the Disparity Study Report, the GSPC shall submit a mid-point report which must be a detailed progress report and must include, at a minimum, the following: a. preliminary findings and statistics; b. a description of the tools being used; elaborations to the preliminary outline; d. descriptions of the ongoing analysis; and e. additional information deemed necessary by the

Selection Committee to determine that the GSPC is performing on schedule and in accordance with the approved methodology.

Disparity Study Report: The GSPC must conduct the disparity study and prepare the disparity study report to include the results and findings from all contract requirements. a. In addition to the data and recommendations already required herein, the disparity study report must include, but not be limited to the following: (1) Executive Summary of findings and conclusions; (2) Name and title of the individuals responsible for data collection, evaluation, disparity analysis, and the preparation of the disparity study report; (3) Definitions section which lists definitions, including all racial, gender, and ethnic groups considered in the disparity study; (4) Methodologies used in conducting the data collection, evaluation, and analysis, including a detailed description of results, discussions, conclusions, and recommendations made by the GSPC based on the GSPC's review of the data, documents, and other sources of information, as well as the factors and information collected and reviewed; (5) A legal analysis section, discussing case law, including GSPC's understanding of the standards of City of Richmond v. J.A. Croson Co., 488 U.S. 469 (1989), and Adarand Constructors, Inc. v. Peña, 515 U.S. 200 (1995), and their impact and setting forth the legal frameworks for the disparity study, and noting any relevant Illinois court decisions that may relate to City of Aurora's Supplier Diversity Program; (6) All assumptions made by the GSPC that impact the disparity study; (7) Any information that was not included in the disparity study, and the reasons for the exclusion; (8) Recommendation as to how to best use the disparity study and its data in order to comply with goal setting and program compliance issues; (9) A recommendation on how often a disparity study should be conducted in order to continue to maintain the validity and integrity of City of Aurora's M/WBE program. b. Rough Preliminary Draft: At least sixty (60) calendar days prior to the date the disparity study report is due, the GSPC shall submit a rough preliminary draft of the disparity study report for the Selection Committee's review and comment. GSPC shall agree and understand that at the time of submission of the rough preliminary draft, all services, studies, and analyses required by the contract may not yet be complete. However, the rough preliminary draft should be as complete as possible and must indicate to City of Aurora's representatives on the Selection Committee the scope and content of the disparity study report. The Selection Committee review shall be completed within twenty-one (21) working days of receipt of the rough preliminary draft. (1) If requested by the Selection Committee, the GSPC shall modify and/or provide additional elaboration to the rough preliminary draft as the Selection Committee deems necessary to ensure a comprehensive and thorough disparity study report. (2) The rough preliminary draft must incorporate all changes required from the Selection Committee's review of the preliminary outline. c. Final Draft: At least fourteen (14) calendar days after receipt of the Selection Committee's comments regarding the rough preliminary draft, the GSPC shall present a final draft of the disparity study report for the Selection Committee's review and comment. The Selection Committee's review shall be completed within fourteen (14) working days of receipt of the final draft. (1) If requested by the Selection Committee, the GSPC shall modify and/or provide additional elaboration to the final draft as the Selection Committee deems necessary to ensure a comprehensive and thorough disparity study report. (2) The final draft must incorporate all changes required from the Selection Committee's review of the rough preliminary draft. Completed Disparity Study Report: In accordance with the disparity study timeline, and after completing all revisions to the draft as specified above, the GSPC must submit a completed disparity study report to City of Aurora.

The GSPC shall submit one hard copy and an electronic copy of the completed Disparity Study Report to City of Aurora.

Oral Presentation: The GSPC shall make at least two (2) oral presentations of the disparity study report to persons or organizations as deemed necessary by City of Aurora.

