

COPY

## Facilities and Demographic Assessment

#2-2013

Town of Monroe, Connecticut

March 28, 2013

**Submitted to:**

Office of the First Selectman  
Town of Monroe  
7 Fan Hill Road  
Monroe, CT 06468

**Submitted by:**



DECISION INTELLIGENCE



March 27, 2013

Office of the First Selectman  
Town of Monroe  
7 Fan Hill Road  
Monroe, CT 06468

**RE: FACILITIES AND DEMOGRAPHIC ASSESSMENT, #2-2013**

Dear Sir/Madam:

EMG is pleased to provide the Town of Monroe with the enclosed proposal in response to the Request for Qualifications and Proposals, *Facilities and Demographic Assessment*. Founded in 1986, EMG is a leading architectural, engineering, and environmental consulting firm specializing in facilities studies and energy planning. Facility Condition Assessments are a core service of EMG, having completed thousands of projects for Government, Higher Education, K-12 Schools, and Affordable Housing clients. This proposal details the EMG Team as highly qualified for this opportunity due to the following factors:

- A team of more than 250 team members in 33 states, with a qualified Assessment Team to complete the facility assessment services.
- 26 years of experience conducting Facility Condition Assessments and knowledge of the applicable Federal and State of Connecticut laws, codes, and regulations.
- EMG welcomes Cropper GIS Consulting, LLC, to the team to provide demographics and student mapping services. Cropper GIS Consulting, LLC, has extensive local Connecticut experience with schools and Town buildings, and adds significant value to our team.
- EMG has recent municipal Government Facility Condition Assessment and Demographics experience with the following projects:
  - Stamford Public Schools – CT
  - Town of Glastonbury – CT
  - Regional School District #17 – CT
  - City of Hartford Schools, CT
  - Town of Plymouth – MA
  - Arlington County – VA
  - Town of Bedford – NH
  - City of Charlottesville – VA
  - Town of Needham – MA
  - Montgomery County Public Schools – MD

EMG is committed to adhering to the terms and conditions of the Town of Monroe's request, providing quality services, and consistently demonstrating our corporate commitment to quality, continual improvement, and client satisfaction. We are an **Equal Opportunity Employer** and have a current EEO Policy and Affirmative Action Plan that is included with this submittal. We appreciate the opportunity to propose on this project, and look forward to working with the Town of Monroe. I am the point of contact for this proposal submittal and am duly authorized to negotiate for and contractually bind EMG to the contract with the Town of Monroe. I may be reached at 800-733-0660, ext. 6683 or via email at [jfox@emgcorp.com](mailto:jfox@emgcorp.com) to further discuss our qualifications.

Sincerely,

Jeffrey Fox, Vice President

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## B. Company Information

### Firm Overview

#### *EMG Description of Firm*

Founded in 1986, EMG (Clampett Industries, LLC d/b/a EMG) is a professional service consulting firm providing comprehensive architectural, engineering, energy, and environmental solutions to Clients. Headquartered in Maryland, with a nationwide team of more than 250 personnel located in 33 states, our team is comprised of, but not limited to Architects, Engineers, Certified Energy Managers, Environmental Professionals, Building Systems Consultants, and Code Compliance Experts.

Annually, EMG conducts thousands of assessments for Government, Higher Education, K-12 Education, and Commercial Banking. Having successfully completed assessments of several million square feet of building space, EMG has developed a proven and efficient methodology for the performance of field assessments, and data collection. Our internal Information Technology group supports the development of field data collection programs and Client database applications. We deliver web-based software solutions to our Clients through partnerships with providers of facility management software applications.

EMG's recommendations are based on knowledge of property conditions, market conditions, regulations, and Client objectives. The firm's core of architectural, construction, engineering, environmental, and seismic expertise forms the foundation on which the company teams with Clients to create and implement real property management solutions, ranging from complex, web-based facility and portfolio management programs to traditional property assessments required by lenders. By taking advantage of EMG's unique organizational structure, our Clients benefit from consistency in approach as well as national coverage with our regionally-based professional staff. Due to the complexity of each project, our approach is customized to address the specific concerns of each Client and the complexity of each assignment.

EMG is financially sound, having operated for 26 years, with average revenues of \$25.3 MM over the past five years. With the depth and resources to complete this project, EMG is committed to providing quality services, and consistently demonstrates our corporate commitment to quality, continual improvement, and Client satisfaction.

#### *EMG Principals of the Firm*

**Claude Limoges**, CEO/Chairman

**Nestor Benavides**, President

**Timothy Mains**, Executive Vice President/Legal Counsel

**Matthew Munter**, PE, Senior Vice President

**Robin Cook**, Chief Operations Officer

All Principals of the Firm report to Claude Limoges, CEO/Chairman of EMG.

**Jeffrey Fox**, Vice President is authorized to bind the company in negotiations with the Town of Monroe.

#### *EMG Principal Office*

**EMG Headquarters**

222 Schilling Circle, Suite 275

Hunt Valley, MD 21031

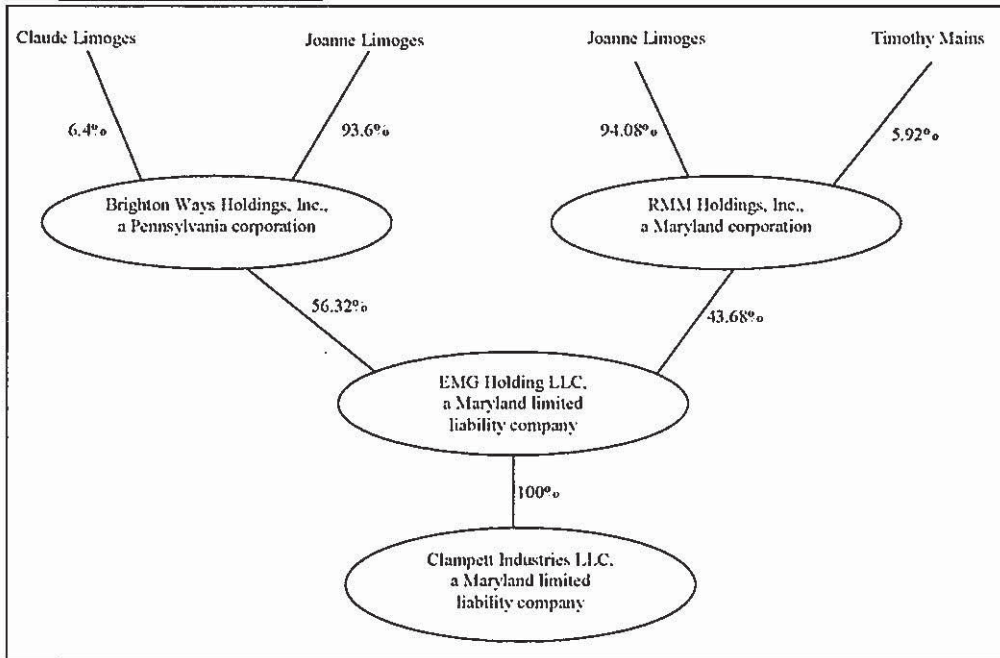


Projects will be managed from this office.

**Principal Contact Person**

**Jeffrey Fox**  
EMG  
222 Schilling Circle, Suite 275  
Hunt Valley, MD 21031  
Telephone: (800) 733-0660, x6683  
Email: [jfox@emgcorp.com](mailto:jfox@emgcorp.com)

**Legal Form of Ownership**



**Joanne Limoges**, Member – 93.82%  
**Claude Limoges**, CEO/Chairman – 3.60%  
**Timothy Mains**, Executive Vice President/Legal Counsel – 2.58%

EMG is a **Limited Liability Company** incorporated in the **State of Maryland**; and has engaged in Professional Services under the present legal name of Clampett Industries LLC d/b/a EMG for 8 years.

**Litigation**

EMG does not have any litigation, including arbitration proceedings (past and present).

**Default**

EMG has never failed to complete any work awarded to the firm. EMG has never defaulted on a contract or been notified of a default by a Client.

**Subconsultants**

As added support and depth to the team, **Cropper GIS Consulting, LLC** (Cropper GIS) will be joining the EMG Team in order to provide the highest level of service to the Town of Monroe, as a true specialist in the realm of school and municipal building construction, with full knowledge of all applicable local and State of Connecticut codes.

**Cropper GIS Consulting, LLC** (Cropper GIS) is well suited to perform the work requested in the RFQ&E for demographic services. They have performed demographic studies of similar magnitude for public school districts across the United States. Cropper GIS has developed demographic and facility planning studies for many large urban school districts in the United States, including:

- **Windsor Public Schools, CT** – Planning and Redistricting (2010) as a result of facility planning. Continued consultation regarding student locations and facility planning considerations.
- **Central Square Central School District, NY** – Demographic study by attendance area. 2012
- **Carthage City Schools, NY** – Demographic study by attendance area. 2011
- **Corning Painted Post Schools, NY** – Demographic study and redistricting consultation. 2010-current
- **Buffalo City Schools, NY** – Demographic study for the city school district by neighborhood. 2008
- **New Castle County Library System, DE** – Demographic and analytical mapping to support master planning. 2009
- **Baltimore County Public Schools, MD** – School utilization study and pupil yield-factor study. 2008
- **Frederick County Public Schools, MD** – Redistricting (2010) and ongoing consultation related to facility planning and GIS.
- **Fairfax County Public Schools, VA** – Demographic study for the entire school district. 2009
- **Henrico County Public Schools, VA** – Redistricted all 100 attendance areas through a comprehensive process. 2009
- **Charleston County School District, SC** – Demographic study by school by constituent district, redistricting, GIS implementation and training. 2007-2012
- **Washington DC Public Schools, DC** – Analytical mapping for facility planning. 2012
- **Atlanta Public Schools, GA** – Demographic study for all schools within the district. 2011

In addition to public school work, Cropper GIS are leaders in studying new models for population and demographic forecasting methodology. As new technology arises, Cropper GIS strives to incorporate new datasets and models into their process to further enhance the accuracy of their studies. Cropper GIS Staff serve as expert witnesses for Federal organizations such as the U.S. Department of Justice Civil Rights Division.

Cropper GIS has a combined 75 years experience in small area forecasting, GIS analysis, and demographic studies. They have met or exceeded each of their client's expectations and strive to maintain this level of service. Their staff consists of a combination of skills to provide demographic studies to K-12 school districts. They combine GIS expertise with solid demographic expertise to provide a team that cannot be matched. Cropper GIS has more than adequate capacity to handle a project of this magnitude, in both technology and staff.

Cropper GIS is one of the nation's foremost experts in K-12 planning. They have facilitated planning projects across the United States, and primarily work with K-12 Schools. Cropper GIS leverages the most recent technology to assist in providing data and information in an accurate and extremely efficient manner to stakeholders. A greater part of the planning process is building consensus amongst stakeholders, and Cropper GIS has proven to be experts in building this consensus.

## **C. Relevant Experience**

Please refer to the following list of similar projects where EMG or Cropper GIS have conducted Facility Condition Assessments and/or Demographics Services and/or worked with Municipal Government entities that have had similar scope and complexity:

- Stamford Public Schools, CT
- Town of Glastonbury, CT
- Town of Plymouth, MA
- Town of Bedford, NH
- Arlington County, VA
- City of Hartford Schools, CT
- Bureau of Indian Affairs , Nationwide
- Atlanta Public Schools, GA
- Cobb County School District, GA
- Buffalo Public School District, NY
- Baltimore County Public School District, MD

**Full project profiles for these contracts can be found on the following pages.**



## Facility Condition Assessment

**Building Type**  
School Buildings

**Service Provided**  
Facility Condition Assessment  
Five-Year Capital Plan  
Roofing Assessment Survey

**Size**  
2.7 MM SF

**Completion**  
Jun 2009



Stamford Public Schools hired EMG to perform facilities condition assessments and develop a 5-year capital plan for 19 schools (2.7 million SF). EMG assessed the building site, roofing, exterior, interior, plumbing, fire, security, and electrical systems.

