LOH
4/17/14
Item No. 22

AN ORDINANCE 2014-04-17-0244

APPROVING AN AGREEMENT WITH NATIONAL ECONOMIC RESEARCH ASSOCIATES, INC. IN AN AMOUNT NOT TO EXCEED $750,000.00 TO UNDERTAKE A DISPARITY CAUSATION ANALYSIS STUDY.

* * * * *

WHEREAS, City Council adopted the most recent Disparity Study in March 2010 and in June 2010 adopted the current SBEDA Ordinance, which incorporated numerous consultant recommendations; and

WHEREAS, in accordance with the SBEDA Ordinance, the City must now conduct an update to the Disparity Study that will serve as the evidence upon which an updated SBEDA Program may be developed and maintained, in order to determine if disparity still exists in contracting with minority and women-owned business enterprises ("M/WBEs"); and

WHEREAS, the City issued a Request for Proposals for a firm to conduct this update, to which five (5) firms responded; and

WHEREAS, National Economic Research Associates, Inc. ("NERA"), founded in 1961, is a global firm of economists who work within various marketplaces providing economic analysis and advice to governmental entities, corporations and law firms among others; and

WHEREAS, NERA's expertise in understanding the legal challenges to M/WBE programs and expertise in undertaking statistical analysis will allow the firm to present legally-defensible study findings and policy recommendations to the City for its SBEDA Program; and.

WHEREAS, after committee review and discussion, NERA received the highest-ranking scores and has been recommended for award by the solicitation evaluation committee; **NOW THEREFORE:**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. City Council approves an agreement, a copy of which is included in substantially final form as **Attachment I,** with National Economic Research Associates, Inc. for an amount not to exceed $750,000.00 to conduct a Disparity Causation Analysis Study

SECTION 2. Funding in the amount of $375,000.00 for this Ordinance is available in Fund 11001000, Cost Center 1602040001 and General Ledger 5201040, as part of the Fiscal Year 2014 Budget.

SECTION 3: Additional funding in the amount of $375,000.00 for this Ordinance, as part of Fiscal Year 2015's Budget, is contingent upon City Council approval of the City's operating budget and the availability of funds.

SECTION 4: Payment not to exceed the budgeted amount is authorized to National Economic Research Associates, Inc., and should be encumbered with a purchase order.

SECTION 5: The financial allocations in this Ordinance are subject to approval by the Director of Finance, City of San Antonio. The Director of Finance, may, subject to concurrence by the City Manager or the City Manager's designee, correct allocations to specific SAP Fund Numbers, SAP Project Definitions, SAP WBS Elements, SAP Internal Orders, SAP Fund Centers, SAP Cost Centers, SAP Functional Areas, SAP Funds Reservation Document Numbers, and SAP GL Accounts as necessary to carry out the purpose of this Ordinance.

SECTION 6. This Ordinance shall be effective immediately upon receiving at least eight affirmative votes or, upon receipt of less than eight affirmative votes, on the tenth day after passage.

PASSED AND APPROVED this 17th day of April, 2014.

M A Y O R
Julián Castro

ATTEST:

Leticia M. Vacek, City Clerk

APPROVED AS TO FORM:

Robert F. Greenblum, City Attorney

Agenda Item:	**22**
Date:	04/17/2014
Time:	10:14:34 AM
Vote Type:	Motion to Approve
Description:	An Ordinance approving an agreement with National Economic Research Associates, Inc. in an amount not to exceed $750,000.00 to undertake a Disparity Causation Analysis Study. [Carlos J. Contreras, Assistant City Manager; Rene Dominguez, Director, Economic Development Department]
Result:	Passed

Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Julián Castro	Mayor		x				
Diego Bernal	District 1		x				
Ivy R. Taylor	District 2		x			x	
Rebecca Viagran	District 3		x				
Rey Saldaña	District 4		x				
Shirley Gonzales	District 5		x				
Ray Lopez	District 6		x				x
Cris Medina	District 7	x					
Ron Nirenberg	District 8		x				
Joe Krier	District 9		x				
Michael Gallagher	District 10		x				

Attachment I

PROFESSIONAL SERVICES AGREEMENT

FOR

DISPARITY CAUSATION ANALYSIS STUDY

STATE OF TEXAS §
§
COUNTY OF BEXAR §

This Agreement is entered into by and between the City of San Antonio, a Texas Municipal Corporation (hereinafter referred to as "City") acting by and through its City Manager or designee, pursuant to Ordinance No. 2014-__-__-_____ passed and approved on the ____ day of _____, 2014 and National Economic Research Associates, Inc. (hereinafter referred to as "Consultant"), both of which may be referred to herein collectively as the "Parties".

The Parties hereto severally and collectively agree, and by the execution hereof are bound, to the mutual obligations herein contained and to the performance and accomplishment of the tasks hereinafter described.

I. DEFINITIONS

As used in this Agreement, the following terms shall have meanings as set forth below:

"City" is defined in the preamble of this Agreement and includes its successors and assigns.

"Consultant" is defined in the preamble of this Agreement and includes its successors.

"Director" shall mean the City of San Antonio's Economic Development Department Director or his designee.

"Project Update Report" shall mean a bi-monthly report reflecting actual hours worked by Consultant's project staff and approved sub-consultants, a description of tasks performed by each, hourly rates for each such staff person and approved sub-consultant staff person. It shall also include an estimate of the percentage of each task that has been completed to date, a detailed description of deliverables to be provided to the Director or Designee in accordance with this Agreement.

II. TERM

2.1 Unless sooner terminated in accordance with the provisions of this Agreement, the term of this Agreement shall commence upon execution and terminate upon final approval and acceptance by the City of Consultant's final disparity study report and presentation to City Council of City.

III. SCOPE OF SERVICES

3.1 Consultant agrees to provide the services described in this Article III, entitled "Scope of Services" in exchange for the compensation described in Article IV, entitled "Compensation". The

services to be provided by Consultant shall be performed in a workmanlike and professional manner in accordance and consistent with the scopes of work, methodologies, work plans and costs described by City and proposed by Consultant in the following documents:

A. City's October 28, 2013, Request for Proposals for a Disparity Causation Analysis Study (attached hereto as "Exhibit A");

B. Consultant's December 6, 2013, response to the October 28, 2013, Request for Proposals for a Disparity Causation Analysis Study (attached hereto as "Exhibit B"); and

C. Consultant's February 27, 2014 written responses to the supplemental question issued by the Evaluation Committee (attached hereto as "Exhibit C"); and

The collective terms and conditions as stated in Exhibits A, B, and C are incorporated by reference into this Professional Services Agreement. To the extent there are any conflicts or inconsistencies among these four documents, the language contained in the most recent document shall govern.

3.2 All work performed by Consultant hereunder shall be performed to the reasonable satisfaction of the City's Director, in consultation with the City Manager or designee, as determined by referring to and in accordance with the mutually agreed requirements as set forth in this Agreement. The Director shall be the point of contact for Consultant on all matters regarding the subject matter of this Agreement. City shall be under no obligation to pay for any work performed by Consultant which is not in accordance with the mutually agreed requirements set forth in this Agreement. City shall have the right to terminate this Agreement in accordance with Article VIII. Termination may be exercised should any portion of Consultant's work not be performed in accordance with the mutually agreed requirements set forth in this Agreement; however, City shall have no obligation to terminate and may withhold payment for any portion of work that does not conform to the mutually agreed requirements, as stated herein, even should City elect not to terminate.

3.3 In performing the services, Consultant will use all information supplied by City without having independently verified the same and Consultant assumes no responsibility for the accuracy or completeness of such information.

IV. COMPENSATION TO CONSULTANT

4.1 In consideration of Consultant's performance of services to the reasonable satisfaction of the City as determined by referring to and in accordance with the mutually agreed requirements as set forth in this Agreement, and activities as set forth in this Agreement and specified in Article III, City agrees to pay Consultant an amount not to exceed $724,193.89.

4.2 This is a fixed price contract. No additional fees or expenses of Consultant shall be charged by Consultant nor be payable by City. The Parties hereby agree that all compensable expenses of Consultant have been provided for in the total payment to Consultant as specified in section 4.1 above. Total payments to Consultant cannot exceed that amount set forth in section 4.1 above, without prior approval and agreement of all Parties, evidenced in writing and approved by the San Antonio City Council by passage of an ordinance therefore.

4.3 All work shall be performed in accordance with the mutually agreed requirements set forth in this Agreement and in an efficient manner, as determined by the Director or designee.

4.4 Consultant shall submit an invoice on a monthly basis detailing the services provided and the actual costs incurred. Payment shall be made within 30 days of receipt of invoice.

4.5 Bi-monthly, commencing 45 days after execution of this Agreement, Consultant shall submit a Project Update Report to City reflecting actual hours worked by Consultant's project staff and approved sub-consultants, a description of tasks performed by each, hourly rates for each such staff person and sub-consultant staff person, an estimate of the percentage of each task that has been completed to date, and a detailed description of deliverables to be provided to the Director.

4.5.1 Each of Consultant's bi-monthly Project Update Reports shall be accompanied with a detailed monthly progress report describing the tasks performed the previous month, the tasks projected to be performed in the following reporting period, and any issues or problems that have arisen that may adversely impact the schedule for completion of the study. Whenever such contingencies arise, Consultant shall also state in its Project Update Report its plan for prompt resolution of such problems, as **time is of the essence** in this Agreement.