B. Work Plan and Schedule with Milestones

DATE OF AWARD – April 14, 2020⁸

1. FINALIZE WORK PLAN/PRELIMINARY OUTLINE (April 14-April 24, 2020)

Subtasks:

- Establish a final, mutually acceptable final methodology, work plan, reporting formats and schedules, project milestones, relationships.
- Create scope management plan & set up project management plan, including project processes & phases.
- Acquaint team members with specific subtasks they will perform and the scope.
- Hold first team meeting.
- Finalize subcontractor agreements.
- Plan for Data Assessment.
- Plan for Project Kickoff Meeting.
- Draft Preliminary Outline of the Study

Milestone:

- Final Work Plan
- Preliminary Outline

2. KICK OFF MEETING AND ON-SITE DATA ASSESSMENT (April 27-May 8, 2020)

Subtasks:

- Schedule and meet with appropriate procurement representatives from the City, regarding:
i) data assessment; ii) purchasing practices, policies, and procedures; iii) MWBE policies and programs.
- Determine the availability, amount and format of vendor, contractor, bidder, payment, contract, purchase order, and subcontractor data, particularly determine if all data is available electronically, or if, and in what amount, manual data entry will be required.
- Also, finalize the determination of outside lists, if any, from which to collect data
- Evaluate the quality and usability of data.
- Determine most efficient manner to gathering information data that is not maintained by the City.
- Request any past reports or disparity studies including goal setting reports or utilization reports.

⁸ Assumes April 14, 2020 award date.

- Obtain the most recent list of MWBEs.
- Obtain purchasing practices, policies, and procedures documents.
- Obtain the names and contact information of all persons who will provide data.
- Obtain information on current MWBE policies and programs.
- Obtain any electronic data that is readily available.
- Draft preliminary outline of the disparity report.

Milestones:

- Kick off Meeting
- Detailed Data Assessment Report

3. PLAN FOR DATA COLLECTION (May 11-May 18, 2020)

Subtasks:

- Debriefing of On-Site Data Assessment.
- Organization & Cataloging of Preliminary Data Collected
- Determine staffing necessary to collect remaining data.
- Finalize data collection plan.
- Create appointment schedule to collect data from appropriate parties.

Milestones:

- Detailed Data Collection Plan
- Monthly Progress Reports
- Data Requests Sent

4. CONDUCT INFORMATIONAL MEETING & LAUNCH WEBSITE (May 1-June 30, 2020)

Subtasks:

- Create PowerPoint for presentation.
- Public Relations firm launch promotional campaign to get attendance.
- Provide databases of firms to public relations firm.
- Conduct one informational meeting.
- Meet with local organizations.

Milestones:

- Conduct Informational Meeting
- Launch Website
- Monthly Progress Report

5. COLLECT QUANTITATIVE DATA: (May 29-August 14, 2020)

Subtasks:

- Create forms for manual data collection, if needed.
- Collect award files, payment files, bid tabs, bidder files, vendor files, the directory of certified

MWBEs, and any subcontractor data, purchase order, and other pertinent files from the City per the Data Collection Plan.

- Collect any information on subcontractors from the City.
- Obtain any data keys or descriptions.
- Collect all data electronically if possible, then collect any physical materials
- Hire data entry personnel, if needed.
- Training for Data Collectors/Data Entry Staff, if needed.
- Enter manual data into computer forms by temporary data entry personnel.
- Review data collected with the appropriate City representatives.
- Collect samples for Data Verification.
- Collect all non-City data and lists in the relevant market, if available and useable
- Create Prime Vendor Questionnaire to collection subcontractor data
- Obtain letter from City management requesting participation of local firms
- Mail out questionnaire to all prime awardees during the Study Period (except goods, that do not have subcontractors)
- Collect any additional data needed for Private Sector Analysis, including FW Dodge, CMD Group Data and Building Permit Data.

Milestones:

- Inventory List of Data Files Collected
- Monthly Progress Reports

6. CONDUCT CASE LAW REVIEW May 1-June 5, 2020)

Subtasks:

- Report various decisions from Federal Courts, including U. S. Supreme Court, U. S. Courts of Appeals for the Seventh Circuit and lower court decisions related to minority and woman owned businesses.
- Analyze City of Richmond v. J.A. Croson, 488 U.S. 469 (1989), Adarand Constructors, Inc. v. Peña, 515 U.S. 200 (1995), and all important post-Croson decisions (in all jurisdictions).
- Examine all judicial decisions and statutes at the City and State of Illinois level that are related to MWBE business enterprise participation programs.
- Determine if there are any pending legal cases that may affect MWBE programs.
- Explain methodology's consistency with case law history.