We conducted a space analysis to determine necessary steps to adapt the school facilities to meet the planned future requirements of the building, and the requirements of the educational specifications. EMG also provided our AssetCALC™ database to assist with budgeting and the management of future construction contracts and work orders.

The database captured all structures and projected needs for capital repairs and maintenance. The database also provided a room-by-room inventory of space, furnishings and compliance with educational specs. EMG completed field assessments of 19 facilities and developed a database application that ranked all facilities based on physical deficiencies observed, adequacy of space and other factors.

## Facility Condition Assessment

**Building Type**  
School Buildings  
Office Buildings

**Service Provided**  
Facility Condition Assessment  
Capital Improvement Customized  
Database

**Size**  
24 Buildings  
390,000 SF

**Completion**  
Oct 2008



EMG performed a comprehensive facility condition assessment on 390,000 square feet of facilities including academic, administrative, athletic, and support facilities. The goal of the assessment was to provide a plan to the Town to address current and future maintenance and repair needs, addressing by highest priority.

A team of professionally licensed architects and engineers completed a visual assessment, identifying and documenting current facility condition deficiencies. For each of the deficiencies identified, the team recommended corrections and provided cost estimates. Our team also provided was a forecast of future facility renewal costs. The assessment determined what resources are necessary to maintain the operability, suitability, and value of the physical assets of the Town.

The EMG team provided an assessment report for each facility, including project location drawings and digital photographs of all deficiencies. EMG also implemented AssetCALC™, our non-proprietary capital asset management database. AssetCALC™ enables the Town to generate reports to address maintenance backlog, funding projections, and life cycle forecasting.

## Facility Condition Assessment

**Building Type**  
School Buildings

**Service Provided**  
Facility Condition Assessment

**Size**  
1.2 MM SF

**Completion**  
Dec 2008



The Town of Plymouth contracted EMG to conduct a facility condition assessment of 15 buildings, comprising of 1.2 Million square feet. The engineering review and lifecycle analysis assisted the Town District in the development of an infrastructure management plan.

EMG assembled a multi-disciplined project team to conduct the walk-through assessments of the District buildings. This team examined the buildings' roofing, mechanical, electrical, and emergency systems. The assessments evaluated the design of the buildings, as well as determined the expected lifecycles, maintenance needs, and replacement and/or maintenance costs. The assessment also reviewed the buildings for compliance with state building codes, fire and life safety codes, and accessibility requirements.

The final reports included District-wide prioritization of repairs, maintenance, and replacement needs for both the short-term (1-5 years) and long-term (5-10+ years) timeframes. EMG's data collection platform, AssetCALC™, allowed the findings to be integrated with the District's SchoolDude maintenance work order system.



## Facility Energy Assessment and EECBG Funding

**Building Type**  
Offices

**Service Provided**  
Energy Audit

**Size**  
1 Building

**Completion**  
2009



The Town of Bedford selected EMG to provide the necessary services related to an energy assessment of the Town Office building.

EMG conducted an energy audit and provided a comprehensive energy efficiency and savings report. The audit report included a study of the existing energy/utility systems serving the building; identification of measures to maximize energy cost savings as well as reduced operational and maintenance costs; assessment of economic and technical feasibility of suggested measures; and projection of estimated savings from implementation of each of the measures.

EMG completed the energy audit and provided an energy savings report. The Town of Bedford submitted the report and got \$200,000 in Energy Efficiency and Conservation Block Grant (EECBG) funding to perform energy efficiency retrofits for the subject property.

## Facility Condition Assessment, ADA Review and Software Solution



Arlington County contracted EMG in 2005 to perform comprehensive facility condition assessments on 68 government properties throughout the County. The County also required capital planning, cost estimating, and database services. During this project, Arlington County was visited by the Department of Justice (DOJ) Compliance Unit and cited for non-compliance in public buildings. This resulted in the DOJ issuing a consent order to the County. EMG was engaged to return to the sites to complete an inspection and review accessibility. In 2008, EMG was contracted by Arlington County to conduct an update of the County's facility condition assessment. EMG continues to provide capital planning consulting services through an open-end contract with the County.

EMG assessed all physical components of the buildings and replacement costs of deficiencies, and future capital needs were determined to assist in managing maintenance and capital planning. EMG professionals created floor plans for the location of deficiencies, verified existing equipment and components against the previous reports, and updated records accordingly. Following the facility assessment, EMG did a thorough review of the County's DOJ consent order, inspected every building in the portfolio, and prepared a transition plan to bring the County into compliance. This plan compared violations with ADA requirements and provided estimates for repairing any deficiencies for compliance with federal accessibility standards.

EMG successfully delivered a capital plan for the County, negotiated an accessibility transition plan for the County, and we continue to manage capital project projections and work completed records through our AssetCALC™ software application.

### Building Type

- Libraries
- Parks/Rec Centers Offices
- Courthouses
- Fire Stations/Academies
- Detention Facilities
- DOT Facilities
- Maintenance Facilities

### Service Provided

- Facility Assessments
- Capital Planning
- Customized Database System
- ADA Review

### Size

3 MM SF

### Completion

Ongoing

## Facility Condition Assessment and Capital Planning

**Building Type**  
K-12 Schools  
Central Heating Plant

**Service Provided**  
Facility Condition  
Assessment  
Capital Planning

**Size**  
288,660 SF; 5 Buildings

**Time of Performance**  
Mar 2005-Apr 2005



EMG performed Facility Condition Assessments for the R.J. Kinsella, West Middle, and Annie Fisher Elementary Schools to evaluate the physical aspects of each property and how conditions would affect their financial decisions over time. For this assessment, the major independent building components were observed and physical conditions evaluated in accordance with ASTM E2018-01. These components included the site and building exteriors and representative interior areas.

EMG performed this assessment in support of the construction management program for the District run by Diggs Construction. EMG delivered a 5-Year Capital Improvement Plan for each school that identified deferred maintenance, life cycle component replacement, and upgrades to the facility to support the future program within each school.

Diggs Construction was able to implement and administer the capital improvement program using the EMG assessment report as the basis for prioritization and funding necessary.



## Facility Condition Assessment and Space Utilization Study

**Building Type**  
K-12 Schools  
Dormitories  
Residences  
Correctional Facilities

**Service Provided**  
Field verification of building areas  
Comparison to BIE Educational Standards  
Building Area Tables

**Size**  
180+ buildings  
22 Million + SF

**Time of Performance**  
2011 - 2015



The Bureau of Indian (BIA) needed to review Schools, Dormitories, Correctional Facilities, and Residences as part of their long term maintenance and planning to identify buildings to be replaced and those that can be maintained in their current location. EMG and a Native American firm, Keres, established a team of Architects, Engineers and construction professionals to review each facility with the maintenance director or principal. Existing areas were verified and any recent additions or floor plan modifications were documented. The program areas were entered into a customized Excel Workbook to compare them to those set by required standards. Deficiencies or surplus areas were identified and a separate text report was prepared for each facility.

The Bureau of Indian (BIA) maintains 181 schools with over 22 million square feet in 23 states. The BIA adopted Educational Standards that set required quantities and room size for school facility including administration, classrooms, libraries, physical education, dining, dormitories and support spaces. The ages of the schools range from over 100 years to less than one year and most were constructed or renovated before the implementation of the Educational Standards. EMG and Keres are reviewing the facilities and have provided reports and an Excel workbook for each school tracking building and program areas. Draft reports have been presented to BIA and BIE Staff on a monthly basis and each school discussed. Schools with significant recent enrollment changes or numbers of students boarding at the school are reported. Schools with portable classroom buildings were identified so that the BIA can relocate portable structures as enrollments change among the various schools.

ADA Assessments and Energy Audits were also part of this contract.

## Demographic Study and Redistricting

Cropper GIS has recently completed a population and enrollment forecast for Atlanta Public Schools. The project required a 10-year population and enrollment forecast for all 97 schools that serve the Metro Area's 50,000 students. Forecasts were calculated by attendance area for each school building and organized by the District's 4 planning areas or SRTs.

Cropper GIS collected data from multiple sources in the Metro Atlanta area, including new housing and demolition information from the City, planned future construction, and economic development plans. The School District provided baseline information (student databases, attendance, administrative areas, school locations). All data was incorporated into Geographic Information Systems (GIS) so that detailed analysis could take place.



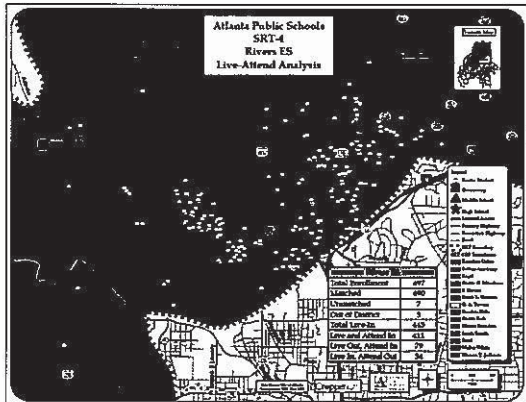
**Building Type**  
K-12 Schools

**Service Provided**  
Demographic Study  
Redistricting

**Size**  
97 schools

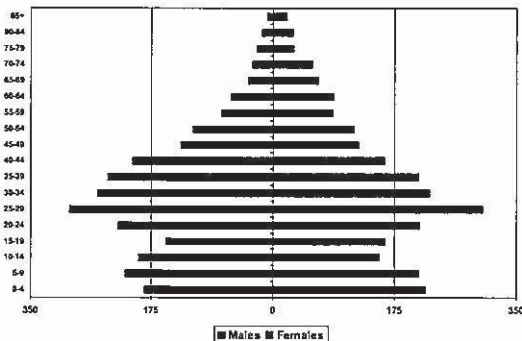
**Time of Performance**  
2010-Present

Once analytical mapping was complete, Cropper GIS conducted field research in the District to better understand various trends and community dynamics occurring at the neighborhood level.



Forecast models were developed for each specific attendance area. It is important to build a forecast model for each small area that is being forecasted because demographic dynamics can vary significantly and it is necessary to understand demographic makeup of the population of each area.

On any demographic forecasting project, Cropper GIS first forecasts total population by age and sex. The total population forecast is what drives the enrollment forecast results. In order to have a thorough understanding of future enrollment trends, it is imperative to know the trends of the total population.



Cropper GIS delivered the study to the Atlanta Public Schools Board of Education in Winter 2010. Our team continues to provide ongoing consultation to Atlanta Public Schools and the District is very satisfied with our thorough and detailed work.



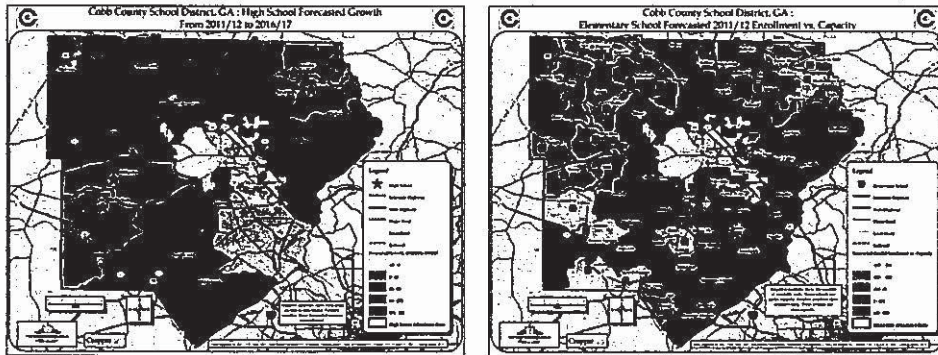
## Demographic Study

**Building Type**  
K-12 Schools

**Service Provided**  
Demographic Study

**Size**  
107 schools

**Time of Performance**  
Winter 2008



Cropper GIS was contracted by Cobb County Schools to develop a 10-year population and enrollment forecast for all 107 schools that serve the County's 107,000 students.