4.5.2 City shall review Consultant's bi-monthly Project Update Reports with deliverables submitted in accordance with this Agreement and, after approval and acceptance pursuant to Section 4.7 below, of such reports and/or deliverables, issue payment within thirty (30) calendar days of receipt of invoice.

4.6 Cumulative payments made under this Agreement shall not exceed $724,193.89 for the project study (Exhibits A, B, and C).

4.7 Final acceptance of all work products and services required shall be evidenced by a written approval by City through Director. City shall have ten (10) calendar days (the "Initial Acceptance Test Period") after the date Consultant provides any deliverable to City or completes any phase of services for City (deliverables and services being collectively referred to for purposes of this Section 4.7 as "Work") hereunder in which to examine the Work to verify that such Work materially conforms to the written specifications and requirements that are expressly set forth herein (the "Specifications"). Prior to the expiration of the Acceptance Test Period, City shall, acting reasonably and in good faith, provide Consultant with either (i) written notice of any failure of the Work to materially conform to the Specifications, which notice shall describe such failure in reasonable detail (a "Rejection Notice"), (ii) written notice of its acceptance of such Work (an "Acceptance Notice"), or (iii) a notice to extend the Initial Acceptance Test Period by an additional ten (10) business days (an "Extension Notice"). Following receipt of a Rejection Notice, Consultant shall promptly, but in no event more than thirty (30) calendar days, remedy any nonconformity and redeliver/re-perform conforming Work to City. City shall then have another ten (10) calendar days (the "Subsequent Acceptance Test Period") in which to examine the redelivered/re-performed Work to verify that it materially conforms to the Specifications. If Consultant is unable or unwilling to correct any nonconformity within thirty (30) calendar days after receipt of a Rejection Notice, City shall, without prejudice to any rights or remedies City may have hereunder, at law or in equity, be entitled to receive a proportional refund of any fees already paid, or a reduction of any fees payable, in respect of the non-conforming portion of such Work. Notwithstanding anything herein to the contrary, Work shall be deemed accepted for all purposes hereunder on the earliest to occur of (i) payment by City, (ii) receipt by Consultant of an Acceptance Notice with respect to such Work, and (iii) the failure of City to deliver either an

Acceptance Notice, a Rejection Notice, or an Extension Notice with respect to such Work upon or prior to the end of the applicable Acceptance Test Period. City shall not be obligated or liable under this Agreement to any party, other than Consultant, for the payment of any monies or the provision of any goods or services.

V. INTELLECTUAL PROPERTY, OWNERSHIP AND LICENSES

Intellectual Property.

Consultant agrees to abide by the following regarding intellectual property rights:

5.1 Consultant shall pay all royalties and licensing fees related to materials required to perform the services. **Consultant shall hold the City harmless and indemnify the City** from the payment of any royalties, damages, losses or expenses including attorney's fees for suits, claims or otherwise, growing out of infringement or alleged infringement of copyrights, patents, materials and methods used in the project. It shall defend all suits for infringement of any Intellectual Property rights (except to the extent the infringement was caused by (i) materials or specifications provided by City, or (ii) modifications made by City to the services or deliverables which are not approved by Consultant in advance). Further, if Consultant has reason to believe that the design, service, process or product specified is an infringement of an Intellectual Property right, it shall promptly give such information to the City.

5.2 Upon receipt of notification that a third party claims that the program(s), hardware or both the program(s) and the hardware infringe upon any United States patent or copyright, Consultant will immediately either:

5.2.1 obtain, at Consultant's sole expense, the necessary license(s) or rights that would allow the City to continue using the programs, hardware, or both the programs and hardware, as the case may be, or,

5.2.2 alter the programs, hardware, or both the programs and hardware so that the alleged infringement is eliminated, and

5.2.3 reimburse the City for any expenses incurred by the City to implement emergency backup measures if the City is prevented from using the programs, hardware, or both the programs and hardware while the dispute is pending.

Consultant further agrees to:

5.2.4 assume the defense of any claim, suit, or proceeding brought against the City for infringement of any United States patent or copyright arising from the use and/or sale of the equipment or software under this Agreement,

5.2.5 assume the expense of such defense, including costs of investigations, reasonable attorneys' fees, expert witness fees, damages, and any other litigation-related expenses, and

5.2.6 pursuant to Section 5.1 above, **indemnify the City** against any monetary damages and/or costs awarded in such suit;

Provided that:

5.2.7 Consultant is given sole and exclusive control of all negotiations relative to the settlement thereof, but that Consultant agrees to consult with the City Attorney of the City during such defense or negotiations and make good faith effort to avoid any position adverse to the interest of the City,

5.2.8 the Software or the equipment is used by the City in the form, state, or condition as delivered by Consultant or as modified without the permission of Consultant, so long as such modification is not the source of the infringement claim,

5.2.9 the liability claimed shall not have arisen out of the City's negligent act or omission, and the City promptly provides Consultant with written notice within 15 days following the formal assertion of any claim with respect to which the City asserts that Consultant assumes responsibility under this section.

Ownership and Licenses.

5.3 In accordance with Texas law, Consultant acknowledges and agrees that all local government records created or received in the transaction of official business or the creation or maintenance of which were paid for with public funds are declared to be public property and subject to the provisions of Chapter 201 of the Texas Local Government Code and Subchapter J, Chapter 441 of the Texas Government Code. Thus, no such local government records produced by or on the behalf of Consultant pursuant to this Contract shall be the subject of any copyright or proprietary claim by Consultant.

5.4 The term "local government record" as used herein shall mean any document, paper, letter, book, map, photograph, sound or video recording, microfilm, magnetic tape, electronic medium, or other information recording medium, regardless of physical form or characteristic and regardless of whether public access to it is open or restricted under the laws of the state, created or received by local government or any of its officials or employees pursuant to law including an ordinance, or in the transaction of official business.

5.5 Consultant acknowledges and agrees that all records, as described herein, produced by Consultant specifically and exclusively for City in the course of the work required by this contract and delivered to City ("Work Product"), are government records and will belong to and be the property of City. Consultant shall be required to turn over to City all such records as required pursuant to this contract. Consultant shall not, under any circumstances, release any records created during the course of performance of the contract to any entity without City's written permission, unless required to do so by a Court of competent jurisdiction. Notwithstanding anything to the contrary contained in his Agreement, it is understood and agreed that Consultant shall retain all of its rights in its methodologies and methods of analysis, ideas, concepts, expressions, know how, methods, models, tools, techniques, skills, generic industry information, knowledge and experience (and any graphic representations of any of these) whether now possessed or hereafter acquired by Consultant and the same shall not be deemed works made for hire and Consultant shall not be restricted in any way with respect thereto. It is understood and agreed that Consultant's services may include advice and recommendations; however all decisions in connection with the implementation of such advice and recommendations shall be the

sole responsibility of, and made by, City. City will not refer to Consultant or attribute any information to Consultant in the press, for advertising or promotional purposes, or for the purpose of informing or influencing any other party, including the investment community, without Consultant's prior written consent. The immediately foregoing sentence shall in no way limit City's ability to promote (through public meetings, public hearings, press releases or newsletters) the disparity study report provided by Consultant hereunder (including the project kick-off meeting, business owners surveys and business owner interviews and focus groups related to such report) to stakeholders in the applicable business community strictly for the purpose of informing and involving such stakeholders.

5.6 In accordance herewith, Consultant agrees to comply with all applicable federal, state and local laws, rules and regulations governing documents and ownership, access and retention thereof.

VI. RECORDS RETENTION

6.1 Consultant and its approved subcontractors, if any, shall properly, accurately and completely maintain all documents, papers, and records, and other evidence pertaining to the services rendered hereunder (hereafter referred to as "documents"), and shall make such materials available to the City at their respective offices, at all reasonable times and as often as City may deem reasonably necessary during the Agreement period, including any extension or renewal hereof, and the record retention period established herein, for purposes of audit, inspection, examination, and making excerpts or copies of same by City and any of its authorized representatives.

6.2 Consultant shall retain any and all documents produced as a result of services provided hereunder for a period of five (5) years (hereafter referred to as "retention period") from the date of termination of the Agreement. If, at any time during or at the end of the retention period, there is litigation or other questions arising from, involving or concerning this documentation or the services provided hereunder, Consultant shall retain the records until the resolution of such litigation or other such questions. Consultant acknowledges and agrees that City shall have access to any and all such documents at any and all times, as deemed reasonably necessary by City, during said retention period. City may, at its election, require Consultant to return said documents to City prior to or at the conclusion of said retention. Consultant reserves the right to retain copies of the Work Product, with suitable protection of confidential information, subject to and in compliance with the Texas Public Information Act.

6.3 In the event that Consultant receives any requests for information from a third party which pertain to the documentation and records referenced herein, to the extent legally permissible, Consultant shall notify City promptly, but in no event more than five (5) calendar days after Consultant receives such request. Consultant understands and agrees that City will process and handle all such requests on behalf of the City.

VII. AUDIT

7.1 Consultant shall provide to Director all reports reasonably requested by City including, but not limited to, reports and accounting of services rendered, and any other reports or documents reasonably requested, in each case in connection with services rendered hereunder. Consultant shall provide financial and service reports in a time frame as reasonably determined by City. Contractor shall also provide any other documents directly related to the services to City promptly after Consultant receives City's written requests, unless the Parties agree in writing on a longer period.