Milestones:

- Draft Legal Chapter
- Monthly Progress Report

7. CONDUCT ONLINE SURVEY OF BUSINESS OWNERS (July 2-August 21, 2020)

Subtasks:

- Draft online survey instrument.
- Compile email list of broad number of firms from all marketplace data.
- Launch Survey.

Milestone:

- Tables from online survey cross-tabulated by race/ethnicity/gender.

8. POLICY REVIEW (May 1-July 10, 2020)

Subtasks:

- Identify and analyze relevant local, state and federal statutes, regulations, policies, procedures, practices, and programs governing procurement during the Study Period.
- Conduct in-depth interviews with the City staff with procurement responsibility regarding the methods of contracting and types of contracts issued.
- Review present and past procurement practices, policies, & procedures and determine whether such has or had a discriminatory effect or whether such assisted in providing a level playing field to MWBEs.

Milestone:

- Draft Purchasing, Practices and Procedures Chapter

9. PREPARE DATABASES (August 17-28, 2020)

Subtasks:

- Cross reference databases to match work categories.
- Cross reference databases for race/ethnicity/gender assignments.
- Inform client of any data deficiencies.
- Provide client with databases to review prior to analysis.
- Make any adjustment to databases and prepare for analysis.
- Collect Supplemental data.

Milestones:

- Present preliminary databases to the City
- Monthly Progress Report, including report on the status of all data.

10. CONDUCT RELEVANT MARKET ANALYSIS (August 31-September 18, 2020)

Subtasks:

- Establish the relevant geographic and product market area for each contract classification using contract dollars' construction, construction related services, engineering and other professional services, and materials and commodities.

Milestones:

- Relevant Market Determination with Tables
- Monthly Progress Report

11. CONDUCT UTILIZATION ANALYSIS (September 21-October 16, 2020)

Subtasks:

- Conduct analysis for the Relevant Market

- Determine utilization of firms by work category and grouped into major contract classifications construction, construction related services, engineering and other professional services, and materials and commodities
- Under each major contract classification, determine utilization of firms by number of firms, number of contracts, and dollar values for each race/ethnicity/gender, disaggregated by year.
- For each contract classification, determine the number of MWBEs that were awarded contracts as compared to non-MWBEs.
- For each contract classification, determine the number of contracts awarded to each MWBE and the total dollar amounts awarded to each MWBEs, disaggregated by year.
- Summarize the Study to date, including any preliminary findings into a deliverable report.

Milestones:

- Determine Utilization with Tables on all awards
- Provide Mid-Point Report
- Monthly Progress Report

12. CONDUCT AVAILABILITY REPORT (October 29-November 13, 2020)

Subtasks:

- Conduct analysis for the Relevant Market
- Establish the number of available firms in each Race/ethnicity/gender in the relevant markets with respect to work category and NAICS codes.
- Disaggregate by the MWBE status.

Milestone:

- Availability Report including Availability Rate Tables

13. CONDUCT DISPARITY ANALYSIS – (November 16-December 4, 2020)

Subtasks:

- Conduct analysis for the Relevant Market
- Compare utilization (percentage of dollars) and availability data (percentage of firms) to determine the levels of disparity (if any).
- Calculate the disparity indices for each work category by: each Race/ethnicity/gender.

Milestone:

- Determine Disparity Indices with Tables

14. CONDUCT STATISTICAL SIGNIFICANCE TESTS- (November 16-December 4, 2020)

Subtask:

- Conduct standard deviation tests on disparities.

Milestones:

- Draft of Statistical Chapter

- Monthly Progress Report

15. CONDUCT ANECDOTAL INTERVIEWS (August 3-October 3, 2020)

Subtasks:

- Collect samples for anecdotal interviews.
- Collect email addresses for email blasts.
- Sent letter of introduction from the City to potential interviewees
- Conduct in-person anecdotal Interviews of random sample of vendors and document any accounts of marketplace discrimination.
- Interview other members of business and civic communities around the City's marketplace that are recommended or desire to be interviewed (separately from random sample).
- Document all evidence or lack of evidence found.
- Organize interviews and condense into groups with quotations.