Local, state, and federal data necessary for the demographic study were collected by the team. Cropper GIS provided detailed mapping to help support the demographic study findings. In addition to providing analytical mapping to support the demographic study, Cropper GIS developed a series of maps depicting the long-term impacts on forecasted enrollment versus current and planned school capacity. The mapping helped to assist the District in pinpointing areas of greatest need and adjacent schools that could help alleviate overcrowding.

The District continues to utilize the demographic study findings to help drive school construction and long-term facility planning endeavors.



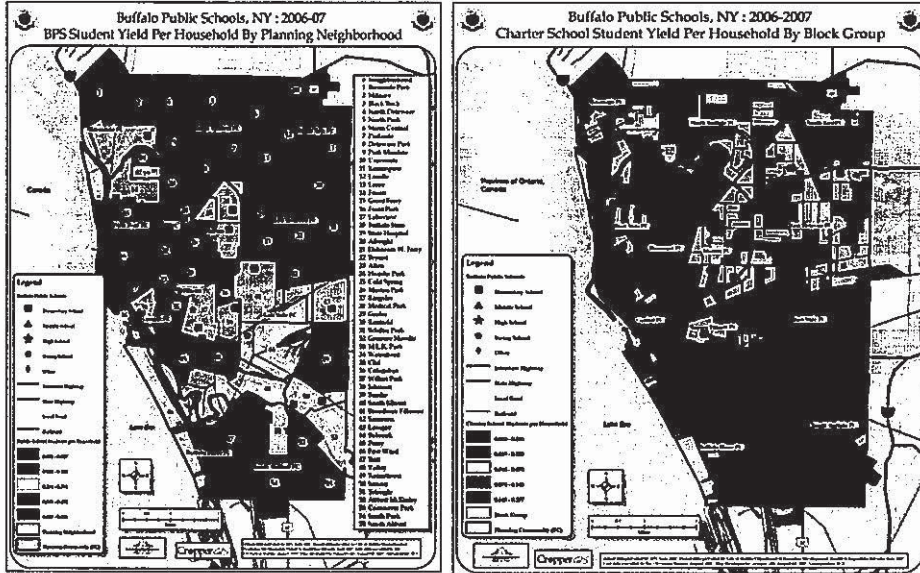
## Demographic Study

**Building Type**  
K-12 Schools

**Service Provided**  
Demographic Study

**Size**  
12 areas

**Time of Performance**  
Winter 2007



Cropper GIS was contracted by the Buffalo Public School District (BPS) to develop a 10-year enrollment forecast for the District's 12 planning areas. The District was in the midst of a long-range building plan that consisted of multiple building phases. The demographic study results would help drive decision making as it relates to location of future buildings and sizes/capacities of facilities. The City had undergone significant change over the past two decades which has affected the District's operating approach. Most school buildings were constructed pre-1960 and were designed to serve the population of that era, which current day is about half the size. In addition to the massive population decline, the District is losing students by an ongoing increase of charter schools in the area. All of these factors led to BPS choosing Cropper GIS as the experts to study the demographics and long-term trends for the District. Cropper GIS was excited to work on this project because of the complexity and uniqueness of the study.

The BPS does not have neighborhood attendance areas for their schools, which means a student can attend anywhere within the District regardless of their residence. Calculating an enrollment forecast for an open enrollment District can be challenging for planners because historical enrollment information does not correlate to neighborhood area trends. It was important to understand local small area neighborhood dynamics to be able to forecast population and enrollment by the Districts 12 planning areas.

GIS was used extensively to allocate student populations and densities by home residence as opposed to school attendance. Students were mapped based on home residence and calculated by planning area (where they live instead of where they attend). This was done for historical and current enrollment so the planners can understand the change and rates of change of students by residence. Doing this tied population trends back to the neighborhood level as opposed to attendance history.

Cropper GIS was asked to develop a forecast update the following year by BPS to understand further impacts from Charter Schools. Cropper GIS' forecast models enable clients to establish assumptions as well, such as 'x' number of Charter Schools coming online per year or other planned changes that can impact student enrollment.



## School Utilization and Pupil Yield-Factor Studies

Baltimore County Public Schools (BCPS) consists of 173 schools, programs, and centers that serve 104,000 students. Aging facilities and imbalances in building utilization across the southeast portion of the county have proven to be a challenge when planning. Cropper GIS is currently working with BCPS to study 30 elementary schools in the Northwest portion of the County. This area is experiencing significant overcrowding along with aging facilities. The result of this study is a complete discovery of the issues the area is facing, along with relief strategies that the District can consider to resolve overcrowding and building utilization imbalances.

BCPS has also contracted with Cropper GIS to facilitate a school utilization study for the Southeast area of the County. Cropper GIS worked with the BCPS to identify and prioritize the needs throughout this part of the District. This included identifying optimal building utilizations and locations, and developing concepts to provide solutions to some of the challenges. Concepts were not always related to realignment but also focused on locations of programs. In addition to providing technical expertise and redistricting options, Cropper GIS organized and facilitated meetings with the 40-member Advisory Committee.

As committees met, they provided constant feedback on how concepts could be improved to better suit community safety and neighborhood continuity needs. During committee meetings, Cropper GIS collected feedback incorporated into changes for the committee to review. With the use of GIS, options were explored during the meetings and committee members were able to examine the impacts on modifying an option as soon as a question was posed. The entire process was supported by GIS data collected from the School District and local agencies such as the County Auditor's office.

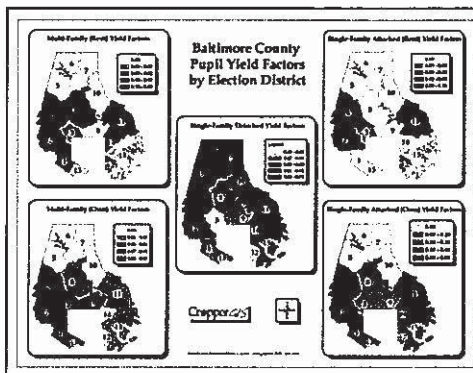
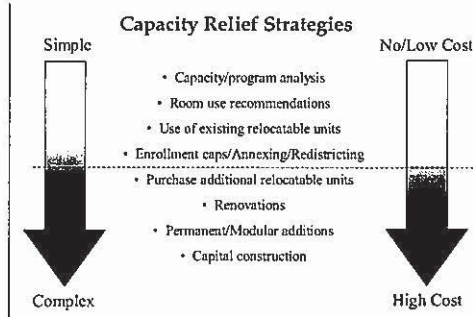
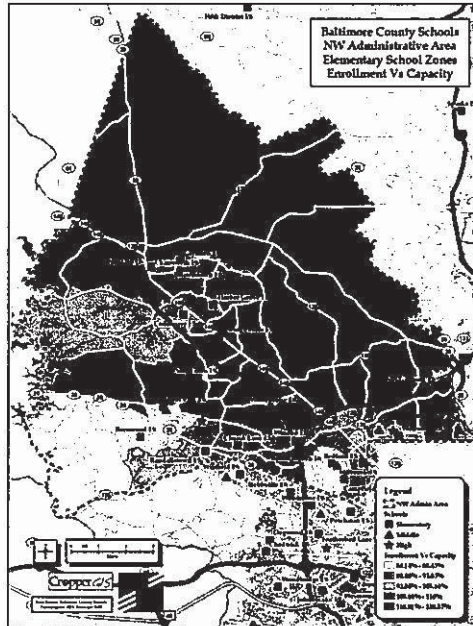
In addition to a school utilization study, BCPS contracted with Cropper GIS to develop a pupil-yield factor study in 2009. BCPS continues to utilize Cropper GIS for their demographic, facility planning, and GIS consultation needs.

**Building Type**  
K-12 Schools

**Service Provided**  
School Utilization Study  
Pupil Yield-Factor Study

**Size**  
173 schools

**Time of Performance**  
2008-Present



## D. References

### **Stamford Public Schools (EMG)**

*Domenick Tramontozzi*  
888 Washington Boulevard  
Stamford, Connecticut 06901  
T: (203) 977-4863  
E: [DTramontozzi@ci.stamford.ct.us](mailto:DTramontozzi@ci.stamford.ct.us)

### **Town of Plymouth (EMG)**

*Arthur Montrond*  
10 Oak Street  
Plymouth, Massachusetts 02360  
T: (508) 830-4005  
E: [amontrond@plymouth.k12.ma.us](mailto:amontrond@plymouth.k12.ma.us)

### **Buffalo Public School District (Cropper GIS)**

*Mel Alston*  
403 City Hall  
Buffalo, New York 14202  
T: (716) 816-3560  
E: [MAlston@buffaloschools.org](mailto:MAlston@buffaloschools.org)

## E. Affidavits

The **Non-Collusive Non-Conflict Affidavit of Respondents** and **Affirmative Action Affidavit** can be found completely filled out on the following pages.



**VII. AFFIDAVITS AND FEE PROPOSAL FORM**

**NON-COLLUSIVE / NON-CONFLICT AFFIDAVIT OF RESPONDENTS**

FOR: RFQ #2-2013-FACILITIES CONDITION ASSESSMENT


The undersigned Respondent, having fully informed themselves regarding the accuracy of the statements made herein certifies that;

1. The statement of qualifications has been submitted without collusion with, and without any agreement, understanding, or planned common course of action with any other respondent designed to limit independent responses or competition, and
2. If the undersigned is one of the Respondents selected to be interviewed and to submit a written proposal, the contents of such proposal will not be communicated by the Respondent and its employees or agents to any person not an employee or agent of the respondent prior to submission to the ADFC.
3. No Selectman, ADFC member or other employee or person whose salary is payable in whole or in part from the Town of Monroe OR Board of Education, nor any immediate family member thereof, is directly or indirectly interested in the Bid/Proposal, or in the supplies, materials, equipment, work or labor to which it relates, or in any profits thereof.
4. He/she has read the Monroe Code of Ethics set forth in the Town Code, which is accessible on the Town website and he/she agrees for himself/herself and on behalf of the company/LLC to comply with the same.

The undersigned further certifies that this statement is executed for the purpose of inducing the Town of Monroe to consider the statement of qualifications submitted herein.

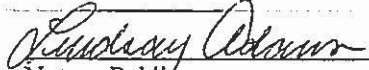
Legal Name of Respondent: Clampett Industries LLC d/b/a EMG

Business Name: EMG  
Business Address: 222 Schilling Circle, Suite 275  
Hunt Valley, MD 21031

 Vice President  
Signature and Title of Person

State of Connecticut S.S. County of Fairfield

Subscribed and sworn before me this 27th day of March, 20 13.

 My Commission Expires 11/16/16  
Notary Public Date



**AFFIRMATIVE ACTION STATEMENT**

- 1 of 4 pages -

REQUIREMENT: Any bidder or respondent to an RFQ seeking to do business with the Town of Monroe must upon request supply the Town with any information concerning the Affirmative Action/Equal Employment Practices of the respondent/bidder. Failure to supply such information, when requested, will result in the termination of any further transactions between the respondent/bidder and the Town of Monroe.