7.1.1. City may require Consultant to submit reports in a format suitable to City. Consultant may seek approval of Director by proposing a format in which information shall be provided to City.

7.2 City or its authorized representative shall at all reasonable times with prior notice have the right to examine, inspect, and audit all books and records relating to Consultant's services hereunder and funds of the City to determine the accuracy of reports submitted by Consultant under this Agreement. The cost and expense incurred by City incident thereto shall be the sole responsibility of and borne by City

7.3 Any audit hereunder shall be upon reasonable advance notice, during ordinary business hours and subject to, and limited by, reasonable and customary confidentiality obligations.

VIII. TERMINATION

8.1 For purposes of this Agreement, "termination" shall mean termination by expiration of the Agreement term as stated in Article II entitled "Term", or earlier termination pursuant to any of the provisions hereof.

8.2 Termination Without Cause. This Agreement may be terminated by either Party upon written notice of at least thirty (30) calendar days, which notice shall be provided in accordance with Article IX., Notice. Upon exercise of this clause by either Party, City shall only be obligated to pay fees and expenses incurred up to and including the effective date of termination following the requisite notice period.

8.3 Termination For Cause. Upon written notice, which notice shall be provided in accordance with Article IX., Notice, City may terminate this Agreement as of the date provided in the notice, in whole or in part, upon the occurrence of one (1) or more of the following events, each of which shall constitute an Event for Cause under this Agreement:

8.3.1 The sale, transfer, pledge, conveyance or assignment of this Agreement without prior approval, as provided in Article XII., Assignment and Subcontracting.

8.3.2 Fraudulent submission of invoices or progress reports.

8.3.3 Failure to cure default as provided in Section 8.4 "Defaults With Opportunity for Cure".

8.4 Defaults With Opportunity for Cure. Should Consultant default in the performance of this Agreement in a manner stated in this Section 8.4 below, same shall be considered an event of default. City shall deliver written notice of said default specifying such matter(s) in default. Consultant shall have fifteen (15) calendar days after receipt of the written notice, in accordance with Article IX., Notice, to cure such default. If Consultant fails to cure the default within such fifteen-day cure period, City shall have the right, without further notice, to terminate this Agreement in whole or in part as City deems appropriate, and to contract with another consultant to complete the work required in this Agreement. City shall also have the right to offset the cost of said new Agreement with a new consultant against Consultant's future or unpaid invoice(s), subject to the duty on the part of City to mitigate its losses to the extent required by law.

8.4.1 Failure to comply with the terms and conditions stated in Article XV., SBEDA.
8.4.2 Selling substantially all of company's assets.
8.4.3 Failing to perform or failing to comply with any covenant herein required.
8.4.4 Failure to perform the Services to the reasonable satisfaction of the City as determined by referring to and in accordance with the mutually agreed requirements as set forth in this Agreement.

8.5 Default without Opportunity for Cure. In the event that Consultant files for bankruptcy during the contract Term, this Agreement shall be deemed to automatically terminate one day prior to the filing of bankruptcy documents and City shall be entitled to recover all unearned fees.

8.6 Termination By Law. If any state or federal law or regulation is enacted or promulgated which prohibits the performance of any of the duties herein, or if any law is interpreted to prohibit such performance, then this Agreement shall automatically terminate as of the effective date of such prohibition.

8.7 Regardless of how this Agreement is terminated, Consultant shall effect an orderly transfer to City or to such person(s) or firm(s) as the City may designate, at no additional cost to City, all completed or partially-completed documents, papers, records, charts, reports, and any other materials or information produced as a result of or pertaining to the services rendered by Consultant, or provided to Consultant hereunder, regardless of storage medium, if so requested by City, or shall otherwise be retained by Consultant in accordance with Article VI., Records Retention. Any record transfer shall be completed within thirty (30) calendar days of a written request by City and shall be completed at Consultant's sole cost and expense. Payment of compensation due or to become due to Consultant is conditioned upon delivery of all such documents, if requested.

8.8 Within forty-five (45) calendar days of the effective date of completion, or termination or expiration of this Agreement, Consultant shall submit to City its claims, in detail, for any monies owed by City for services performed under this Agreement through the effective date of termination. Failure by Consultant to submit its claims within said forty-five (45) calendar days shall negate any liability on the part of City and constitute a **Waiver** by Consultant of any and all right or claims to collect moneys that Consultant may rightfully be otherwise entitled to for services performed pursuant to this Agreement.

8.9 Upon the effective date of expiration or termination of this Agreement, Consultant shall cease all operations of work being performed by Consultant or any of its subcontractors pursuant to this Agreement.

8.10 Termination not sole remedy. In no event shall City's action of terminating this Agreement, whether for cause or otherwise, be deemed an election of City's remedies, nor shall such termination limit, in any way, at law or at equity, City's right to seek damages from or otherwise pursue Consultant for any default hereunder or other action.

IX. NOTICE

9.1 Except where the terms of this Agreement expressly provide otherwise, any election, notice or communication required or permitted to be given under this Agreement shall be in writing and

deemed to have been duly given if and when delivered personally (with receipt acknowledged), or three (3) days after depositing same in the U.S. mail, first class, with proper postage prepaid, or upon receipt if sending the same by certified mail, return receipt requested, or upon receipt when sent by a commercial courier service (such as FedEx or DHL Worldwide Express) for expedited delivery to be confirmed in writing by such courier, at the addresses set forth below or to such other address as either party may from time to time designate in writing.

If intended for City, to:	City of San Antonio Attn: Director Economic Development Department P.O. Box 839966 San Antonio, Texas 78283-3966
If intended for Consultant, to:	NERA Economic Consulting 3801 South Capital of Texas Highway Barton Creek Plaza, Bldg. II, Ste. 330 Austin, TX 78704

X. NON-DISCRIMINATION

10.1 As a party to this Agreement, Consultant understands and agrees to comply with the *Non-Discrimination Policy* of the City of San Antonio contained in Chapter 2, Article X of the City Code and further, shall not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, veteran status, age or disability, unless exempted by state or federal law, or as otherwise established herein.

XI. INSURANCE

11.1 Prior to the commencement of any work under this Agreement, Consultant shall furnish copies of all required endorsements and an original completed Certificate(s) of Insurance to the City's Economic Development Department which shall be clearly labeled "*Disparity Causation Analysis Study*" in the Description of Operations block of the Certificate(s). The original Certificate(s) shall be completed by an agent and signed by a person authorized by that insurer to bind coverage on its behalf. The City will not accept a Memorandum of Insurance or Binder as proof of insurance The original certificate(s) must have the agent's original signature and phone number, and be mailed, with copies of all applicable endorsements, directly from the insurer's authorized representative to the City. The City shall have no duty to pay or perform under this Agreement until such certificate and endorsement(s) have been received and approved by the City's Economic Development Department. No officer or employee, other than the City's Risk Manager, shall have authority to waive this requirement.

11.2 The City reserves the right to review the insurance requirements of this Article during the effective period of this Agreement and any extension or renewal hereof and to modify insurance coverages and their limits when deemed necessary and prudent by City's Risk Manager based upon changes in statutory law, court decisions or circumstances surrounding this Agreement. In no instance will City allow modification whereby City may incur increased risk.

11.3 A Consultant's financial integrity is of interest to the City; therefore, subject to Consultant's right to maintain reasonable deductibles in such amounts as are approved by the City, Consultant shall

obtain and maintain in full force and effect for the duration of this Agreement, and any extension hereof, at Consultant's sole expense, insurance coverage written on an occurrence basis, unless otherwise indicated, by companies authorized to do business in the State of Texas and with an AM. Best's rating of no less than A- (VII) (excluding the professional liability insurance policy), in the following types and for an amount not less than the amount listed below:

TYPE	AMOUNT
a. Workers' Compensation	Statutory
b. Employers' Liability	$500,000/$500,000/$500,000
c. Broad Form Commercial General Liability Insurance to include coverage for the following:	
(1) Premises/Operations (2) Independent Contractors (3) Products/completed operations (4) Contractual liability (5) Personal Injury	Bodily Injury and Property Damage of $1,000,000 per occurrence; $2,000,000 General Aggregate, or its equivalent in Umbrella or Excess Liability Coverage
(6) Damage to property rented by you	$100,000
d. Business Automobile Liability (1) Owned/leased vehicles (2) Non-owned vehicles (3) Hired vehicles	Combined Single Limit for Bodily Injury and Property Damage of $1,000,000 per occurrence
e. Professional Liability (Claims-made basis) to be maintained and in effect for no less than two years subsequent to the completion of the professional service.	$1,000,000 per claim, to pay on behalf of the insured all sums which the insured shall become legally obligated to pay as damages by reason of any act, malpractice, error or omission in professional services.

11.4 Consultant agrees to require, by written contract, that all subcontractors providing goods and services hereunder shall obtain the same insurance coverages required of Consultant herein, and provide a certificate of insurance and endorsement that names the Consultant and the City as additional insureds. Consultant shall provide the City with said certificate and endorsement prior to the commencement of any work by the subcontractor. This provision may be modified by City's Risk Manager, without subsequent City Council approval, when deemed necessary and prudent, based upon changes in statutory law, court decisions or circumstances surrounding this Agreement. Such modification may be enacted by letter signed by City's Risk Manager, which shall become a binding part of this Agreement for all purposes.

