

# CITY OF TACOMA, WASHINGTON

## 2018 Disparity Causation Analysis Study



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# ABOUT GRIFFIN & STRONG, P.C.

- The firm has conducted over 35 disparity studies and 50 related studies.
- Team includes 5 Attorneys, 2 PhDs in Economics, and 1 PhD Candidate in Anthropology, all with expertise in disparity studies.
- Rodney K. Strong procured and managed the first post-Croson disparity study.
- Both Rodney K. Strong and Dr. Vince Eagan are considered two of the foremost expert witnesses on disparity studies nationally, each with expert witness testimony. Dr. Eagan has successfully defended 5 disparity studies.
- Firm specializes in disparity research, contract compliance, program development, training and supplier diversity consulting.
- No study conducted by Griffin & Strong, P.C. has ever been challenged or overturned in court.

# HISTORY OF GRIFFIN & STRONG, P.C.

PROGRAM CONSULTING, LEGISLATION AND GOAL SETTING

Living Cities – City Accelerator 4

Mercedes Benz (Falcons) Stadium,  
Atlanta

New World of Coca-Cola, Atlanta

Montgomery County, Maryland

Clayton County, GA

Clark County, Nevada

Atlanta Committee for the  
Olympic Games (ACOG)

Tennessee Valley

Newark, New Jersey Consortium

Houston Metropolitan Transit

Georgia Department of  
Transportation

Hartsfield-Jackson Atlanta  
International Airport

City of Memphis, TN



# PROJECT TEAM

About Griffin & Strong & Project Team



# LOCAL PARTNERS

## The Planning Studio

### **Mario Gonzales**

- Dynamic marketing executive with experience in business-to-business, government sector, and community-oriented communications in both English and Spanish
- Developed his skills working in a variety of challenging environments and cultural contexts, including Latin America, North America, and New Zealand.
- Founded TPSI LLC (dba The Planning Studio) to support both private-sector businesses and government agencies in their marketing and communications strategies

# MANAGEMENT TEAM

## **Michele Clark-Jenkins** **Project Manager**



- Sr. Director of GSPC Consulting Division
- Experienced legal researcher, writer, and business consultant. Has particular expertise in contracts and business structure.
- Certified in Project Management & expertise in database management with 25 years in corporate business management and strategic planning
- Project manager on 15 GSPC studies, 4 goal-settings for Georgia DOT, 3 goal-settings for Hartsfield Jackson Atlanta Inter'l Airport, and 3 benchmarks for Metro Nashville Government
- Graduate of Princeton University and NY Law School
- Certificate in Negotiations from Harvard University

# MANAGEMENT TEAM

## **Dr. Gregory Price** **Sr. Economist**



- Professor, Economics, Morehouse College.
- Previously served as Chairman of the Department of Economics at Morehouse College and interim Dean of Business School at Langston University.
- Has both a PhD. And M.A. in Economics from the University of Milwaukee-Wisconsin.
- Skilled Econometrician and Applied Theorist, Experienced in Economic Forensics
- Over 15 years of experience in conducting economic analysis of discrimination and disparity of employment, private sector contracting, lending and public contracting.

# MANAGEMENT TEAM

## Dr. J. Vincent Eagan Principal Investigator

- Served on 120 disparity studies since 1993.
- Successful expert witness in five cases involving minority business programs.
- In two cases, Dr. Eagan's testimony upheld disparity studies at the federal circuit court level.
- Has a J.D. from Harvard University, and a Ph.D. and M.A. in Economics from Georgia State University.

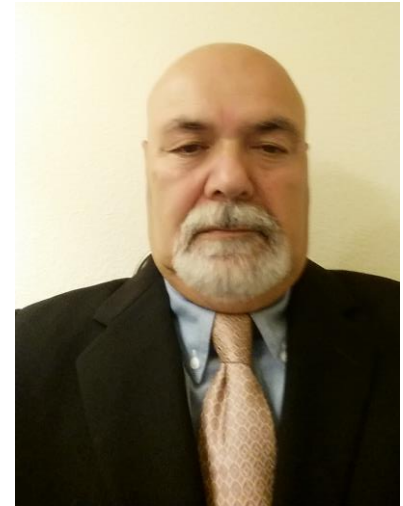




# MANAGEMENT TEAM

## **Dr. B. Rom. Haghighi Chief Statistician**

- Senior statistician with over thirty (30) years experience in management and analysis of large databases.
- Previous disparity study experience has been in statistical analysis for various agencies.
- Provided expert witness services in 2 successfully defended disparity study cases
- Has over 21 years in higher education as a professor teaching courses in graduate and undergraduate research and statistics.
- In 2008, was recruited by Texas Comptroller of Public Accounts to oversee the largest disparity study ever conducted in the United States. Study included 149 state agencies, 9 health science centers and 52 state universities.