Note: All respondent/bidders with more than ten (10) employees shall be required to complete the Affirmative Action/Equal Opportunity Employment Requirements Statement on an annual basis, except as note below:

All respondents or bidders with less than ten (10) employees are exempt from this requirement;

All respondents/bidders that have completed this form within the last year;

If either of the above applies, please indicate the:

\_\_\_\_\_ number of employees  
completed this form within one year  
 Yes  No

Date completed: \_\_\_\_\_

FOR SEALED BIDS AND RFQS: All bidders submitting a sealed bid and all respondents to RFQs will be required to complete the Affirmative Action Statement. If the form has been completed in the past year, please include a copy of the initial form included with your bid. If significant changes have taken place in the past year, please update the changes on this form.

COMPANY ADDRESS: EMG

222 Schilling Circle, Suite 275

Hunt Valley, MD 21031

BUSINESS: EMG provides A/E professional decision

intelligence services nationwide.

Type of Organization:

(Please check)     
Corporation Partnership Individual

**AFFIRMATIVE ACTION STATEMENT**

- 2 of 4 pages -

If respondent/bidder filing this application is not the above named company, please provide the name, address, telephone and fax numbers of the reporting unit, branch agent, and representative.

**EQUAL EMPLOYMENT OPPORTUNITY:**

The respondent/bidder is instructed to complete the following:

Does the company have a written policy statement regarding equal employment opportunity?

Yes  No

(If yes, attach a copy)

In recruiting employees are all sources of recruitment notified that all qualified applicants will receive equitable consideration?

Yes  No

If yes, provide brief description of what methods were employed:

All postings include our EEO Policy Statement.

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3. Do all recruitment advertisements state that you are an Equal Opportunity Employer?

Yes  No

4. Please list by name and contact person, any local community agency or other group providing minority and female placement service, which you have contacted in the last twelve (12) months. If none, please state:

Morgan State University, Earlene Goodson - Jan. 2012 and Feb. 2013

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**AFFIRMATIVE ACTION STATEMENT**

- 3 of 4 pages -

If additional means are employed to advertise or solicit minority and female applicants for employment opportunities within your company, please indicate:

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**AFFIRMATIVE ACTION:**

Does your company maintain a written Affirmative Action Plan for the employment of females and minorities?

Yes  No

(If yes, attach a copy)

Please indicate the name and address of the company official(s) responsible for carrying out the Equal Opportunity/Affirmative Action Program for your company:

Keri Webb, Human Resources Generalist  
222 Schilling Circle, Suite 275  
Hunt Valley, MD 21031

8. If a written Affirmative Action for your company is not in place, please estimate the number of vacancies expected during the next twelve (12) months and indicate the numerical or percentage goals you have set for employment of minority people and females to make your labor force reflective of the labor market in which you operate.

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The vendor is hereby notified that failure to complete the above form in a satisfactory manner will preclude such vendor from being actively considered to contract with the Town of Monroe. The vendor is further advised the Affirmative Action Statement included with the bid document will become part of the contract and that any breach of such statements will constitute a breach of contract subject to such remedies as provided by law.

**AFFIRMATIVE ACTION STATEMENT**

- 4 of 4 pages -

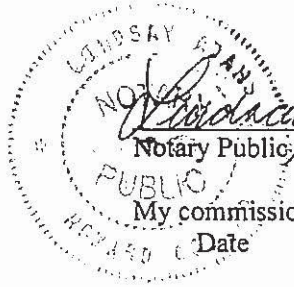
I certify that there are no misrepresentations, omissions or falsifications in the foregoing statements and answers and that all entries above are true, complete and correct, to the best of my knowledge and belief.

03/26/13 [Signature] Vice President  
Date Signature of Agent Title

Subscribed and sworn before me at \_\_\_\_\_,

County of Fairfield, Connecticut,

This 27th day of March, 2013.

 [Signature]  
Notary Public  
My commission expires: 11/16/16  
Date



## Equal Opportunity and Affirmative Action Employer Statement of Policy

EMG is committed to maintaining an environment that is free from all forms of discrimination and discriminatory harassment. In order to provide equal employment and advancement opportunities to all individuals, employment decisions at EMG will be based on merit, qualifications, knowledge, skills, and abilities. EMG does not discriminate in employment opportunities or practices on the basis of race, color, religion, creed, sex, national origin, age, marital status, sexual orientation, gender identity, veteran status, disability, pregnancy, or any other characteristic protected by law.

EMG's is committed to the following:

- To provide equal employment opportunity to all qualified persons and to recruit, hire, train, promote, and compensate persons in all jobs without regard to race, color, religion, creed, sex, national origin, age, marital status, sexual orientation, gender identity, veteran status, disability, pregnancy, or any other characteristic protected by law.
- To identify and analyze all areas of its employment process, to further the principles of equal employment opportunity. Employment decisions in all areas are made based on furthering the objective of equal employment. Specific examples include:
  - RECRUITMENT AND SELECTION - In conformity with the applicable law, the recruitment testing and hiring of all personnel will continue to be conducted without discrimination against any individual with regard to race, color, religion, creed, sex, national origin, age, marital status, sexual orientation, gender identity, veteran status, disability, pregnancy, or any other characteristic protected by law. All employee selection criteria used by EMG conform to the Uniform Guidelines on Employee Selection Procedures 41 C.F.R. Part 60-3 (1978). Known sources of minority and women potential applicants will be contacted regularly so as to maximize the participation of such applicants.
  - PROMOTION – Individuals will continue to be promoted on the basis of merit, qualifications, knowledge, skills, and abilities. EMG ensures that minority and women employees who are qualified, as well as those who are qualified through training, are considered for promotion. In making promotion decisions, the supervisors directly involved and other appropriate personnel ensure that promotions are based on valid occupational qualifications.
  - TRANSFERS – When vacancies occur, the supervisors directly involved and other appropriate personnel will continue to make positive efforts to affect transfers of minority and women employees whenever such transfers will increase the likelihood of greater job opportunity in areas where minority and female employees may have been or may now be underutilized.
  - LAYOFFS – If reductions in EMG's work force become necessary, they will be based on non-discriminatory policies. EMG will review those persons affected by the reductions to assure compliance with this policy and to ensure that minorities and women are treated in a non-discriminatory manner with respect to layoff and recall.
- All employment decisions shall be consistent with the principle of equal employment opportunity, and only valid qualifications will be required. All personnel actions, such as compensation, benefits, transfers, social and recreational programs, etc. will be administered without regard to race, color, religion, sex, age, disability, or national origin, or any other basis prohibited by



applicable law. EMG will administer employee benefits plans in conformity with the regulations of OFCCP, to the extent that such regulations are generally applicable and consistent with the federal law.

EMG has established a written Affirmative Action Plan (AAP) with respect to equal opportunity and affirmative action. This AAP is designed to provide guidance to Management with respect to EMG's commitment to full implementation of its EEO/Affirmative Action policy. EMG's official policy statement, signed by its CEO, is included in the AAP. EMG's AAP is available for inspection in accordance with applicable regulations. To assure compliance with the Affirmative Action plan, Keri Webb, Affirmative Action Officer, has been designated to administer and monitor the plan and make reports to Executive Management. The Plan is available for inspection in accordance with applicable regulations.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor, the Human Resources Department (specifically the Affirmative Action Officer), or General Counsel. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

EEO/AE

# **AFFIRMATIVE ACTION PLAN FOR MINORITIES & WOMEN**

**EMG**

**Hunt Valley, MD**

October 1, 2012 through September 30, 2013

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Claude Limoges  
CEO

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Keri E. Webb  
Affirmative Action Officer

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## Preface

EMG (also referred to as the Company) is fully committed to the concept and practice of equal opportunity and affirmative action in all aspects of employment.

In the preparation of this AAP, the Company has used the terminology used in E.O. 11246 and its implementing regulations as a guide. Therefore, the use of such terms as "underutilization," "deficiency," "concentration," "affected class," "goal," "problem area," etc. should not be construed as an admission by the Company, in whole or in part, that any problem area exists or that either minorities or women have been or are presently being underutilized, concentrated, or discriminated against in any way by the Company in violation of federal, state, or local fair employment practice laws. Furthermore, nothing contained in this AAP or its supporting data should be construed as an admission by the Company, in whole or in part, that it has contravened such federal, state, or local employment practice laws.

In developing and implementing the AAP, the Company has been guided by its established policy of providing equal employment opportunity. Any placement goals that the Company has established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The use of placement goals in this AAP is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the Company are made based on job-related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608).

While EMG firmly believes in wide dissemination of its affirmative action policies and equal employment opportunity practices, this AAP contains certain proprietary information relating to Company's business that must be kept confidential. The detailed information provided in good faith as a part of the AAP contains specific information that, if disseminated, could be detrimental to the competitive and business interests of this company. At a minimum, the complexity of this data is subject to misinterpretation and misuse, which again can be very harmful to business goals and objectives solely unrelated to the affirmative action and equal employment opportunity concept.

Therefore, even though the Company is justifiably proud of the progress and placement goals that are described in the following pages, this AAP and its support data are to be disclosed only to individuals, companies and government agencies only where such individuals or entities have a legitimate business interest or legal entitlement to the information. EMG specifically requests the following:

1. If this information is submitted to the Office of Federal Contract Compliance Programs (OFCCP) pursuant to the relevant Executive Order and regulations, it is to be considered confidential and not subject to disclosure without notifying EMG of the agency's decision to disclose and providing the Company with ample time to contest the disclosure.
2. If this information is supplied to another government contractor, EEOC representative, or any other person who is given access to the AAP, it is not to be copied, reproduced, or disclosed without prior notification to EMG.
3. No information contained in the AAP is to be copied, removed from the premises, or released to other individuals without prior notification to EMG.

4. All monitoring system reports as required by federal regulations and laws have been completed. Reports that require specific data such as names of employees and salary information are not an official part of this AAP. This information is on file at the Company as Documentation and Supporting Data for AAP Reports and is available for review only as required by law.

The material set forth in this AAP is deemed to include personnel files, investigatory records, trade secrets, confidential operations information, confidential statistical data and other confidential commercial and financial data, within the meaning of the Freedom of Information Act (5 U.S.C. Section 552), Title VII of the Civil Rights Act of 1964 (as amended) (42 U.S.C. Sections 2000e et seq.), and the Trade Secrets Act (18 U.S.C. Section 1905, and 44 U.S.C. Section 3508), the disclosure of which is prohibited by law and would subject the individual making the disclosure to criminal and/or civil sanctions.

This AAP does not constitute an express or implied contract between the Company and its employees, job applicants, or other persons. Nothing in this AAP provides any individual or group with a private right of action against EMG.



## Introduction

Ever committed to affirmative action, EMG has prepared this AAP to cover employees reporting to and/or working in Hunt Valley, MD. This plan also covers employees working in other establishments who report to managers included in this plan. In accordance with 41 C.F.R. 60-2.1, employees included in AAPs other than where they are located are listed in the annotated employee list reports. These reports identify the actual location of such employees.

As detailed in the Job Group Analysis, this AAP covers 263 employees including 39 (14.83%) minorities and 80 (30.42%) women. It is expected that these employees will help us to reach mutual goals of profitability and efficiency, resulting in both business and personal growth. As described in detail in the Plan that follows, the management of EMG has a continuing commitment to the practice and implemented action of this AAP.



## Responsibility for Implementation

41 C.F.R. 60-2.17

Claude Limoges, CEO, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The Company has assigned primary management responsibility and accountability for ensuring full compliance with the plan to Keri E. Webb, an official of the Company. The Affirmative Action Officer has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The CEO actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The name of the Affirmative Action Officer appears on internal and external communications on the Company's Equal Employment Opportunity Policy and AAP.