11.5 [Intentionally Omitted]

11.6 Consultant agrees that with respect to the above-required insurance, all insurance policies shall contain or be endorsed to contain the following required provisions:

- The Commercial General Liability and Business Automobile Liability policies will include the City, its officers, officials, employees, and elected representatives as additional insureds with respect to City's vicarious liability arising from Consultant's provision of the services pursuant to this Agreement, with the exception of the workers' compensation and professional liability policies;

- Provide for an endorsement that the "other insurance" clause shall not apply to the City of San Antonio where the City is an additional insured shown on the policy;

- Workers' compensation, general liability and automobile liability policies will provide a waiver of subrogation in favor of the City.

- Endeavor to provide advance written notice directly to City of any suspension, cancellation, non-renewal or material change in coverage, and not less than ten (10) calendar days advance notice for nonpayment of premium

11.7 Within five (5) calendar days of a suspension, cancellation, non-renewal or material change in coverage which is not made pursuant to a request by City, Consultant shall provide a replacement Certificate of Insurance and applicable endorsements to City. City shall have the option to suspend Consultant's performance should there be a lapse in coverage at any time during this Agreement. Failure to provide and to maintain the required insurance shall constitute a material breach of this Agreement.

11.8 In addition to any other remedies the City may have upon Consultant's failure to provide and maintain any insurance or policy endorsements to the extent and within the time herein required, the City shall have the right to order Consultant to stop work hereunder, and/or withhold any payment(s) which become due to Consultant hereunder until Consultant demonstrates compliance with the requirements hereof.

11.9 Nothing herein contained shall be construed as limiting in any way the extent to which Consultant may be held responsible for payments of damages to persons or property resulting from Consultant's or its subcontractors' performance of the work covered under this Agreement.

11.10 It is agreed that Consultant's insurance coverage afforded to the additional insureds shall be deemed primary and non-contributory with respect to any insurance or self-insurance carried by the City of San Antonio for liability arising solely out of operations under this Agreement.

11.11 It is understood and agreed that the insurance required is in addition to and separate from any other obligation contained in this Agreement and that no claim or action by or on behalf of the City shall be limited to insurance coverage provided.

11.12 Consultant and any subcontractors are responsible for all damage to their own equipment and/or property.

XII. INDEMNIFICATION AND LIMITATION OF LIABILITY

12.1 **CONSULTANT covenants and agrees to FULLY INDEMNIFY, DEFEND and HOLD HARMLESS, the CITY and the elected officials, employees, officers, directors, volunteers and representatives of the CITY, individually and collectively, from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, proceedings, actions, demands, causes of action, liability and suits of any kind and nature, including but not limited to, personal or bodily injury, death and property damage, made upon the CITY directly or indirectly to the extent arising out of, resulting from or related to CONSULTANT'S acts or omissions of CONSULTANT, any agent, officer, director, representative, employee, consultant or subcontractor of CONSULTANT, and their respective officers, agents employees, directors and representatives, in each case while in the exercise of the rights or performance of the duties under this Agreement. The indemnity provided for in this paragraph shall not apply to any liability resulting from the negligence of CITY, its officers or employees, in instances where such negligence causes personal injury, death, or property damage. IN THE EVENT CONSULTANT AND CITY ARE FOUND JOINTLY LIABLE BY A COURT OF COMPETENT JURISDICTION, LIABILITY SHALL BE APPORTIONED COMPARATIVELY IN ACCORDANCE WITH THE LAWS FOR THE STATE OF TEXAS, WITHOUT, HOWEVER, WAIVING ANY GOVERNMENTAL IMMUNITY AVAILABLE TO THE CITY UNDER TEXAS LAW AND WITHOUT WAIVING ANY DEFENSES OF THE PARTIES UNDER TEXAS LAW.**

12.2 The provisions of this INDEMNITY are solely for the benefit of the Parties hereto and not intended to create or grant any rights, contractual or otherwise, to any other person or entity. CONSULTANT shall advise the CITY in writing promptly of any claim or demand against the CITY or CONSULTANT known to CONSULTANT related to or arising out of CONSULTANT's activities under this AGREEMENT and shall see to the investigation and defense of such claim or demand at CONSULTANT's cost. The CITY shall have the right, at its option and at its own expense, to participate in such defense without relieving CONSULTANT of any of its obligations under this paragraph.

12.3 Defense Counsel - CONSULTANT shall have sole control of the defense of such claims, provided that CITY must approve the terms of any settlement or compromise that may impose any unindemnified or nonmonetary liability on CITY. With written notice to CONSULTANT, CITY shall also have the right, at its option, to be represented by advisory counsel of its own selection and at its own expense.

12.4 Employee Litigation - In any and all claims against any Party indemnified hereunder by any employee of CONSULTANT, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation herein provided shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for CONSULTANT or any subcontractor under worker's compensation or other employee benefit acts.

12.5 Limitation of Liability - In no event shall either party be liable for any indirect, special, incidental, consequential or punitive damages or for any lost profits arising out of or relating to the services. In no event shall the Consultant's liability (whether based on any action or claim in contract,

tort, or otherwise) to City or its affiliates arising out of or relating to any services exceed two times (2x) the professional fees payable to Consultant for such services. This limit of liability shall not apply to claims for willful misconduct, violation of applicable law, fraud and infringement of third-party intellectual property rights by CONSULTANT. This Section 12.5 shall apply to the fullest extent permitted by applicable law.

XIII. ASSIGNMENT AND SUBCONTRACTING

13.1 Consultant shall supply qualified personnel as may be necessary to complete the work to be performed under this Agreement. Persons retained to perform work pursuant to this Agreement shall be the employees of Consultant or be City-approved subcontractors as provided in Consultant's submitted Utilization Plan.

13.2 Any work or services approved for subcontracting hereunder shall be subcontracted only by written contract and, unless specific waiver is granted in writing by the City, shall be subject by its terms to each and every provision of this Agreement. Compliance by subcontractors with this Agreement shall be the responsibility of Consultant. City shall in no event be obligated to any third party, including any subcontractor of Consultant, for performance of services or payment of fees. Any references in this Agreement to an assignee, transferee, or subcontractor, indicate only such an entity as has been approved by the City Council.

13.3 Except as otherwise stated herein, Consultant may not sell, assign, pledge, transfer or convey any interest in this Agreement, nor delegate the performance of any duties hereunder, by transfer, by subcontracting or any other means, without the consent of the City Council, as evidenced by passage of an ordinance. As a condition of such consent, if such consent is granted, Consultant shall remain liable for completion of the services outlined in this Agreement in the event of default by the successor Consultant, assignee, transferee or subcontractor.

13.4 Any attempt to transfer, pledge or otherwise assign this Agreement without said written approval, shall be void ab initio and shall confer no rights upon any third person. Should Consultant assign, transfer, convey, delegate, or otherwise dispose of any part of all or any part of its right, title or interest in this Agreement, City may, at its option, cancel this Agreement and all rights, titles and interest of Consultant shall thereupon cease and terminate, in accordance with Article VII., "Termination", notwithstanding any other remedy available to City under this Agreement. The violation of this provision by Consultant shall in no event release Consultant from any obligation under the terms of this Agreement, nor shall it relieve or release Consultant from the payment of any damages to City, which City sustains as a result of such violation.

XIV. INDEPENDENT CONTRACTOR

14.1 Independent Contractor. Consultant covenants and agrees that Consultant is an independent contractor and not an officer, agent, servant or employee of City; that Consultant shall have exclusive control of and exclusive right to control the details of the work performed hereunder and all persons performing same, and shall be responsible for the acts and omissions of its officers, agents, employees, contractors, subcontractors and consultants; that the doctrine of Consultant superior shall not apply as between City and Consultant, its officers, agents, employees, contractors, subcontractors and consultants; and nothing herein shall be construed as creating the relationship of employer-employee, principal-agent, partners or joint venturers between City and Consultant. The Parties hereto understand

and agree that the City shall not be liable for any claims which may be asserted by Consultant employees and Consultant's subcontractors occurring in connection with the services to be performed by the Consultant under this Agreement and that the Consultant has no authority to bind the City.

XV. SBEDA

15.1 SBEDA Program

The CITY has adopted a Small Business Economic Development Advocacy Ordinance (Ordinance No. 2010-06-17-0531 and as amended, also referred to as "SBEDA" or "the SBEDA Program"), which is posted on the City's Economic Development (EDD) website page and is also available in hard copy form upon request to the CITY. The SBEDA Ordinance Compliance Provisions contained in this section of the Agreement are governed by the terms of this Ordinance, as well as by the terms of the SBEDA Ordinance Policy & Procedure Manual established by the CITY pursuant to this Ordinance, and any subsequent amendments to this referenced SBEDA Ordinance and SBEDA Policy & Procedure Manual that are effective as of the date of the execution of this Agreement. Unless defined in a contrary manner herein, terms used in this section of the Agreement shall be subject to the same expanded definitions and meanings as given those terms in the SBEDA Ordinance and as further interpreted in the SBEDA Policy & Procedure Manual.

A. Definitions

Affirmative Procurement Initiatives (API) – Refers to various Small Business Enterprise, Minority Business Enterprise, and/or Women Business Enterprise ("S/M/WBE") Program tools and Solicitation Incentives that are used to encourage greater Prime and subcontract participation by S/M/WBE firms, including bonding assistance, evaluation preferences, subcontracting goals and joint venture incentives. (For full descriptions of these and other S/M/WBE program tools, see Section III. D. of Attachment A to the SBEDA Ordinance.)