# MANAGEMENT TEAM

## Sterling Johnson Deputy Project Manager

- Currently serving as Project Manager for Living Cities Cohort on Procurement for Inclusive Economic Opportunity.
- Served as Deputy Project Manager on 5 disparity studies.
- Skilled in Social Sciences, Administration, Program Development, Planning, Data Analysis, and Quantitative and Qualitative Research. Has conducted written analysis of qualitative data and policy analysis.
- Holds B.A. in Sociology from Furman University and M.P.A. with focus in Economic Development and Planning from Georgia State University.



# MANAGEMENT TEAM

## David Maher Legal Analyst

- Experienced Attorney and Partner with Griffin & Strong's legal division. Provides general counsel and legal review.
- Litigation specialist with over 20 Years of Experience
- Extensive experience across a wide variety of practice areas, including corporate defense, litigation support, civil appeals and general counsel
- Drafted legal analysis for 6 disparity studies.
- Earned Juris Doctorate w/ High Honors from Florida State University College of Law



# MANAGEMENT TEAM

## Rodney K. Strong Project Executive and CEO



- Former Director of Contract Compliance for the City of Atlanta, GA
- Nationally recognized expert in area of disparity research & supplier diversity program development.
- Project Manager for the first major post-Croson disparity study
- Principal architect of the City of Atlanta's EBO Program, which became the national model for post-Croson MBE programs
- Invited to testify before the U.S. Senate Committee on Small Business & Entrepreneurship



# EXPERT WITNESS EXPERIENCE

Principal Investigator, Dr. J. Vincent Eagan, has successfully defended 5 Disparity Studies, most notably:

Gross Seed v. Nebraska Dept. of Roads, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004).)

H.B. Rowe Co. v. Tippet, 615 F.3d 233 (4th Cir., 2010)

Project Executive, Rodney K. Strong, has been qualified as an expert witness in two cases.

Cleveland Construction, Inc. v. City of Cincinnati, et. al., Case Number A0402638, Common Pleas Court, Hamilton County, Ohio

Pryor Tire v. The Atlanta Public Schools (Northern District of Georgia).

# WHAT IS A DISPARITY STUDY & WHY DO WE DO THEM?

## Disparity Studies Form the Factual Basis for Remedial Programs

City of Richmond v. J.A. Croson Co.,  
488 U.S. 469 (1989)

The strict scrutiny standard is applied to any race based program involving government procurement of goods and services.