1. The duties of the Affirmative Action Officer include:
  - A. Developing policy statements, AAP methods, and internal and external communication techniques. Affirmative action policies and procedures will continue to be developed to ensure an efficient yet positive interaction between the Affirmative Action Officer and the managers charged with employment responsibility.
  - B. Assisting in the identification of problem areas, and developing strategies to eliminate any problems identified.
  - C. Assisting line management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and EEO policies and procedures.
  - D. Designing and implementing monitoring and reporting methods that will:
    - Measure the effectiveness of the Company's equal employment and AAP.
    - Indicate any need for remedial action.
    - Determine the degree to which the Company's placement goals and objectives are being attained.
    - Provide management with a working understanding of the Company's AAP placement goals and objectives.
  - E. Meeting with managers, supervisors, and employees to assure that the company's EEO policies are being followed.
  - F. Ensuring that supervisors understand that their work performance is being evaluated in part on the basis of their demonstrated commitment to equal employment opportunity, and that it is their responsibility to prevent all types of unlawful workplace harassment.
  - G. Serving as a liaison between the Company and enforcement agencies.
  - H. Serving as a liaison between the Company and appropriate minority and women's organizations, and community action groups concerned with employment opportunities of minorities and women.
  - I. Making contact with predominately female and minority high schools, colleges, and technical schools in the area as needed.

- J. Keeping management informed of developments in the equal employment opportunity and affirmative action area.
  - K. Conducting a periodic audit to ensure that the Company complies in the following ways:
    - i. EEO posters are properly displayed.
    - ii. All employees are afforded the opportunity and are encouraged to participate in all Company-sponsored educational, training, recreation, and social activities.
2. The Company recognizes that the cooperation of department supervisors and line managers is required to reach the full potential of this AAP. Therefore, supervisors and managers are expected to:
- A. Assist the Affirmative Action Officer in the identification of any problem areas and help to eliminate any barriers to equal employment opportunity.
  - B. Whenever possible, become involved in local minority organizations, women's organizations, community action groups, and community service programs.
  - C. Work with the Affirmative Action Officer to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action placement goals and objectives. Results from these reviews are communicated through appropriate management meetings.
  - D. Review the qualifications of employees to ensure that minorities and women are given full opportunity for transfers and promotions.
  - E. Provide career counseling for employees as needed.
  - F. Adhere to the Company's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported and adhered to by the employees they supervise.
  - G. Take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the Company's affirmative action efforts.

## Organizational Profile

### 41 C.F.R. 60-2.11

As one of the diagnostic components of EMG's AAP and to conform to applicable regulations, the Company has completed a profile of the workforce at the Hunt Valley, MD establishment. The organizational profile is an overview of the staffing patterns at this establishment and is used to determine whether there are areas in the workforce where minorities or women are underrepresented or concentrated. To complete our organizational profile we have elected to follow the Organizational Display methodology.

The following chart sets forth the Organizational Display for the Hunt Valley, MD establishment. For each appropriate organizational unit we have identified the following: the name of the unit, the job title, gender, race/ethnicity of the supervisor, the total number of male and female incumbents; and the total number of male and female incumbents by racial/ethnic group.

We have included a chart identifying the employees included in this AAP but who actually work at other EMG locations and those employees who work at locations covered by this AAP but who, in accordance with 41 C.F.R. 60-2.1, are included in another EMG AAP. This chart sets forth the locations where the employees are actually working and/or the AAP in which they are included.



**Organizational Display**

901000 - Executive Total 4 (2 WM / 1 WF / 1 HM) Supervisors (2 WM / 1 WF / 1 HM)  
 510000 - Environmental Total 74 (44 WM / 23 WF / 3 BM / 1 AM / 1 AF / 1 HF / 1 2F) Supervisors (5 WM / 2 WF)  
     511000 - Environmental Specialty Total 1 (1 WM)  
 520000 - A&E Total 94 (68 WM / 12 WF / 2 BM / 1 BF / 4 AM / 4 HF / 3 2M) Supervisors (5 WM)  
 540000 - Asset Management Total 47 (29 WM / 8 WF / 3 BM / 3 AM / 1 HM / 3 2M) Supervisors (3 WM / 1 BM / 1 AM)  
     541000 - Construction Services Total 2 (2 WM)  
 700000 - Client Delivery Total 11 (5 WF / 2 BM / 3 BF / 1 AF) Supervisors (1 BF)  
 702000 - Field Management Total 4 (3 WF / 1 BM) Supervisors (1 WF)  
 800000 - Sales Total 8 (5 WM / 3 WF) Supervisors (1 WM / 1 WF)  
 801000 - Client Services Total 8 (3 WM / 5 WF) Supervisors (2 WM)  
 820000 - Marketing Total 3 (1 WM / 2 WF)  
 910000 - Human Resources Total 2 (2 WF)  
 915000 - Accounting Total 5 (1 WM / 4 WF) Supervisors (1 WM / 1 WF)

## Supervisor by Department

Department Code	Department Name	Job Title	Total	Race/Gender
510000	Environmental	Project Manager Team Leader	1	1 WF
510000	Environmental	Senior Environmental Consultant	6	5 WM / 1 WF
520000	A&E	Director of A&E Technical Operations	1	1 WM
520000	A&E	Project Manager Team Leader	1	1 WM
520000	A&E	Senior Engineering Consultant	3	3 WM
540000	Asset Management	Director of A&E Consulting	1	1 BM
540000	Asset Management	Program Manager	4	3 WM / 1 AM
700000	Client Delivery	Client Delivery Supervisor	1	1 BF
702000	Field Management	Field Operations Manager	1	1 WF
800000	Sales	Managing Director	1	1 WF
800000	Sales	Senior Vice President of Sales and Marketing	1	1 WM
801000	Client Services	Alliance Partner Network Manager	1	1 WM
801000	Client Services	Client Services Portfolio Manager	1	1 WM
901000	Executive	Chief Executive Officer	1	1 WM
901000	Executive	Chief Operating Officer	1	1 WF
901000	Executive	Executive Vice President and General Counsel	1	1 WM
901000	Executive	President	1	1 HM
915000	Accounting	Chief Financial Officer	1	1 WM
915000	Accounting	Controller	1	1 WF

## Annotated Employee List by Department

### Within Plan - Different Work Location

510000 Environmental				
Job Code & Title	Work Location	Total Emps	Race	Gender
SEC-ENV - Senior Environmental Consultant	MD	1	W	F
SEC-ENV - Senior Environmental Consultant	CA	1	W	M
SEC-ENV - Senior Environmental Consultant	GA	1	W	M
SEC-ENV - Senior Environmental Consultant	IL	1	W	M
SEC-ENV - Senior Environmental Consultant	MD	1	W	M
SEC-ENV - Senior Environmental Consultant	VA	1	W	M
PMTL-ENV - Project Manager Team Leader	TX	1	W	F
SETA - Senior Environmental Technical Advisor	PA	1	W	F
TRR-ENV - Technical Report Reviewer	IN	1	W	F
TRR-ENV - Technical Report Reviewer	MI	1	W	F
TRR-ENV - Technical Report Reviewer	PA	1	W	F
TRR-ENV - Technical Report Reviewer	VA	1	W	F
TRR-ENV - Technical Report Reviewer	IL	1	W	M
TRR-ENV - Technical Report Reviewer	OH	1	W	M
TRR-ENV - Technical Report Reviewer	SC	1	W	M
PMIT-ENV - Project Manager in Training	CA	1	A	F
PMIT-ENV - Project Manager in Training	TX	1	B	M
PMIT-ENV - Project Manager in Training	NC	1	W	M
PM-ENV - Project Manager	IL	1	A	M
PM-ENV - Project Manager	FL	1	B	M
PM-ENV - Project Manager	FL	1	H	F
PM-ENV - Project Manager	GA	1	W	F
PM-ENV - Project Manager	MA	1	W	F
PM-ENV - Project Manager	NH	1	W	F
PM-ENV - Project Manager	IL	1	W	M
PM-ENV - Project Manager	MI	1	W	M
PM-ENV - Project Manager	NJ	1	W	M
PM-ENV - Project Manager	OR	1	W	M
PM-ENV - Project Manager	SC	1	W	M
PM-ENV - Project Manager	VA	1	W	M
PM-ENV - Project Manager	WI	1	W	M
PM-ENV - Project Manager	AZ	2	W	F
PM-ENV - Project Manager	CA	2	W	F
PM-ENV - Project Manager	FL	2	W	F
PM-ENV - Project Manager	NY	2	W	F
PM-ENV - Project Manager	TX	2	W	F
PM-ENV - Project Manager	CO	2	W	M
PM-ENV - Project Manager	GA	2	W	M



## Annotated Employee List by Department

PM-ENV - Project Manager	KY	2	W	M
PM-ENV - Project Manager	MD	2	W	M
PM-ENV - Project Manager	NH	2	W	M
PM-ENV - Project Manager	PA	2	W	M
PM-ENV - Project Manager	MD	3	W	F
PM-ENV - Project Manager	AZ	3	W	M
PM-ENV - Project Manager	FL	3	W	M
PM-ENV - Project Manager	CA	4	W	M
PM-ENV - Project Manager	NY	4	W	M

Total for 510000 - Environmental 70

511000		Environmental Specialty		
Job Code & Title	Work Location	Total Emps	Race	Gender
PM-EX - Project Manager Expanded Services	VA	1	W	M

Total for 511000 - Environmental Specialty 1

520000		A&E		
Job Code & Title	Work Location	Total Emps	Race	Gender
DIR-AE - Director of A&E Technical Operations	TX	1	W	M
SEC-AE - Senior Engineering Consultant	GA	1	W	M
SEC-AE - Senior Engineering Consultant	OK	1	W	M
SEC-AE - Senior Engineering Consultant	TX	1	W	M
PMTL-AE - Project Manager Team Leader	AZ	1	W	M
TRR-AE - Technical Report Reviewer	CA	1	W	F
TRR-AE - Technical Report Reviewer	OH	1	W	F
TRR-AE - Technical Report Reviewer	PA	1	W	F
TRR-AE - Technical Report Reviewer	TX	2	W	M
PMIT-AE - Project Manager in Training	CO	1	A	M
PMIT-AE - Project Manager in Training	FL	1	A	M
PMIT-AE - Project Manager in Training	IL	1	W	F
PM-AE - Project Manager	FL	1	2	M
PM-AE - Project Manager	IN	1	2	M
PM-AE - Project Manager	TX	1	2	M
PM-AE - Project Manager	IL	1	A	M
PM-AE - Project Manager	NJ	1	A	M
PM-AE - Project Manager	CA	1	B	F
PM-AE - Project Manager	FL	1	B	M
PM-AE - Project Manager	MD	1	B	M
PM-AE - Project Manager	NV	1	H	F
PM-AE - Project Manager	FL	1	W	F
PM-AE - Project Manager	GA	1	W	F
PM-AE - Project Manager	NY	1	W	F
PM-AE - Project Manager	TN	1	W	F

## Annotated Employee List by Department

PM-AE - Project Manager	TX	1	W	F
PM-AE - Project Manager	CT	1	W	M
PM-AE - Project Manager	NJ	1	W	M
PM-AE - Project Manager	PA	1	W	M
PM-AE - Project Manager	TN	1	W	M
PM-AE - Project Manager	FL	2	H	F
PM-AE - Project Manager	CA	2	W	F
PM-AE - Project Manager	IL	2	W	M
PM-AE - Project Manager	MA	2	W	M
PM-AE - Project Manager	MI	2	W	M
PM-AE - Project Manager	OH	2	W	M
PM-AE - Project Manager	OR	2	W	M
PM-AE - Project Manager	VA	2	W	M
PM-AE - Project Manager	WA	2	W	M
PM-AE - Project Manager	AZ	3	W	M
PM-AE - Project Manager	CO	3	W	M
PM-AE - Project Manager	NY	3	W	M
PM-AE - Project Manager	GA	4	W	M
PM-AE - Project Manager	FL	6	W	M
PM-AE - Project Manager	MD	7	W	M
PM-AE - Project Manager	CA	8	W	M
PM-AE - Project Manager	TX	9	W	M