Certification or "Certified" – the process by which the Small Business Office (SBO) staff determines a firm to be a bona-fide small, minority-, women-owned, or emerging small business enterprise. Emerging Small Business Enterprises (ESBEs) are automatically eligible for Certification as SBEs. Any firm may apply for multiple Certifications that cover each and every status category (e.g., SBE, ESBE, MBE, or WBE) for which it is able to satisfy eligibility standards. The SBO staff may contract these services to a regional Certification agency or other entity. For purposes of Certification, the City accepts any firm that is certified by local government entities and other organizations identified herein that have adopted Certification standards and procedures similar to those followed by the SBO, provided the prospective firm satisfies the eligibility requirements set forth in this Ordinance in Section III.E.6 of Attachment A.

Centralized Vendor Registration System (CVR) – a mandatory electronic system wherein the City requires all prospective Consultants and Subcontractors that are ready, willing and able to sell goods or services to the City to register. The CVR system assigns a unique identifier to each registrant that is then required for the purpose of submitting solicitation responses and invoices, and for receiving payments from the City. The CVR-assigned identifiers are also used by the Goal Setting Committee for measuring relative availability and tracking utilization of SBE and M/WBE firms by Industry or commodity codes, and for establishing Annual Aspirational Goals and Contract-by-Contract Subcontracting Goals.

Commercially Useful Function – an S/M/WBE firm performs a Commercially Useful Function when it is responsible for execution of a distinct element of the work of the contract and is carrying out its responsibilities by actually performing, staffing, managing and supervising the work involved. To perform a Commercially Useful Function, the S/M/WBE firm must also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself. To determine whether an S/M/WBE firm is performing a Commercially Useful Function, an evaluation must be performed of the amount of work subcontracted, normal industry practices, whether the amount the S/M/WBE firm is to be paid under the contract is commensurate with the work it is actually performing and the S/M/WBE credit claimed for its performance of the work, and other relevant factors. Specifically, an S/M/WBE firm does not perform a Commercially Useful Function if its role is limited to that of an extra participant in a transaction, contract or project through which funds are passed in order to obtain the appearance of meaningful and useful S/M/WBE participation, when in similar transactions in which S/M/WBE firms do not participate, there is no such role performed. The use of S/M/WBE firms by CONTRACTOR to perform such "pass-through" or "conduit" functions that are not commercially useful shall be viewed by the CITY as fraudulent if CONTRACTOR attempts to obtain credit for such S/M/WBE participation towards the satisfaction of S/M/WBE participation goals or other API participation requirements. As such, under such circumstances where a commercially useful function is not actually performed by the S/M/WBE firm, the CONTRACTOR shall not be given credit for the participation of its S/M/WBE subcontractor or joint venture partner towards attainment of S/M/WBE utilization goals, and the CONTRACTOR and S/M/WBE firm may be subject to sanctions and penalties in accordance with the SBEDA Ordinance.

Evaluation Preference – an API that may be applied by the Goal Setting Committee ("GSC") to Construction, Architectural & Engineering, Professional Services, Other Services, and Goods and Supplies contracts that are to be awarded on a basis that includes factors other than lowest price, and wherein responses that are submitted to the City by S/M/WBE firms may be awarded additional Points in the evaluation process in the scoring and ranking of their proposals against those submitted by other prime CONTRACTORs or Consultants.

Good Faith Efforts – documentation of the CONTRACTOR's or Consultant's intent to comply with S/M/WBE Program Goals and procedures including, but not limited to, the following: (1) documentation within a solicitation response reflecting the Consultant's commitment to comply with SBE or M/WBE Program Goals as established by the GSC for a particular contract; or (2) documentation of efforts made toward achieving the SBE or M/WBE Program Goals (e.g., timely advertisements in appropriate trade publications and publications of wide general circulation; timely posting of SBE or M/WBE subcontract opportunities on the City of San Antonio website; solicitations of bids/proposals/qualification statements from all qualified SBE or M/WBE firms listed in the Small Business Office's directory of certified SBE or M/WBE firms; correspondence from qualified SBE or M/WBE firms documenting their unavailability to perform SBE or M/WBE contracts; documentation of efforts to subdivide work into smaller quantities for subcontracting purposes to enhance opportunities for SBE or M/WBE firms; documentation of a Prime Contractor's posting of a bond covering the work of SBE or M/WBE Subcontractors; documentation of efforts to assist SBE or M/WBE firms with obtaining financing, bonding or insurance required by the Consultant; and documentation of consultations with trade associations and consultants that represent the interests of SBE and/or M/WBEs in order to identify qualified and available SBE or M/WBE Subcontractors.) The appropriate form and content of CONTRACTOR's Good Faith Efforts documentation shall be in accordance with the SBEDA Ordinance as interpreted in the SBEDA Policy & Procedure Manual.

HUBZone Firm – a business that has been certified by U.S. Small Business Administration for participation in the federal HUBZone Program, as established under the 1997 Small Business Reauthorization Act. To qualify as a HUBZone firm, a small business must meet the following criteria: (1) it must be owned and Controlled by U.S. citizens; (2) at least 35 percent of its employees must reside in a HUBZone; and (3) its Principal Place of Business must be located in a HUBZone within the San Antonio Metropolitan Statistical Area. [See 13 C.F.R. 126.200 (1999).]

Independently Owned and Operated – ownership of an SBE firm must be direct, independent and by Individuals only. Ownership of an M/WBE firm may be by Individuals and/or by other businesses provided the ownership interests in the M/WBE firm can satisfy the M/WBE eligibility requirements for ownership and Control as specified herein in Section III.E.6. The M/WBE firm must also be Independently Owned and Operated in the sense that it cannot be the subsidiary of another firm that does not itself (and in combination with the certified M/WBE firm) satisfy the eligibility requirements for M/WBE Certification.

Individual – an adult person that is of legal majority age.

Industry Categories – procurement groupings for the City of San Antonio inclusive of Construction, Architectural & Engineering (A&E), Professional Services, Other Services, and Goods & Supplies (i.e., manufacturing, wholesale and retail distribution of commodities). This term may sometimes be referred to as "business categories."

Minority/Women Business Enterprise (M/WBE) – firm that is certified as a Small Business Enterprise and also as either a Minority Business Enterprise or as a Women Business Enterprise, and which is at least fifty-one percent (51%) owned, managed and Controlled by one or more Minority Group Members and/or women, and that is ready, willing and able to sell goods or services that are purchased by the City of San Antonio.

M/WBE Directory – a listing of minority- and women-owned businesses that have been certified for participation in the City's M/WBE Program APIs.

Minority Business Enterprise (MBE) – any legal entity, except a joint venture, that is organized to engage in for-profit transactions, which is certified a Small Business Enterprise and also as being at least fifty-one percent (51%) owned, managed and controlled by one or more Minority Group Members, and that is ready, willing and able to sell goods or services that are purchased by the CITY. To qualify as an MBE, the enterprise shall meet the Significant Business Presence requirement as defined herein. Unless otherwise stated, the term "MBE" as used in this Ordinance is not inclusive of women-owned business enterprises (WBEs).

Minority Group Members – African-Americans, Hispanic Americans, Asian Americans and Native Americans legally residing in, or that are citizens of, the United States or its territories, as defined below:

> African-Americans: Persons having origins in any of the black racial groups of Africa as well as those identified as Jamaican, Trinidadian, or West Indian.
>
> Hispanic-Americans: Persons of Mexican, Puerto Rican, Cuban, Spanish or Central and South American origin.

Asian-Americans: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands.

Native Americans: Persons having no less than 1/16th percentage origin in any of the Native American Tribes, as recognized by the U.S. Department of the Interior, Bureau of Indian Affairs and as demonstrated by possession of personal tribal role documents.

Originating Department – the CITY department or authorized representative of the CITY which issues solicitations or for which a solicitation is issued.

Payment – dollars actually paid to CONTRACTORS and/or Subcontractors and vendors for CITY contracted goods and/or services.

Points – the quantitative assignment of value for specific evaluation criteria in the vendor selection process used in some Construction, Architectural & Engineering, Professional Services, and Other Services contracts (e.g., up to 10 points out of a total of 100 points assigned for S/M/WBE participation as stated in response to a Request for Proposals).

Prime Contractor – the vendor or contractor to whom a purchase order or contract is issued by the City of San Antonio for purposes of providing goods or services for the City. For purposes of this agreement, this term refers to the CONTRACTOR.

Relevant Marketplace – the geographic market area affecting the S/M/WBE Program as determined for purposes of collecting data for the MGT Studies, and for determining eligibility for participation under various programs established by the SBEDA Ordinance, is defined as the San Antonio Metropolitan Statistical Area (SAMSA), currently including the counties of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson.

Consultant – a vendor submitting a bid, statement of qualifications, or proposal in response to a solicitation issued by the City. For purposes of this agreement, CONTRACTOR is the Consultant.

Responsible – a firm which is capable in all respects to fully perform the contract requirements and has the integrity and reliability which will assure good faith performance of contract specifications.

Responsive – a firm's submittal (bid, response or proposal) conforms in all material respects to the solicitation (Invitation for Bid, Request for Qualifications, or Request for Proposal) and shall include compliance with S/M/WBE Program requirements.

San Antonio Metropolitan Statistical Area (SAMSA) – also known as the Relevant Marketplace, the geographic market area from which the CITY's MGT Studies analyzed contract utilization and availability data for disparity (currently including the counties of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson).