Milestones:

- Complete Anecdotal Interviews (Provide Redacted Coversheets of Anecdotal Interview Write-Ups)
- Monthly Progress Report

16. COLLECT AND ANALYZE ANECDOTAL EVIDENCE- (August 3-November 6, 2020)

Subtasks:

- Collect email addresses for email blasts.
- Send letter of introduction with email blasts
- Document all evidence or lack of evidence found.
- Use vendor lists to pull random sample for focus groups.
- Call firms to request participation in focus groups, also post on the website
- Conduct public hearings and focus group.
- Organize interviews and condense into groups with quotations.
- Report statements from public hearings.
- Report findings from focus group.
- Quantify pervasive anecdotal responses in a table

Milestones:

- Draft Anecdotal Chapter
- Monthly Progress Report

17. PRIVATE SECTOR ANALYSIS/MARKKETPLACE DISPARITIES – (August 24-October 9, 2020)

Subtasks:

- Complete PUMS analysis: binary logistic regression on self-employment and multivariate linear regression of effects on earnings (expansion).
- Conduct an econometric analysis to determine the relationships between

race/ethnicity/gender factors in explaining the levels of disparity among firms by MWBE category and the impact of race/ethnicity/gender on firm capacity utilizing information obtained during the GSPC Survey of Business Owners (education of the owners, age of firm or length of time principal has conducted business, gross revenues, bonding, financial standing, race/ethnicity/gender).

- Determine through anecdotal and other reported or documented accounts of any past or present discriminatory practices and patterns of trade associations, unions, suppliers, lending institutions, sureties, and insurance companies, and contractors.
- Create utilization and disparity tables from building permits, FW Dodge and CMD Group data. Investigate nexus between private sector and the City.
- Credit tables on mortgage loans denials from HMDA data.
- Conduct regression in local survey data on loan denials by race/ethnicity/gender.
- Conduct logit analysis on barriers to credit in the Panel Study on Entrepreneurial Dynamics. See if the results are confirmed in the GSPC Survey of Business Owners

Milestones:

- Draft Private Sector Chapter
- Monthly Progress Report

18. COMPLETE FINDINGS AND RECOMMENDATIONS (December 7-December 18, 2020)

Subtasks:

- Identify Overall findings of the Study, including impact of past race-neutral and race conscious initiatives of the City.
- Complete Recommendations for modifications or revisions to existing policies, programs, laws, rules, regulations, procedures, processes, or practices based upon the findings of the study.
- Determine whether the City should create any new programs or program elements to assist in creating or maintaining a level playing field for all firms to participate equally in the procurement process.
- Recommend race/gender-neutral programs, and if indicated, race conscious programs.
- Perform Policy Review by reporting on successful MWBE and race/gender-neutral programs from other jurisdictions that may be recommended to the City. Further explain why such programs are successful. Specifically review set asides, contract goals, mentor-protégé programs, and price preference.
- Recommend any changes or processes that the City should institute to carry out any recommendations made by GSPC (increased staffing & resources) and that would be compatible for the City's data system.
- Provide a best practices review of existing policies and recommendations.

Milestones:

- Draft of Findings and Recommendations
- Monthly Progress Report

19. ROUGH PRELIMINARY DRAFT REPORT (January 4-January 29, 2020)

Subtask:

- Complete Draft of Full Study

Milestones:

- Rough Draft of Full Study

20. CITY STAFF REVIEW (3 weeks) AND REVISE TO FINAL DISPARITY STUDY
REPORT (February 22-March 26, 2021)

Subtasks:

- Meet with the City representatives to answer questions regarding the findings and analyses of the disparity study.
- Make any additional revisions as requested

Milestones:

- Final Report
- Executive Summary

21. PRESENTATIONS March 29-April 13, 2021)

Subtasks:

- Orally present the study to the City Council or as otherwise directed, outlining the findings.