Total for 520000 - A&E 92

540000

### Asset Management

Job Code & Title	Work Location	Total Emps	Race	Gender
PR MR - Program Manager	CA	1	W	M
PR MR - Program Manager	PA	1	W	M
TRRL - Technical Report Review Leader	TN	1	W	M
SD - Software Developer	MD	1	W	M
PCSM - Project Cost and Scheduling Manager	NC	1	W	F
RE - Report Editor	MD	1	W	F
TRR-AEC - Technical Report Reviewer	MD	1	W	M
TRR-AEC - Technical Report Reviewer	VA	1	W	M
PM-AEC - Project Manager	IL	1	A	M
PM-AEC - Project Manager	AZ	1	W	M
PM-AEC - Project Manager	GA	1	W	M
PM-AEC - Project Manager	IN	1	W	M
PM-AEC - Project Manager	NJ	1	W	M
PM-AEC - Project Manager	NV	1	W	M
PM-AEC - Project Manager	PA	1	W	M
PM-AEC - Project Manager	VA	1	W	M
PM-AEC - Project Manager	VA	2	2	M
PM-AEC - Project Manager	NY	2	W	M

## Annotated Employee List by Department

PM-AEC - Project Manager	OH	2	W	M
PM-AEC - Project Manager	IL	3	W	M
PM-AEC - Project Manager	MD	4	W	F
PM-AEC - Project Manager	CA	4	W	M
PM-AEC - Project Manager	MD	4	W	M
INTERN-AEC - Intern	MI	1	B	M

Total for 540000 - Asset Management 38

### 541000 Construction Services

Job Code & Title	Work Location	Total Emps	Race	Gender
SCPM - Senior Corporate Project Manager	MD	1	W	M

Total for 541000 - Construction Services 1

### 700000 Client Delivery

Job Code & Title	Work Location	Total Emps	Race	Gender
CDS - Client Delivery Specialist	WV	1	W	F

Total for 700000 - Client Delivery 1

### 800000 Sales

Job Code & Title	Work Location	Total Emps	Race	Gender
MD - Managing Director	PA	1	W	F
SVP - Senior Vice President	MD	1	W	M
RVP - Regional Vice Preseident	MD	1	W	M

Total for 800000 - Sales 3

### 801000 Client Services

Job Code & Title	Work Location	Total Emps	Race	Gender
CSA II - Client Services Administrator Senior	PA	1	W	F
CSA - Client Services Administrator	NY	1	W	F

Total for 801000 - Client Services 2

### 901000 Executive

Job Code & Title	Work Location	Total Emps	Race	Gender
CEO - Chief Executive Officer	PA	1	W	M

Total for 901000 - Executive 1

### 915000 Accounting

Job Code & Title	Work Location	Total Emps	Race	Gender
------------------	---------------	------------	------	--------



# Annotated Employee List by Department

CFO - Chief Financial Officer

NH

1

W

M

Total for 915000 - Accounting 1

Overall Total 210

## **Job Group Analysis**

### **41 C.F.R. 60-2.12**

As the second diagnostic component of our AAP we have conducted a job group analysis. The job group analysis is the first step in comparing the representation of minorities and women in the workforce covered by this AAP with the estimate of the available qualified minorities and women who could be employed by EMG in positions covered by this AAP.

In designing our job groups we considered the following elements:

- Similarity of duties and responsibilities;
- Similarity of compensation, and
- Similarity of opportunities for advancement including training, transfers, promotions, mobility and other career enhancements.

Although not a determinative factor in designing job groups, we also attempted to create job groups that are large enough to conduct appropriate analysis.

The following charts identify the job groups created for this AAP, the job titles that comprise each job group, and the percentage of minority incumbents and the percentage of female incumbents in each job group.

We have included a chart identifying the employees included in this AAP but who actually work at other EMG locations and those employees who work at locations covered by this AAP but who, in accordance with 41 C.F.R. 60-2.1, are included in another EMG AAP. This chart sets forth the locations where the employees are actually working and/or the AAP in which they are included.

Job Group Analysis

1A

Executive/Senior Level Officials and Managers

EEO Code: 1.1

Job Code & Title	#	Min	Fem						
PRES - President	0	0							
1 Employee	100.00	0.00							
COO - Chief Operating Officer	0	0							
1 Employee	0.00	100.00							
SVPSM - Senior Vice President of Sales and Marketing	0	0							
1 Employee	0.00	0.00							
DIR-AEC - Director of A&E Consulting	0	0							
1 Employee	100.00	0.00							
DIR-AE - Director of A&E Technical Operations	0	0							
1 Employee	0.00	0.00							
EVPGC - Executive Vice President and General Counsel	0	0							
1 Employee	0.00	0.00							
CONT - Controller	0	0							
1 Employee	0.00	100.00							
CEO - Chief Executive Officer	0	0							
1 Employee	0.00	0.00							
CFO - Chief Financial Officer	0	0							
1 Employee	0.00	0.00							
9 Employees	0	0							
Totals	0	0							
	22.22	22.22							



# Job Group Analysis

1B

## First/Mid Level Officials and Managers

EEO Code: 1.2

Job Code & Title	#	Min	Fem						
PR MR - Program Manager		1	0						
4 Employees	%	25.00	0.00						
SEC-AE - Senior Engineering Consultant	#	0	0						
3 Employees	%	0.00	0.00						
PMTL-AE - Project Manager Team Leader	#	0	0						
1 Employee	%	0.00	0.00						
SEC-ENV - Senior Environmental Consultant	#	0	1						
6 Employees	%	0.00	16.67						
FOM - Field Operations Manager	#	0	1						
1 Employee	%	0.00	100.00						
CSPM - Client Services Portfolio Manager	#	0	0						
1 Employee	%	0.00	0.00						
PMTL-ENV - Project Manager Team Leader	#	0	1						
1 Employee	%	0.00	100.00						
APNM - Alliance Partner Network Manager	#	0	0						
1 Employee	%	0.00	0.00						
CDSup - Client Delivery Supervisor	#	1	1						
1 Employee	%	100.00	100.00						
19 Employees	#	2	4						
Totals	%	10.53	21.05						

# Job Group Analysis

2A Professionals

EEO Code: 2

Job Code & Title	#	Min	Fem						
SD - Software Developer	#	0	0						
1 Employee	%	0.00	0.00						
SRACCT - Senior Accountant	#	0	1						
1 Employee	%	0.00	100.00						
PCSM - Project Cost and Scheduling Manager	#	0	1						
1 Employee	%	0.00	100.00						
ACCT - Accountant	#	0	1						
1 Employee	%	0.00	100.00						
HRG - Human Resources Generalist	#	0	1						
1 Employee	%	0.00	100.00						
PMC - Proposal & Marketing Coordinator	#	0	2						
2 Employees	%	0.00	100.00						
FMC II - Field Management Coordinator Senior	#	0	1						
1 Employee	%	0.00	100.00						
RECRC - Recruiting Coordinator	#	0	1						
1 Employee	%	0.00	100.00						
CSA II - Client Services Administrator Senior	#	0	3						
4 Employees	%	0.00	75.00						
RE - Report Editor	#	0	1						
1 Employee	%	0.00	100.00						
14 Employees	#	0	12						
Totals	%	0.00	85.71						

# Job Group Analysis

2B

Project Managers - Professionals

EEO Code: 2

Job Code & Title	#	Min	Fem						
SETA - Senior Environmental Technical Advisor	#	0	1						
1 Employee	%	0.00	100.00						
TRRL - Technical Report Review Leader	#	0	0						
1 Employee	%	0.00	0.00						
PM-EX - Project Manager Expanded Services	#	0	0						
1 Employee	%	0.00	0.00						
TRR-AE - Technical Report Reviewer	#	0	3						
5 Employees	%	0.00	60.00						
TPME - Technical Project Manager Energy	#	2	0						
2 Employees	%	100.00	0.00						
TRR-ENV - Technical Report Reviewer	#	0	4						
7 Employees	%	0.00	57.14						
PMIT-AEC - Project Manager in Training	#	1	0						
1 Employee	%	100.00	0.00						
PMIT-AE - Project Manager in Training	#	2	1						
3 Employees	%	66.67	33.33						
TMA-A&E - Technical Management Assistant	#	1	1						
1 Employee	%	100.00	100.00						
TRR-AEC - Technical Report Reviewer	#	0	0						
2 Employees	%	0.00	0.00						
SCPM - Senior Corporate Project Manager	#	0	0						
2 Employees	%	0.00	0.00						
TMA-ENV - Technical Management Assistant	#	1	0						
2 Employees	%	50.00	0.00						
PM-AEC - Project Manager	#	4	4						
30 Employees	%	13.33	13.33						
PMIT-ENV - Project Manager in Training	#	2	1						
3 Employees	%	66.67	33.33						
PM-ENV - Project Manager	#	4	18						
54 Employees	%	7.41	33.33						



# Job Group Analysis

2B

## Project Managers - Professionals

EEO Code: 2

Job Code & Title		Min	Fem						
PM-AE - Project Manager	#	11	12						
80 Employees	%	13.75	15.00						
195 Employees	#	28	45						
Totals	%	14.36	23.08						

# Job Group Analysis

4

Sales Workers

EEO Code: 4

Job Code & Title	#	Min	Fem							
MD - Managing Director	1	0	1							
1 Employee	%	0.00	100.00							
SVP - Senior Vice President	#	0	0							
1 Employee	%	0.00	0.00							
VPS - Vice President of Sales	#	0	1							
1 Employee	%	0.00	100.00							
SMA - Sales and Marketing Associate	#	0	0							
1 Employee	%	0.00	0.00							
AVPSALE - Associate Vice President of Sales	#	0	0							
1 Employee	%	0.00	0.00							
RVP - Regional Vice President	#	0	0							
1 Employee	%	0.00	0.00							
AE - Account Executive, Inside Sales	#	0	0							
1 Employee	%	0.00	0.00							
VPGAP - Vice President of Government Assisted Programs	#	0	1							
1 Employee	%	0.00	100.00							
8 Employees	#	0	3							
Totals	%	0.00	37.50							

# Job Group Analysis

5

## Administrative Support Workers

EEO Code: 5

Job Code & Title	Min		Fem	
	#	%	#	%
TMA-AEC - Technical Management Assistant	0	0.00	1	100.00
1 Employee				
CSPA - Client Services Portfolio Administrator	0	0.00	1	100.00
1 Employee				
SA Jr - Staff Accountant Junior	0	0.00	1	100.00
1 Employee				
CDS III - Client Delivery Specialist III	1	50.00	2	100.00
2 Employees				
FMC - Field Management Coordinator	1	50.00	1	50.00
2 Employees				
CSA - Client Services Administrator	0	0.00	1	100.00
1 Employee				
CDS II - Client Delivery Specialist II	1	33.33	2	66.67
3 Employees				
CDS - Client Delivery Specialist	3	60.00	4	80.00
5 Employees				
INTERN-AEC - Intern	1	50.00	1	50.00
2 Employees				
<b>Totals</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
	7	38.89	14	77.78