SBE Directory - a listing of small businesses that have been certified for participation in the City's SBE Program APIs.

Significant Business Presence – to qualify for this Program, a S/M/WBE must be headquartered or have a *significant business presence* for at least one year within the Relevant Marketplace, defined as: an established place of business in one or more of the eight counties that make up the San Antonio Metropolitan Statistical Area (SAMSA), from which 20% of its full-time, part-time and contract

employees are regularly based, and from which a substantial role in the S/M/WBE's performance of a Commercially Useful Function is conducted. A location utilized solely as a post office box, mail drop or telephone message center or any combination thereof, with no other substantial work function, shall not be construed to constitute a significant business presence.

Small Business Enterprise (SBE) – a corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit, which is Independently Owned and Operated by Individuals legally residing in, or that are citizens of, the United States or its territories, and which meets the U.S. Small Business Administration (SBA) size standard for a small business in its particular industry(ies) and meets the Significant Business Presence requirements as defined herein.

Small Business Office (SBO) – the office within the Economic Development Department (EDD) of the CITY that is primarily responsible for general oversight and administration of the S/M/WBE Program.

Small Business Office Manager – the Assistant Director of the EDD of the CITY that is responsible for the management of the SBO and ultimately responsible for oversight, tracking, monitoring, administration, implementation and reporting of the S/M/WBE Program. The SBO Manager is also responsible for enforcement of contractor and vendor compliance with contract participation requirements, and ensuring that overall Program goals and objectives are met.

Small Minority Women Business Enterprise Program (S/M/WBE Program) – the combination of SBE Program and M/WBE Program features contained in the SBEDA Ordinance.

Subcontractor – any vendor or contractor that is providing goods or services to a Prime Contractor or CONTRACTOR in furtherance of the Prime Contractor's performance under a contract or purchase order with the City. A copy of each binding agreement between the CONTRACTOR and its subcontractors shall be submitted to the CITY prior to execution of this contract agreement and any contract modification agreement.

Suspension – the temporary stoppage of the SBE or M/WBE firm's beneficial participation in the CITY's S/M/WBE Program for a finite period of time due to cumulative contract payments the S/M/WBE firm received during a fiscal year that exceed a certain dollar threshold as set forth in Section III.E.7 of Attachment A to the SBEDA Ordinance, or the temporary stoppage of CONTRACTOR's and/or S/M/WBE firm's performance and payment under CITY contracts due to the CITY's imposition of Penalties and Sanctions set forth in Section III.E.13 of Attachment A to the SBEDA Ordinance.

Subcontractor/Supplier Utilization Plan – a binding part of this contract agreement which states the CONTRACTOR's commitment for the use of Joint Venture Partners and / or Subcontractors/Suppliers in the performance of this contract agreement, and states the name, scope of work, and dollar value of work to be performed by each of CONTRACTOR's Joint Venture partners and Subcontractors/Suppliers in the course of the performance of this contract, specifying the S/M/WBE Certification category for each Joint Venture partner and Subcontractor/Supplier, as approved by the SBO Manager. Additions, deletions or modifications of the Joint Venture partner or Subcontractor/Supplier names, scopes of work, of dollar values of work to be performed requires an amendment to this agreement to be approved by the EDD Director or designee.

Women Business Enterprises (WBEs) - any legal entity, except a joint venture, that is organized to engage in for-profit transactions, that is certified for purposes of the SBEDA Ordinance as being a Small Business Enterprise and that is at least fifty-one percent (51%) owned, managed and Controlled by one or more non-minority women Individuals that are lawfully residing in, or are citizens of, the United States or its territories, that is ready, willing and able to sell goods or services that are purchased by the City and that meets the Significant Business Presence requirements as defined herein. Unless otherwise stated, the term "WBE" as used in this Agreement is not inclusive of MBEs.

B. SBEDA Program Compliance – General Provisions

As CONTRACTOR acknowledges that the terms of the CITY's SBEDA Ordinance, as amended, together with all requirements, guidelines, and procedures set forth in the CITY's SBEDA Policy & Procedure Manual are in furtherance of the CITY's efforts at economic inclusion and, moreover, that such terms are part of CONTRACTOR's scope of work as referenced in the CITY's formal solicitation that formed the basis for contract award and subsequent execution of this Agreement, these SBEDA Ordinance requirements, guidelines and procedures are hereby incorporated by reference into this Agreement, and are considered by the Parties to this Agreement to be material terms. CONTRACTOR voluntarily agrees to fully comply with these SBEDA program terms as a condition for being awarded this contract by the CITY. Without limitation, CONTRACTOR further agrees to the following terms as part of its contract compliance responsibilities under the SBEDA Program:

1. CONTRACTOR shall cooperate fully with the Small Business Office and other CITY departments in their data collection and monitoring efforts regarding CONTRACTOR's utilization and payment of Subcontractors, S/M/WBE firms, and HUBZone firms, as applicable, for their performance of Commercially Useful Functions on this contract including, but not limited to, the timely submission of completed forms and/or documentation promulgated by SBO, through the Originating Department, pursuant to the SBEDA Policy & Procedure Manual, timely entry of data into monitoring systems, and ensuring the timely compliance of its Subcontractors with this term;

2. CONTRACTOR shall cooperate fully with any CITY or SBO investigation (and shall also respond truthfully and promptly to any CITY or SBO inquiry) regarding possible non-compliance with SBEDA requirements on the part of CONTRACTOR or its Subcontractors or suppliers;

3. CONTRACTOR shall permit the SBO, upon reasonable notice, to undertake inspections as necessary including, but not limited to, contract-related correspondence, records, documents, payroll records, daily logs, invoices, bills, cancelled checks, and work product, and to interview Subcontractors and workers to determine whether there has been a violation of the terms of this Agreement;

4. CONTRACTOR shall immediately notify the SBO, in writing on the Change to Utilization Plan form, through the Originating Department, of any proposed changes to CONTRACTOR's Subcontractor / Supplier Utilization Plan for this contract, with an explanation of the necessity for

such proposed changes, including documentation of Good Faith Efforts made by CONTRACTOR to replace the Subcontractor / Supplier in accordance with the applicable Affirmative Procurement Initiative. All proposed changes to the Subcontractor / Supplier Utilization Plan including, but not limited to, proposed self-performance of work by CONTRACTOR of work previously designated for performance by Subcontractor or supplier, substitutions of new Subcontractors, terminations of previously designated Subcontractors, or reductions in the scope of work and value of work awarded to Subcontractors or suppliers, shall be subject to advanced written approval by the Originating Department and the SBO.

5. CONTRACTOR shall immediately notify the Originating Department and SBO of any transfer or assignment of its contract with the CITY, as well as any transfer or change in its ownership or business structure.

6. CONTRACTOR shall retain all records of its Subcontractor payments for this contract for a minimum of four years or as required by state law, following the conclusion of this contract or, in the event of litigation concerning this contract, for a minimum of four years or as required by state law following the final determination of litigation, whichever is later.

7. In instances wherein the SBO determines that a Commercially Useful Function is not actually being performed by the applicable S/M/WBE or HUBZone firms listed in a CONTRACTOR's Subcontractor / Supplier Utilization Plan, the CONTRACTOR shall not be given credit for the participation of its S/M/WBE or HUBZone subcontractor(s) or joint venture partner(s) toward attainment of S/M/WBE or HUBZone firm utilization goals, and the CONTRACTOR and its listed S/M/WBE firms or HUBZone firms may be subject to sanctions and penalties in accordance with the SBEDA Ordinance.

8. CONTRACTOR acknowledges that the CITY will not execute a contract or issue a Notice to Proceed for this project until the CONTRACTOR and each of its Subcontractors for this project have registered and/or maintained active status in the CITY's Centralized Vendor Registration System, and CONTRACTOR has represented to CITY which primary commodity codes each registered Subcontractor will be performing under for this contract.

C. SBEDA Program Compliance – Affirmative Procurement Initiatives

The CITY has applied the following contract-specific Affirmative Procurement Initiatives to this contract. CONTRACTOR hereby acknowledges and agrees that the selected API requirement shall also be extended to any change order or subsequent contract modification and, absent SBO's granting of a waiver, that its full compliance with the following API terms and conditions are material to its satisfactory performance under this Agreement:

SBE Prime Contract Program. In accordance with the SBEDA Ordinance, Section III. D. 5. (d), this contract is being awarded pursuant to the SBE Prime Contract Program, and as such, CONTRACTOR affirms that if it is presently certified as an SBE, CONTRACTOR agrees not to subcontract more than 49% of the contract value to a non-SBE firm;

M/WBE Prime Contract Program. In accordance with the SBEDA Ordinance, Section III. D. 6. (d), this contract is being awarded pursuant to the M/WBE Prime Contract Program and as such, CONTRACTOR affirms that if it is presently certified as an M/WBE (see *Minority/Women Business Enterprise* definition), CONTRACTOR agrees not to subcontract more than 49% of the contract value to a non-M/WBE firm;

M/WBE Subcontracting Program. In accordance with SBEDA Ordinance Section III. D. 6. (b), this contract is being awarded pursuant to the M/WBE Subcontracting Program. CONTRACTOR agrees to subcontract at least ***seventeen percent (17%)*** of its prime contract value to certified M/WBE firms headquartered or having a significant business presence within the San Antonio Metropolitan Statistical Area (SAMSA). The Subcontractor / Supplier Utilization Plan that CONTRACTOR submitted to CITY with its response for this contract (or, as appropriate, that it agrees to submit during the price proposal negotiation phase of this contract), and that contains the names of the certified M/WBE Subcontractors to be used by CONTRACTOR on this contract, the respective percentages of the total prime contract dollar value to be awarded and performed by each M/WBE Subcontractor, and documentation including a description of each M/WBE Subcontractor's scope of work and confirmation of each M/WBE Subcontractor's commitment to perform such scope of work for an agreed upon dollar amount is hereby attached and incorporated by reference into the material terms of this Agreement. In the absence of a waiver granted by the SBO, the failure of CONTRACTOR to attain this subcontracting goal for M/WBE firm participation in the performance of a Commercially Useful Function under the terms of its contract shall be a material breach and grounds for termination of the contract with the CITY, and may result in debarment from performing future CITY contracts, withholding of payment for retainage equal to the dollar amount of the underutilization below the agreed upon M/WBE subcontracting goal, and/or shall be subject to any other remedies available under the terms of this Agreement for violations of the SBEDA Ordinance, or under any other law.