Milestones:

- PowerPoint Presentations of Final Report to appropriate entities

Subcontracting Plan

We are pleased to include the following certified WBE subconsultant in our proposal:

The McGowan Group

[REDACTED]

Aurora, IL 60502-7051

[REDACTED]

Contact: Ms. Laura M. McGowan, President

Scope of Work: Anecdotal interviews- conduct 30 recorded face-to-face interviews as directed by Griffin & Strong, P.C., with publishable write-ups. Attend monthly team meetings by phone (1 hour/month); introduce us to local industry/social/civic organizations for the purpose of setting up meetings; attend the presentation meeting, if we are short listed, and the kick off meeting, if we are selected.

The dollar amount of the subcontract and the percentage are included with the Cost Proposal.

The McGowan Group is certified as a WBE by the State of Illinois BEP Program as well as the City of Chicago. A copy of their certification is included.

A copy of the letter of intent between Griffin & Strong, P.C. and The McGowan Group is also included with the Cost Proposal, since it contains dollars.

Susan G. Johnson

From: Laura McGowan <[REDACTED]>
Sent: Tuesday, February 25, 2020 6:14 PM
To: Susan G. Johnson
Subject: FW: Certification Approved

----- Forwarded Message -----

From: State of Illinois Central Management Services <cms@diversitycompliance.com>
To: [REDACTED]
Sent: Monday, April 8, 2019, 04:15:14 PM CDT
Subject: CMS: Certification Approved

Laura McGowan
The McGowan Group, Ltd.
[REDACTED]
Aurora, IL 60502-7051

Dear Laura McGowan:

Re: Women Business Enterprise (WBE)
Certification Term Expires: April 8, 2020

Congratulations! After reviewing the information that you supplied, we are pleased to inform you that your firm has been granted certification under the Business Enterprise Program (BEP) for Minority, Females, and Persons with Disabilities.

This certification is in effect with the State of Illinois until the date specified above.

At least 15 days prior to the anniversary date of your certification, you will be notified by BEP through email to update your certification as a condition of continued certification. It is your responsibility to ensure that the contact email address listed in the system is accurate and up to date and that the email account is checked regularly so that you do not miss any important notifications. In addition, should any changes occur in ownership and/or control of the business or other changes affecting the firm's operations, you are required to notify BEP within two weeks. Failure to notify our office of changes will result in decertification of your firm.

Your firm's name will appear in the State's directory as a certified vendor with the Business Enterprises Program in the specialty area(s) of:

NIGP 91826: PUBLIC RELATIONS CONSULTING

Your firm will only show up in the database of BEP-certified vendors under the NIGP codes listed above, so PLEASE REVIEW THE LIST CAREFULLY TO ENSURE THAT ALL RELEVANT NIGP CODES ARE INCLUDED.

Also, please be advised that this certification does not guarantee that you will receive a State contract. Please visit the Vendor Registration page on www.opportunities.illinois.gov and be sure to register with each of the Procurement Bulletins listed so that you are notified of upcoming solicitations in your NIGP codes. Certification with the Business Enterprise Program does not ensure you receive notifications; you must also register with the Procurement Bulletins.

Thank you for your participation in the Business Enterprise Program. We welcome your participation and wish you continued success.

Sincerely,

Carlos Gutiérrez
Certification Manager
Business Enterprise Program

This message was sent to [REDACTED]
Sent on: 4/8/2019 4:15:13 PM
System ReferenceID: 79866620

Forms

We hereby acknowledge receipt of Addendum Number 1, dated February 17, 2020 and Addendum #2, dated February 20, 2020.

On the following pages, please find the following forms:

Respondent Questionnaire (Appendix A)

Proposer's Certification (Appendix B)

Proposer's Tax Certification (Appendix C)

RESPONDENT QUESTIONNAIRE

EMAIL ADDRESS: [REDACTED]

LIST OF PARTNERS, MEMBERS, PRINCIPALS, CORP, OFFICERS OR OWNERS_____

NAME	TITLE
Rodney K. Strong	CEO, Owner
Delmarie A. Griffin	President/Secretary/Treasurer, Owner

APPENDIX A – PAGE 2

ADDITIONAL INFORMATION REQUIRED

LIST OF PRINCIPAL STOCKHOLDERS (i.e., those holding 5% or more of the outstanding stock)

NAME	ADDRESS
Rodney K. Strong	2 [REDACTED] Atlanta, Georgia 30303
Delmarie A. Griffin	2 [REDACTED] Atlanta, Georgia 30303

CONFLICTS OF INTEREST:

Identify any contract(s), including any contract involving an employment or consulting relationship, which the firm, or its partners, members, principals, corporate officers or owners currently has or have had (within the past twelve (12) months) with City of Aurora, any City of Aurora Board Member or City of Aurora Employee.