## Annotated Employee List

### Within Plan - Different Work Location

#### 1A Executive/Senior Level Officials and Managers

Job Code & Title	Work Location	Total Emps	Race	Gender
DIR-AE - Director of A&E Technical Operations	TX	1	W	M
CEO - Chief Executive Officer	PA	1	W	M
CFO - Chief Financial Officer	NH	1	W	M

Total for 1A - Executive/Senior Level Officials and Managers 3

#### 1B First/Mid Level Officials and Managers

Job Code & Title	Work Location	Total Emps	Race	Gender
PR MR - Program Manager	CA	1	W	M
PR MR - Program Manager	PA	1	W	M
SEC-AE - Senior Engineering Consultant	GA	1	W	M
SEC-AE - Senior Engineering Consultant	OK	1	W	M
SEC-AE - Senior Engineering Consultant	TX	1	W	M
PMTL-AE - Project Manager Team Leader	AZ	1	W	M
SEC-ENV - Senior Environmental Consultant	MD	1	W	F
SEC-ENV - Senior Environmental Consultant	CA	1	W	M
SEC-ENV - Senior Environmental Consultant	GA	1	W	M
SEC-ENV - Senior Environmental Consultant	IL	1	W	M
SEC-ENV - Senior Environmental Consultant	MD	1	W	M
SEC-ENV - Senior Environmental Consultant	VA	1	W	M
PMTL-ENV - Project Manager Team Leader	TX	1	W	F

Total for 1B - First/Mid Level Officials and Managers 13

#### 2A Professionals

Job Code & Title	Work Location	Total Emps	Race	Gender
SD - Software Developer	MD	1	W	M
PCSM - Project Cost and Scheduling Manager	NC	1	W	F
CSA II - Client Services Administrator Senior	PA	1	W	F
RE - Report Editor	MD	1	W	F

Total for 2A - Professionals 4

#### 2B Project Managers - Professionals

Job Code & Title	Work Location	Total Emps	Race	Gender
SETA - Senior Environmental Technical Advisor	PA	1	W	F
TRRL - Technical Report Review Leader	TN	1	W	M

## Annotated Employee List

PM-EX - Project Manager Expanded Services	VA	1	W	M
TRR-AE - Technical Report Reviewer	CA	1	W	F
TRR-AE - Technical Report Reviewer	OH	1	W	F
TRR-AE - Technical Report Reviewer	PA	1	W	F
TRR-AE - Technical Report Reviewer	TX	2	W	M
TRR-ENV - Technical Report Reviewer	IN	1	W	F
TRR-ENV - Technical Report Reviewer	MI	1	W	F
TRR-ENV - Technical Report Reviewer	PA	1	W	F
TRR-ENV - Technical Report Reviewer	VA	1	W	F
TRR-ENV - Technical Report Reviewer	IL	1	W	M
TRR-ENV - Technical Report Reviewer	OH	1	W	M
TRR-ENV - Technical Report Reviewer	SC	1	W	M
PMIT-AE - Project Manager in Training	CO	1	A	M
PMIT-AE - Project Manager in Training	FL	1	A	M
PMIT-AE - Project Manager in Training	IL	1	W	F
TRR-AEC - Technical Report Reviewer	MD	1	W	M
TRR-AEC - Technical Report Reviewer	VA	1	W	M
SCPM - Senior Corporate Project Manager	MD	1	W	M
PM-AEC - Project Manager	IL	1	A	M
PM-AEC - Project Manager	AZ	1	W	M
PM-AEC - Project Manager	GA	1	W	M
PM-AEC - Project Manager	IN	1	W	M
PM-AEC - Project Manager	NJ	1	W	M
PM-AEC - Project Manager	NV	1	W	M
PM-AEC - Project Manager	PA	1	W	M
PM-AEC - Project Manager	VA	1	W	M
PM-AEC - Project Manager	VA	2	2	M
PM-AEC - Project Manager	NY	2	W	M
PM-AEC - Project Manager	OH	2	W	M
PM-AEC - Project Manager	IL	3	W	M
PM-AEC - Project Manager	MD	4	W	F
PM-AEC - Project Manager	CA	4	W	M
PM-AEC - Project Manager	MD	4	W	M
PMIT-ENV - Project Manager in Training	CA	1	A	F
PMIT-ENV - Project Manager in Training	TX	1	B	M
PMIT-ENV - Project Manager in Training	NC	1	W	M
PM-ENV - Project Manager	IL	1	A	M
PM-ENV - Project Manager	FL	1	B	M
PM-ENV - Project Manager	FL	1	H	F
PM-ENV - Project Manager	GA	1	W	F
PM-ENV - Project Manager	MA	1	W	F
PM-ENV - Project Manager	NH	1	W	F
PM-ENV - Project Manager	IL	1	W	M
PM-ENV - Project Manager	MI	1	W	M
PM-ENV - Project Manager	NJ	1	W	M
PM-ENV - Project Manager	OR	1	W	M

## Annotated Employee List

PM-ENV - Project Manager	SC	1	W	M
PM-ENV - Project Manager	VA	1	W	M
PM-ENV - Project Manager	WI	1	W	M
PM-ENV - Project Manager	AZ	2	W	F
PM-ENV - Project Manager	CA	2	W	F
PM-ENV - Project Manager	FL	2	W	F
PM-ENV - Project Manager	NY	2	W	F
PM-ENV - Project Manager	TX	2	W	F
PM-ENV - Project Manager	CO	2	W	M
PM-ENV - Project Manager	GA	2	W	M
PM-ENV - Project Manager	KY	2	W	M
PM-ENV - Project Manager	MD	2	W	M
PM-ENV - Project Manager	NH	2	W	M
PM-ENV - Project Manager	PA	2	W	M
PM-ENV - Project Manager	MD	3	W	F
PM-ENV - Project Manager	AZ	3	W	M
PM-ENV - Project Manager	FL	3	W	M
PM-ENV - Project Manager	CA	4	W	M
PM-ENV - Project Manager	NY	4	W	M
PM-AE - Project Manager	FL	1	2	M
PM-AE - Project Manager	IN	1	2	M
PM-AE - Project Manager	TX	1	2	M
PM-AE - Project Manager	IL	1	A	M
PM-AE - Project Manager	NJ	1	A	M
PM-AE - Project Manager	CA	1	B	F
PM-AE - Project Manager	FL	1	B	M
PM-AE - Project Manager	MD	1	B	M
PM-AE - Project Manager	NV	1	H	F
PM-AE - Project Manager	FL	1	W	F
PM-AE - Project Manager	GA	1	W	F
PM-AE - Project Manager	NY	1	W	F
PM-AE - Project Manager	TN	1	W	F
PM-AE - Project Manager	TX	1	W	F
PM-AE - Project Manager	CT	1	W	M
PM-AE - Project Manager	NJ	1	W	M
PM-AE - Project Manager	PA	1	W	M
PM-AE - Project Manager	TN	1	W	M
PM-AE - Project Manager	FL	2	H	F
PM-AE - Project Manager	CA	2	W	F
PM-AE - Project Manager	IL	2	W	M
PM-AE - Project Manager	MA	2	W	M
PM-AE - Project Manager	MI	2	W	M
PM-AE - Project Manager	OH	2	W	M
PM-AE - Project Manager	OR	2	W	M
PM-AE - Project Manager	VA	2	W	M
PM-AE - Project Manager	WA	2	W	M



## Annotated Employee List

PM-AE - Project Manager	AZ	3	W	M
PM-AE - Project Manager	CO	3	W	M
PM-AE - Project Manager	NY	3	W	M
PM-AE - Project Manager	GA	4	W	M
PM-AE - Project Manager	FL	6	W	M
PM-AE - Project Manager	MD	7	W	M
PM-AE - Project Manager	CA	8	W	M
PM-AE - Project Manager	TX	9	W	M

Total for 2B - Project Managers - Professionals 184

4

### Sales Workers

Job Code & Title	Work Location	Total Emps	Race	Gender
MD - Managing Director	PA	1	W	F
SVP - Senior Vice President	MD	1	W	M
RVP - Regional Vice Preident	MD	1	W	M

Total for 4 - Sales Workers 3

5

### Administrative Support Workers

Job Code & Title	Work Location	Total Emps	Race	Gender
CSA - Client Services Administrator	NY	1	W	F
CDS - Client Delivery Specialist	WV	1	W	F
INTERN-AEC - Intern	MI	1	B	M

Total for 5 - Administrative Support Workers 3

Overall Total 210

## Availability Analysis

41 C.F.R. 60-2.14

The availability analysis is a part of the Incumbency vs. Estimated Availability Analysis - the final diagnostic component of this AAP. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of Company's workforce may be compared to determine whether barriers to equal employment opportunity may exist within particular job groups.

Pursuant to applicable regulations, the availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and those within the establishment who are promotable, transferable and/or trainable (internal availability). In determining availability, we have selected our reasonable recruitment area and our pool of promotable, transferable, and trainable employees in such a way as not to exclude qualified minorities and women. Moreover, when determining external availability we have used as our source of data the most current and discrete statistical information available. For this availability analysis, we have used the 2000 census data. Finally, where a job group is composed of different job titles that carry different availability rates, we calculated a composite availability figure. We arrived at the composite availability figure by determining the proportion of the job group incumbents employed in each job title, weighting the availability for each job title by the proportion of incumbents employed in that title, and adding together the weighted availability estimates.

A brief written rationale for the selection of the recruitment areas and internal pools by job group follows:

### **1A - Executive/Senior Level Officials and Managers**

Factor 1: *United States* - This is the geographical area from which the Company usually seeks or reasonably would seek workers to fill positions in job group 1A - Executive/Senior Level Officials and Managers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 1B, 4* - This pool of feeder positions for job group 1A - Executive/Senior Level Officials and Managers was chosen based on reasonable paths of progression within the Company and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **1B - First/Mid Level Officials and Managers**

Factor 1: *Baltimore, MD Metropolitan Area 85%; US 15%* - This is the geographical area from which the Company usually seeks or reasonably would seek workers to fill positions in job group 1B - First/Mid Level Officials and Managers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2A, 2B, 4* - This pool of feeder positions for job group 1B - First/Mid Level Officials and Managers was chosen based on reasonable paths of progression within the Company and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **2A - Professionals**

Factor 1: *Baltimore Metro Area* - This is the geographical area from which the Company usually seeks or reasonably would seek workers to fill positions in job group 2A - Professionals. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 5* - This pool of feeder positions for job group 2A - Professionals was chosen based on reasonable paths of progression within the Company and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **2B - Project Managers - Professionals**

Factor 1: *United States* - This is the geographical area from which the Company usually seeks or reasonably would seek workers to fill positions in job group 2B - Project Managers - Professionals. This area was chosen based on current

practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations* - There are no feeder positions for this job group.

#### **4 - Sales Workers**

Factor 1: *United States* - This is the geographical area from which the Company usually seeks or reasonably would seek workers to fill positions in job group 4 - Sales Workers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations* - There are no feeder positions for this job group.

#### **5 - Administrative Support Workers**

Factor 1: *Baltimore Metro Area* - This is the geographical area from which the Company usually seeks or reasonably would seek workers to fill positions in job group 5 - Administrative Support Workers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations* - There are no feeder positions for this job group.