Subcontracting Diversity: The City of San Antonio strongly encourages each bidder to be as inclusive as possible, and to reach out to all segments of the M/WBE community in its efforts to exercise good faith in achieving the M/WBE subcontracting goal of 17% that has been established for this contract. While the relative availability of ready, willing, and able firms within various ethnic and gender categories will vary significantly from contract to contract based upon the particular trades that are involved, overall in the San Antonio Professional Services industry, as reflected in the City's Centralized Vendor Registration system for the month of October 2013, African-American owned firms represent approximately 2.36% of available subcontractors, Hispanic-American firms represent approximately 7.89%, Asian-American firms represent approximately 0.88%, Native American firms represent approximately 0.04%, and Women-owned firms represent approximately 4.23% of available professional services subcontractors.

F. Commercial Nondiscrimination Policy Compliance

As a condition of entering into this Agreement, the CONTRACTOR represents and warrants that it has complied with throughout the course of this solicitation and contract award process, and will

continue to comply with, the CITY's Commercial Nondiscrimination Policy, as described under Section III. C. 1. of the SBEDA Ordinance. As part of such compliance, CONTRACTOR shall not discriminate on the basis of race, color, religion, ancestry or national origin, sex, age, marital status, sexual orientation or, on the basis of disability or other unlawful forms of discrimination in the solicitation, selection, hiring or commercial treatment of Subcontractors, vendors, suppliers, or commercial customers, nor shall the company retaliate against any person for reporting instances of such discrimination. The company shall provide equal opportunity for Subcontractors, vendors and suppliers to participate in all of its public sector and private sector subcontracting and supply opportunities, provided that nothing contained in this clause shall prohibit or limit otherwise lawful efforts to remedy the effects of marketplace discrimination that have occurred or are occurring in the CITY's Relevant Marketplace. The company understands and agrees that a material violation of this clause shall be considered a material breach of this Agreement and may result in termination of this Agreement, disqualification of the company from participating in CITY contracts, or other sanctions. This clause is not enforceable by or for the benefit of, and creates no obligation to, any third party. CONTRACTOR's certification of its compliance with this Commercial Nondiscrimination Policy as submitted to the CITY pursuant to the solicitation for this contract is hereby incorporated into the material terms of this Agreement. CONTRACTOR shall incorporate this clause into each of its Subcontractor and supplier agreements entered into pursuant to CITY contracts.

G. Prompt Payment

Upon execution of this contract by CONTRACTOR, CONTRACTOR shall be required to submit to CITY accurate progress payment information with each invoice regarding each of its Subcontractors, including HUBZone Subcontractors, to ensure that the CONTRACTOR's reported subcontract participation is accurate. CONTRACTOR shall pay its Subcontractors in compliance with Chapter 2251, Texas Government Code (the "Prompt Payment Act") within ten days of receipt of payment from CITY. In the event of CONTRACTOR's noncompliance with these prompt payment provisions, no final retainage on the Prime Contract shall be released to CONTRACTOR, and no new CITY contracts shall be issued to the CONTRACTOR until the CITY's audit of previous subcontract payments is complete and payments are verified to be in accordance with the specifications of the contract.

H. Violations, Sanctions and Penalties

In addition to the above terms, CONTRACTOR acknowledges and agrees that it is a violation of the SBEDA Ordinance and a material breach of this Agreement to:

1. Fraudulently obtain, retain, or attempt to obtain, or aid another in fraudulently obtaining, retaining, or attempting to obtain or retain Certification status as an SBE, MBE, WBE, M/WBE, HUBZone firm, Emerging M/WBE, or ESBE for purposes of benefitting from the SBEDA Ordinance;

2. Willfully falsify, conceal or cover up by a trick, scheme or device, a material fact or make any false, fictitious or fraudulent statements or representations, or make use of any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry pursuant to the terms of the SBEDA Ordinance;

3. Willfully obstruct, impede or attempt to obstruct or impede any authorized official or employee who is investigating the qualifications of a business entity which has requested Certification as an S/M/WBE or HUBZone firm;

4. Fraudulently obtain, attempt to obtain or aid another person fraudulently obtaining or attempting to obtain public monies to which the person is not entitled under the terms of the SBEDA Ordinance; and

5. Make false statements to any entity that any other entity is, or is not, certified as an S/M/WBE for purposes of the SBEDA Ordinance.

Any person who violates the provisions of this section shall be subject to the provisions of Section III. E. 13. of the SBEDA Ordinance and any other penalties, sanctions and remedies available under law including, but not limited to:

1. Suspension of contract;

2. Withholding of funds;

3. Rescission of contract based upon a material breach of contract pertaining to S/M/WBE Program compliance;

4. Refusal to accept a response or proposal; and

5. Disqualification of CONTRACTOR or other business firm from eligibility for providing goods or services to the City for a period not to exceed two years (upon City Council approval).

XVI. CONFLICT OF INTEREST

16.1 Conflicts of Interest. Consultant acknowledges that it is informed that the Charter of the City of San Antonio and its Ethics Code prohibit a City officer or employee, as those terms are defined in the Ethics Code, from having a financial interest in any contract with City or any City agency such as City-owned utilities. An officer or employee has a "prohibited financial interest" in a contract with City or in the sale to City of land materials, supplies or service, if any of the following individual(s) or entities is a party to the contract or sale: the City officer or employee; his parent, child or spouse; a business entity in which he or his parent, child or spouse owns ten (10) percent or more of the voting stock or shares of the business entity, or ten (10) percent or more of the fair market value of the business entity; or a business entity in which any individual or entity above listed is a subcontractor on a City contract, a partner or a parent or subsidiary business entity.

16.2 Pursuant to the subsection above, Consultant warrants and certifies, and this Agreement is made in reliance thereon, that it, its officers, employees and agents are neither officers nor employees of the City. Consultant further warrants and certifies that is has tendered to the City a Discretionary Contracts Disclosure Statement in compliance with the City's Ethics Code.

16.3 It is Consultant's practice to serve multiple clients within industries, including those with potentially opposing interests. Accordingly, City agrees that Consultant may have served, may currently be serving or may in the future serve other companies whose interests may be adverse to

City's. In all such situations, Consultant is committed to maintaining the confidentiality of each client's information and will abide by non-disclosure procedures (such as firewall protocols and other safeguards) to ensure that all confidences are protected.

XVII. AMENDMENTS

17.1 Except where the terms of this Agreement expressly provide otherwise, any alterations, additions, or deletions to the terms hereof, shall be effected by amendment, in writing, executed by both City and Consultant, and subject to approval by the City Council, as evidenced by passage of an ordinance.

XVIII. SEVERABILITY

18.1 If any clause or provision of this Agreement is held invalid, illegal or unenforceable under present or future federal, state or local laws, including but not limited to the City Charter, City Code, or ordinances of the City of San Antonio, Texas, then and in that event it is the intention of the parties hereto that such invalidity, illegality or unenforceability shall not affect any other clause or provision hereof and that the remainder of this Agreement shall be construed as if such invalid, illegal or unenforceable clause or provision was never contained herein; it is also the intention of the parties hereto that in lieu of each clause or provision of this Agreement that is invalid, illegal, or unenforceable, there be added as a part of the Agreement a clause or provision as similar in terms to such invalid, illegal or unenforceable clause or provision as may be possible, legal, valid and enforceable.

XIX. LICENSES/CERTIFICATIONS

19.1 Consultant warrants and certifies that Consultant and any other person designated to provide services hereunder has the requisite training, license and/or certification to provide said services, and meets all competence standards promulgated by all other authoritative bodies, as applicable to the services provided herein.

XX. COMPLIANCE

20.1 Consultant shall provide and perform all services required under this Agreement in compliance with all applicable federal, state and local laws, rules and regulations.

XXI. NONWAIVER OF PERFORMANCE

21.1 Unless otherwise specifically provided for in this Agreement, a waiver by either Party of a breach of any of the terms, conditions, covenants or guarantees of this Agreement shall not be construed or held to be a waiver of any succeeding or preceding breach of the same or any other term, condition, covenant or guarantee herein contained. Further, any failure of either Party to insist in any one or more cases upon the strict performance of any of the covenants of this Agreement, or to exercise any option herein contained, shall in no event be construed as a waiver or relinquishment for the future of such covenant or option. In fact, no waiver, change, modification or discharge by either Party hereto of any provision of this Agreement shall be deemed to have been made or shall be effective unless expressed in writing and signed by the Party to be charged. In case of City, such changes must be approved by the City Council, as described in Article XVII., Amendments. No act or

omission by a Party shall in any manner impair or prejudice any right, power, privilege, or remedy available to that Party hereunder or by law or in equity, such rights, powers, privileges, or remedies to be always specifically preserved hereby.