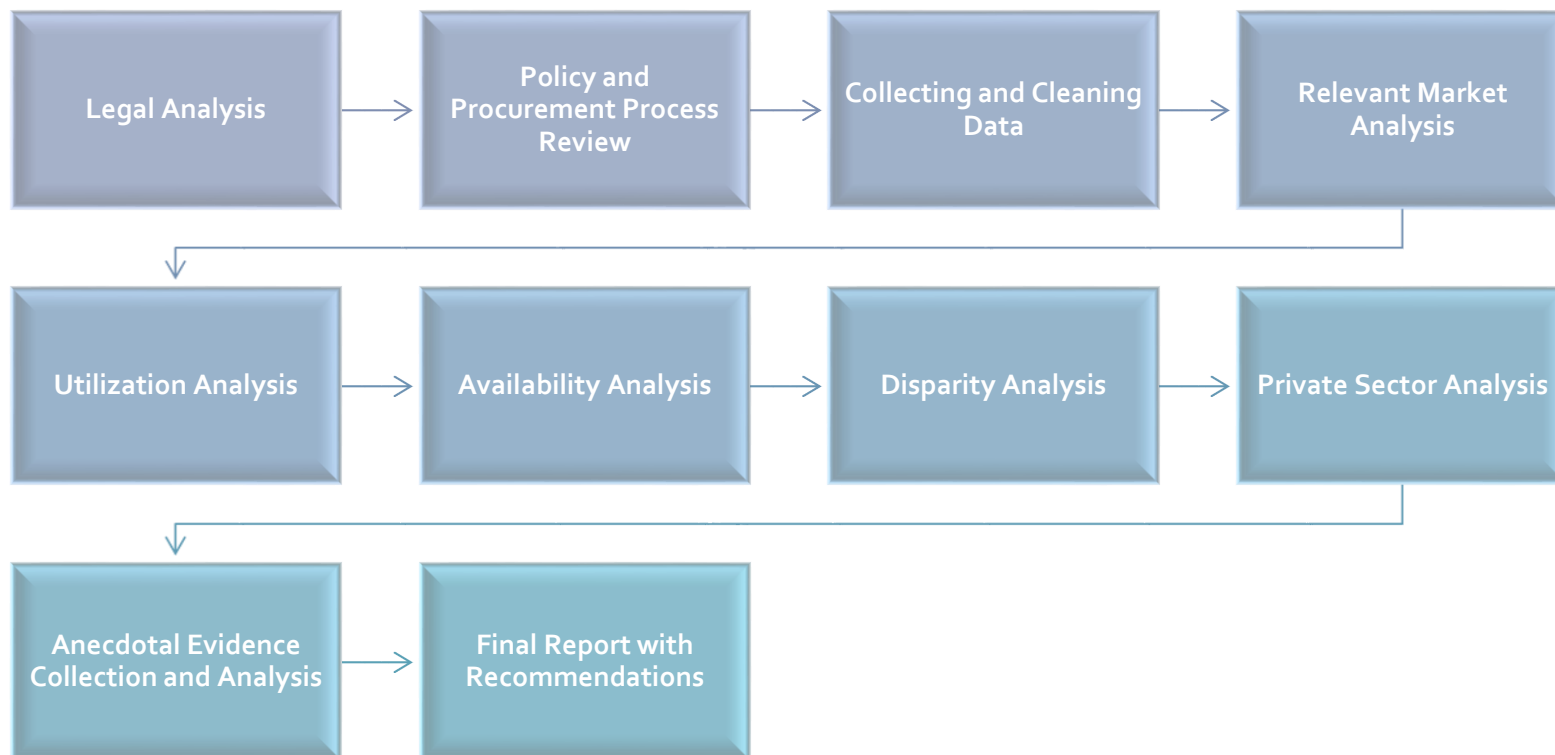
Strict scrutiny, the most stringent standard of judicial review used by U. S. courts, is a two-pronged test:

A “compelling governmental interest”

A “narrowly tailored” remedy



# TECHNICAL APPROACH



# LEAP ANALYSIS

GSPC will conduct a workforce study that assesses the level of employment of City residents working or apprenticing on City funded construction projects between FY2012-2016.





# POST STUDY SUPPORT

## Study Roll Out Plan

Review findings & recommendations with advisors.

Consult on release of the Study.

## Implementation is Key

Presentation of Study should include strong indication on how to move forward

## Post-Study Consultation



# DISPARITY STUDY TIMELINE

- Kickoff and Data Assessment
  - August 28 – 29<sup>th</sup>, 2017
- Legal Analysis
  - August 14 – September 29<sup>th</sup>, 2017
- Policy Review
  - August 28<sup>th</sup> – November 3<sup>rd</sup>, 2017
- Data Collection:
  - September – December, 2017
- Leap Program Analysis
  - September, 2017 – February, 2018
- Conduct Online Survey
  - October – December, 2017



# DISPARITY STUDY TIMELINE

- **Statistical Analysis:**
  - September – March, 2018
- **Anecdotal Collection & Analysis:**
  - September, 2017 – January, 2018
- **Private Sector Analysis**
  - January, 2018 – March, 2018
- **Statistical Analysis**
  - January, 2018 – April, 2018
- **Findings and Recommendations**
  - April - May, 2018.
- **Final Draft**
  - July 2018



# ARC OF THE DISPARITY STUDY

## Summer

**Disparity Study:**  
Kickoff/Informational Meetings. Data Assessment, Legal Analysis

## Fall

**Disparity Study:**  
Purchasing Policies and Practices Review. Data Collection, Data Inventory, LEAP Analysis Preparation of Databases. Anecdotal Collection and Analysis

## Winter

**Disparity Study:**  
Statistical Analysis, Private Sector Analysis

## Spring-

**Disparity Study:**  
Availability, Utilization, and Disparity Analysis. Statistical Significance Testing. Findings and Recommendations. Study Draft

**Final Draft:** July 2018





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