NA

Identify any audits or investigations that are in progress or for which you have received notification, for any federal, state, or quasi-governmental agency or regulator board (IRS, SEC, MRSB, etc.).

NA

I hereby certify that the foregoing information is true, correct and complete to the best of (my/~~our~~) knowledge and belief:

By: [REDACTED] By: _____
(Signature) (Date) (Signature) (Date)
(Title) CEO (Title) _____

APPENDIX B

PROPOSER'S CERTIFICATION

I/We hereby certify that:

- A. A complete set of proposal papers, as intended, has been received, and that I/We will abide by the contents and/or information received and/or contained herein.
- B. I/We have not entered into any collusion or other unethical practices with any person, firm, or employee of the City which would in any way be construed as unethical business practice.
- C. I/We have adopted a written sexual harassment policy which is in accordance with the requirements of Federal, State and local laws, regulations and policies and further certify that I/We are also in compliance with all equal employment practice requirements contained in Public Act 87-1257 (effective July 1, 1993) and 775 ILCS 5/2-105 (A).
- D. I/We operate a drug free environment and drugs are not allowed in the workplace or satellite locations as well as City of Aurora sites in accordance with the Drug Free Workplace Act of January, 1992.
- E. The Proposer is not barred from submitting a proposal on the Project, or entering into this Proposal as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code, or any similar offense of "bid rigging" or "bid rotating" of any state or the United States.
- F. I/We will abide by all other Federal, State and local codes, rules, regulations, ordinances and statutes.

COMPANY NAME: Griffin & Strong, P.C.

ADDRESS: [REDACTED]

CITY/STATE/ZIP CODE: Atlanta, Georgia 30303

NAME OF CORPORATE/COMPANY OFFICIAL: Rodney K. Strong

PLEASE TYPE OR PRINT CLEARLY

TITLE CEO

AUTHORIZED OFFICIAL SIGNATURE [REDACTED]

DATE 2-25-2020

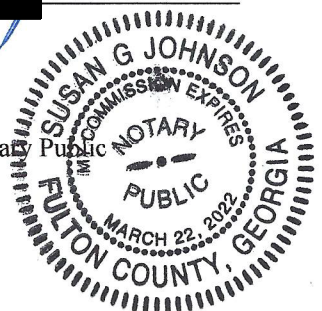
TELEPHONE ()

FAX No. (404) 584-9730

Subscribed and Sworn to
Before me this 25th day

2020

Notary Public



APPENDIX B-1-1

APPENDIX C

PROPOSER'S TAX CERTIFICATION

Georgia
STATE OF ~~ILLINOIS~~)
)
County of ~~Kane~~ Fulton) ss.

Rodney K. Strong, CEO, Griffin & Strong, P.C.
(PROPOSER'S EXECUTING OFFICER), being first duly sworn on oath, deposes and states that all statements made herein are made on behalf of the PROPOSER, that this despondent is authorized to make them and that the statements contained herein are true and correct.

Proposer deposes, states and certifies that Proposer is not barred from proposing with any unit of local government in the State of Illinois as result of a delinquency in payment of any tax administered by the Illinois Department of Revenue unless Proposer is contesting, in accordance with the procedures established by the appropriate statute, its liability for the tax or the amount of the tax, all as provided for in accordance with 65 ILCS 5/11-42.1-1.

DATED this 25th day of February, 2020

By: _____

(Signature of Proposer's Executing Officer)

Rodney K. Strong
(Print name of Proposer's Executing Officer)

CEO

(Title)

ATTEST/WITNESS: _____

By _____

Title Sr. Director

Subscribed and sworn to before me this
25th day of February, 2020.

Notary Public