XXII. LAW APPLICABLE

22.1 **THIS AGREEMENT SHALL BE CONSTRUED UNDER AND IN ACCORDANCE WITH THE LAWS OF THE STATE OF TEXAS AND ALL OBLIGATIONS OF THE PARTIES CREATED HEREUNDER ARE PERFORMABLE IN BEXAR COUNTY, TEXAS.**

22.2 Any legal action or proceeding brought or maintained, directly or indirectly, as a result of this Agreement shall be heard and determined in the City of San Antonio, Bexar County, Texas.

22.3 In the event that the parties to this Agreement have a dispute over the terms or the application of the terms of this Agreement, including performance hereunder, as a condition precedent to filing or pursuing any legal remedy, including suit in any court, the parties agree to participate in good faith in a full day of non-binding mediation, assisted by a trained neutral mediator chosen by agreement of the parties. If the parties are unable to agree on a mediator, the mediation shall be assigned by the Alternative Dispute Resolution Center of Bexar County. Either party may initiate mediation by written request to the other party. Each party shall bear its own costs for mediation. The provisions of this paragraph shall be governed by the laws of the State of Texas, expressly including but not limited to the Texas Alternative Dispute Resolution Act, as well as all applicable provisions of the Rules of Civil Procedure,

XXIII. LEGAL AUTHORITY

23.1 The signer of this Agreement for Consultant represents, warrants, assures and guarantees that he has full legal authority to execute this Agreement on behalf of Consultant and to bind Consultant to all of the terms, conditions, provisions and obligations herein contained.

XXIV. PARTIES BOUND

24.1 This Agreement shall be binding on and inure to the benefit of the Parties hereto and their respective heirs, executors, administrators, legal representatives, and successors and assigns, except as otherwise expressly provided for herein.

XXV. CAPTIONS

25.1 The captions contained in this Agreement are for convenience of reference only, and in no way limit or enlarge the terms and/or conditions of this Agreement.

XXVI. INCORPORATION OF EXHIBITS

26.1 Each of the Exhibits listed below are attached hereto, and incorporated herein for all purposes:

1. Exhibit A – October 28, 2013, Request for Proposals for a Disparity Causation Analysis Study;

2. Exhibit B – Consultant's December 6, 2013, response to the October 28, 2013, Request for Proposals for a Disparity Causation Analysis Study;

3. Exhibit C - Consultant's February 27, 2014 written responses to supplemental question issued by the City of San Antonio Evaluation Panel.

26.2 In the event of a conflict between this Agreement and the Exhibits A through C, the provisions of this Agreement shall govern.

XXVII. ENTIRE AGREEMENT

27.1 This Agreement, together with its authorizing ordinance and its exhibits constitute the final and entire agreement between the Parties hereto and contain all of the terms and conditions agreed upon. No other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind the Parties hereto, unless same be in writing, dated subsequent to the date hereto, and duly executed by the Parties, in accordance with Article XVI., Amendments.

XXVIII. PROHIBITED CONTRIBUTIONS

28.1 Contractor acknowledges that Under Section 2-309 of the Municipal Campaign Finance Code, the following are prohibited from making a campaign or officeholder contribution to any member of City Council, candidate for City Council or political action committee that contributes to City Council elections from the 10th business day after a contract solicitation has been released until 30 calendar days after the contract has been awarded ("black out" period):

(a) legal signatory of a high-profile contract;
(b) any individual seeking a high-profile contract;
(c) any owner or officer of an entity seeking a high-profile contract;
(d) the spouse of any of these individuals;
(e) any attorney, lobbyist or consultant retained to assist in seeking contract.

A high-profile contract cannot be awarded to the individual or entity if a prohibited contribution has been made by any of these individuals during the "black out" period.

28.2 Contractor acknowledges that the City has identified this Agreement as high risk.

28.3 Contractor warrants and certifies, and this Agreement is made in reliance thereon, that none of the prohibitions listed in Section 28.1 above apply, nor will they apply for 30 calendar days following the award of this Agreement. Should Consultant be found to violate these provisions regarding prohibited contributions, then the City Council may, in its discretion, declare this Agreement void.

EXECUTION PAGE FOLLOWS

EXECUTED and **AGREED** to as of the dates shown below.

CITY:	**CONSULTANT:**
CITY OF SAN ANTONIO	National Economic Research Associates, Inc.
_____	Jon Wright _____
Carlos Contreras Assistant City Manager	Jon Wainwright, Ph.D. Senior Vice President
Date: _____	Date: 4/15/2014

Approved as to Form:

_____

Leslie O, Haby
Assistant City Attorney

EXHIBIT A

OCTOBER 28, 2013 REQUEST FOR PROPOSALS
FOR A DISPARITY CAUSATION ANALYSIS STUDY

EXHIBIT B

CONSULTANT'S DECEMBER 6, 2013, RESPONSE TO THE OCTOBER 28, 2013 REQUEST FOR PROPOSALS FOR A DISPARITY CAUSATION ANALYSIS STUDY

EXHIBIT C

CONSULTANT'S FEBRUARY 27, 2014 WRITTEN RESPONSES
TO SUPPLEMENTAL QUESTION
ISSUED BY THE CITY OF SAN ANTONIO EVALUATION PANEL.

CITY OF SAN ANTONIO
ECONOMIC DEVELOPMENT DEPARTMENT

Disparity Causation Analysis Study

Item 22: Disparity Study Agreement

April 17, 2014

1

Summary

- The City is seeking a qualified and experienced consultant to conduct a disparity study of Small, Minority, and Women-Owned Business Enterprises (S/M/WBEs) consistent with statutory and case law, and industry best practices.

- Staff recommends approval of an agreement with the National Economic Research Associates, Inc. in an amount not to exceed $750,000, to conduct a Disparity Causation Analysis Study for a one year period.

Background

- The City of San Antonio updated the Small Business Economic Development Advocacy (SBEDA) Ordinance in 2010, based on findings from the Disparity Study adopted that year.
- Updates included:

Contract-Specific Goal Setting	Central Vendor Registry	Capacity Building	Compliance
• Goal Setting Committee • Race- Conscious & Race-Neutral Tools • Prime Contract Preference & Subcontracting Goals	• Ready, Willing & Able • Certified & non-certified vendors • Outreach & Marketing	• Mentorship Program • Bonding Assistance Program	• Monitor S/MWBE payments • Ensure S/MWBE goals are met • Provide data for disparity study • Monthly compliance notifications

*Conducted by Hispanic Chamber

Background

- Federal court rulings prohibit government agencies from establishing race or gender goals for businesses unless they first conduct "disparity" studies to determine if a gap exists.
- City of Richmond v. J.A. Croson Co. (1989) – Race-conscious programs must be:
  - Based upon compelling government interest; and
  - Narrowly tailored to achieve that interest.
- SBEDA Ordinance follows the best practice to conduct disparity studies in five-year intervals.

Disparity Study Year	Overall M/WBE Utilization	Outcome
1988*	2%	1992 Disparity Study
1992	10%	Original SBEDA Ordinance
2010	16%	Current SBEDA Ordinance
2014	TBD	Revisions to Current SBEDA Ordinance

*Conducted by Hispanic Chamber

Disparity Causation Analysis RFP

- Request for Proposals
  - Issued in October 2013
  - Five proposals were received
- Evaluation Panel
  - City Manager's Office
  - Economic Development Department
  - Parks & Recreation Department
  - Aviation Department

- Proposals were distributed to the panel on December 20, 2013
- Interviews were conducted February 26 & 27, 2014 and scoring was finalized on February 27th.

Item for Consideration

- Approval of an agreement with National Economic Research Associates, Inc. (NERA)
- Amount not to exceed $750,000
- One-year term

Prime Consultant - NERA

- Global economic consulting firm founded in 1961
- Experts in creating strategies, studies, reports, expert testimony, and policy recommendations associated with minority and gender contracting programs
- Current/Previous clients:
  - City of Houston
  - City of Cleveland
  - City of Austin/Travis County/Austin ISD
  - State of Maryland
  - City of San Antonio (1992)

Subconsultants

- Galloway Research Services
  - local small, woman-owned business
- Reliable Staffing Corp.
  - local small, Hispanic-owned business
- J&D Data Services
- Bryan Cave, LLP

Timeline

Milestone	Date
Contract Award	April 2014
Disparity Study Development	April 2014 – March 2015
• Business Surveys	August – September 2014
• Business Interviews	November 2014
Disparity Study Public Hearing(s)	April – May 2015
City Council Adoption of Study Findings	June 2015
SBEDA Ordinance Revisions Public Hearing(s)	October – November 2015
City Council Adoption of Revisions to SBEDA Ordinance	December 2015

Additional Presentations:
- Economic and Community Development Committee (June 2013)
- High Profile Contracts Committee (March 2014)
- Small Business Advocacy Committee (April 2014)

Summary

- Staff recommends National Economic Research Associates, Inc. be awarded the contract to conduct the Disparity Causation Analysis Study