**EMG**

October 1, 2012 Annual Affirmative Action Plan

**Availability Factor Computation Form**

**1A - Executive/Senior Level Officials and Managers**

Factor	Weight %	Min		Fem		Weight % x Raw Statistics		Source of Statistics
		Raw Statistics	Weighted Factor	Raw Statistics	Weighted Factor	Raw Statistics	Weighted Factor	
EXT	12.00	11.99	22.62	22.62				United States
		1.44	2.71	2.71				
Int	88.00	9.09	54.55	54.55				Feeder Job Computations
		8.00	48.00	48.00				
		<b>Availability</b>	<b>(9.44)</b>	<b>(50.71)</b>	<b>Total Availability for Job Group</b>			

# Availability Factor Computation Form

## 1B - First/Mid Level Officials and Managers

Factor	Weight %	Min	Fem	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	25.00	13.84	19.09	Baltimore, MD Metropolitan Area 85%; US 15%
		3.46	4.77	
		Raw Statistics		
		Weighted Factor		
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	75.00	11.82	26.11	Feeder Job Computations
		8.86	19.58	
		Raw Statistics		
		Weighted Factor		
		Availability	24.35	

# Availability Factor Computation Form

## 2A - Professionals

Factor	Weight %	Min	Fem	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	40.00	Raw Statistics	51.50	Baltimore Metro Area
		Weighted Factor	20.60	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	60.00	Raw Statistics	81.82	Feeder Job Computations
		Weighted Factor	49.09	
Availability		29.68	69.69	



# Availability Factor Computation Form

## 2B - Project Managers - Professionals

Factor	Weight %	Min	Fem	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.38	United States
		Weighted Factor	18.38	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	Feeder Job Computations
		Weighted Factor	0.00	
Availability		18.38	10.21	

# Availability Factor Computation Form

## 4 - Sales Workers

Factor	Weight %	Min	Fem	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	35.44	United States
		Weighted Factor	35.44	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	Feeder Job Computations
		Weighted Factor	0.00	
Availability		18.86	35.44	

# Availability Factor Computation Form

## 5 - Administrative Support Workers

Factor	Weight %	Min	Fem						Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	34.90	38.66						Baltimore Metro Area
		34.90	38.66						
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	0.00	0.00						Feeder Job Computations
		0.00	0.00						
		Availability 34.90	38.66						



## **Comparison of Incumbency vs Estimated Availability**

**41 C.F.R. 60-2.15**

EMG has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the Company conducted a statistical test to determine whether the difference was greater than could reasonably be expected. Where the job group was of a sufficient size to analyze using the two standard deviation test, the Company applied that methodology. Where the use of the two standard deviation test was not appropriate, the Company used the exact binomial methodology. The comparison of availability with actual representation follows:

Incumbency vs. Estimated Availability

1A		Executive/Senior Level Officials and Managers	
Total Emp 9		Min	Fem
	Employment %	22.22	22.22
	Availability %	9.44	50.71
	Statistical Value		0.083E
1B		First/Mid Level Officials and Managers	
Total Emp 19		Min	Fem
	Employment %	10.53	21.05
	Availability %	12.33	24.35
	Statistical Value	0.579E	0.492E
2A		Professionals	
Total Emp 14		Min	Fem
	Employment %	0.00	85.71
	Availability %	29.68	69.69
	Statistical Value		
2B		Project Managers - Professionals	
Total Emp 195		Min	Fem
	Employment %	14.36	23.08
	Availability %	18.38	10.21
	Statistical Value	1.450	
4		Sales Workers	
Total Emp 8		Min	Fem
	Employment %	0.00	37.50
	Availability %	18.86	35.44
	Statistical Value	0.188E	
5		Administrative Support Workers	
Total Emp 18		Min	Fem
	Employment %	38.89	77.78
	Availability %	34.90	38.66
	Statistical Value		

Total Employment: 263

C - Eighty Percent / Whole Person Rule

(A placement goal is set when employment falls short of 80% of availability by one whole person or more.)

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

## **Placement Goals**

**41 C.F.R. 60-2.16**

As required by applicable regulations, EMG has established placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, we applied the following principles:

1. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the Company established a percentage annual placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
2. Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
3. In all employment decisions, the Company makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's race, color, religion, sex, age, disability, veteran status, or national origin.
4. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results
5. Placement goals are not used to supersede merit selection principles, nor do these placement goals require the Company to hire a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.
6. The placement goals established in this AAP may reflect the Company's publicly announced permissible preference for American Indians living on or near an Indian reservation.

As is described in more detail in the Action Oriented Program section of this AAP, where a placement goal is set, the Company will develop action oriented steps to increase the recruitment and training of minorities or women, or both.



**EMG**

October 1, 2012 Annual Affirmative Action Plan

Hunt Valley, MD

**Placement Goals**

Placement goals for next plan year.

Job Group & Name	(Min)	(Fem)							
1A - Executive/Senior Level Officials and Managers		(50.71)							
2A - Professionals	(29.68)		Statistically Significant...	Red	Flag	for	OF	CCP	
4 - Sales Workers	(18.86)								

## **Identification of Problem Areas by Organizational Unit and Job Group**

### **41 C.F.R. 60-2.17(b)**

We have conducted in-depth analyses of our total employment process, including the workforce by organizational unit and job group, personnel activity, compensation, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

An analysis of each of these processes follows.

#### **1. Composition of the Workforce by Organizational Unit**

Of the 13 departments in this AAP, 6 or 46.15% include minorities, and 11 or 84.62% include females. Our analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

#### **2. Composition of the Workforce by Job Group**

Pursuant to the Office of Federal Contract Compliance Programs' (OFCCP) regulations, we have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

- A. Our analysis indicates that, for minorities, incumbency is less than availability by a statistically significant amount in job group 2A.
- B. Our analysis of incumbency vs. estimated availability indicates that in some cases, incumbency is less than estimated availability, however, our more detailed analysis concludes that there is no significant problem concerning female utilization.
- C. The Company has established affirmative action placement goals and programs to address underutilization, and will continue to make a good faith effort to reach the placement goals established and implement action-oriented programs, which are detailed elsewhere in this AAP.

#### **3. Analysis of Progress Towards Prior Year Goals**

In establishing placement goals, the following principles apply:

- A. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the Company has established an annual percentage placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
- B. Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- C. In all employment decisions, the Company makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's race, color, religion, sex, age, disability, veteran status, or national origin.

D. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.

E. Placement goals are not used to supersede merit selection principles, nor do these placement goals require the Company to hire a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.

A review of progress and goal attainment by job group for the period from October 01, 2011 to September 30, 2012 reveals the following:

**EMG**

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**Goal Attainment**

Previous year Placement Goals... did we meet these goals?

2A		Professionals	
Total	Min	Fem	
Goal	26.30		
New Hire	0	0.00	
Promotion	3	0	0.00
Total Opps	4	0	0.00
Achieved? *	(NO)		Not Met

2B		Project Managers - Professionals	
Total	Min	Fem	
Goal	18.17		
New Hire	65	16	24.62
Promotion	0	0	N/A
Total Opps	65	16	24.62
Achieved? *			Goal Met

4		Sales Workers	
Total	Min	Fem	
Goal	19.12		
New Hire	0	0	N/A
Promotion	0	0	N/A
Total Opps	0	0	N/A
Achieved? *			NO OPPS
			No opportunities

Note - no goal was required for categories not listed above.

\* YES = within one person of exceeding goal

LIMITED = Limited Opportunities. This indicates the placement goal percent multiplied by total opportunities to the job group was less than one person.



#### 4. Personnel Activity

The Company has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

##### A. Applicant Flow

During the plan year, October 01, 2011 to September 30, 2012, the Company posted the majority of all open positions with the State Employment Service. The Human Resources Department accepted applications for open positions, and all persons interested in obtaining employment with the Company were advised to apply according to our current policy. Applications and complete records have been kept to ensure goals of equal employment opportunity are being applied to this process.

The Company believes that applicant flow is not and will not be a problem area. Our analysis reveals that the percentage of minority and female applicants compares very favorably with the general availability in the respective categories. Clearly the Company's success in implementing and communicating affirmative action and outreach efforts is demonstrated by these statistics.

The following report summarizes applicant flow by job group:

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**Applicant Summary**

For Period: 10/1/2011 to 9/30/2012

**EEO Category 2 Professionals**

	Total	Unk Race	Unk Gend	Min	Fem
2A					
Professionals	1	0	0	0	1
	2	1	1	0	1
2B					
Project Managers - Professionals	65	0	0	16	14
	718	185	153	130	123

**EEO Category 5 Administrative Support Workers**

	Total	Unk Race	Unk Gend	Min	Fem
5					
Administrative Support Workers	14	1	1	8	10
	122	30	23	43	77

	Total	Unk Race	Unk Gend	Min	Fem
Totals					
S	80	1	1	24	25
%		1.25	1.25	30.00	31.25
P	842	216	177	173	201
%		25.65	21.02	20.55	23.87

## B. Hires

The Human Resources Department develops all procedures and all hiring at the Company is conducted on the basis of nondiscriminatory criteria. Specifically, the following criteria and procedures have resulted in hiring decisions that are free of discrimination:

- i. Job descriptions have been reviewed and revised to ensure that duties are accurately described, that the experience and education requirements are strictly job-related, and that all incumbents meet minimum job requirements. Job titles have and will continue to be written without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.
- ii. Application forms have been reviewed to ensure that all requested information is job-related, and that the forms comply with all applicable laws. In addition, all forms state that the Company is an Equal Opportunity/Affirmative Action Employer.
- iii. A company representative who is briefed in the law with regard to Equal Employment Opportunity/Affirmative Action conducts interviews.
- iv. Tests have been reviewed and are administered and conducted in a non-discriminatory manner.
- v. All employees are encouraged to refer qualified applicants to the Company for employment. In addition, the Company has formal recruitment procedures to apprise minority and women's groups, educational institutions, and other referral sources of openings.
- vi. Placing an applicant in a specific job in a department is the responsibility of management. Hiring decisions are based on the applicant's knowledge, skills, abilities, and any other job-related criteria.

A review of external hires for the prior plan year indicates the presence of equal employment opportunity and a strong commitment to affirmative action. There were 79 new employees hired during the period from October 01, 2011 to September 30, 2012 including 24 minorities at 30.38% and 25 women at 31.65%. The following report summarizes hiring activity by job group:

**EMG**

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**New Hire Summary  
For Period: 10/1/2011 to 9/30/2012**

	Total	Min	Fem						
2A - Professionals	1	0	1						
2B - Project Managers - Professionals	65	16	14						
5 - Administrative Support Workers	13	8	10						
Totals	79	24	25						
	#	30.38	31.65						
	%								



### C. Promotion Practices

A review of promotion data indicates that these practices represent an area of substantial employment opportunity for minority and female employees. Promotion practices are not problem areas for minorities and women in any job group. Our analysis reveals that neither minorities nor women are being treated disparately in promotions because:

- i. The Company provides every reasonable opportunity for employees to advance. In this regard, training and other developmental opportunities are offered.
- ii. Employees are encouraged to contact their supervisor and/or the Human Resources Department, at any time, should they desire information relative to another position within the Company.
- iii. Management-initiated promotions are based on performance and other job-related criteria without discrimination on account of race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.
- iv. Most promotional opportunities are posted, providing all interested employees with an opportunity to apply and call their special skills to the attention of the manager.
- v. Our program of career development enables all employees to designate career paths and positions for which they wish to be considered.

All of these factors strongly indicate that promotions represent an area of substantial employment opportunity for minority and female employees. A summary of promotion actions for the year is included on the following page:

**EMG**

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**Promotion Summary by Old Job  
For Period: 10/1/2011 to 9/30/2012**

	Total	Min	Fem							
2B - Project Managers - Professionals	14	3	7							
5 - Administrative Support Workers	6	1	5							
Totals	20	4	12							
#		20.00	60.00							
%										

#### D. Compensation Systems

As part of its affirmative action obligations, the Company has conducted a compensation analysis to determine whether there are pay disparities on the basis of gender, race, or ethnicity. According to our analysis, we have not identified any significant problem areas. If the Company discovers significant salary differences between men and women or non-minorities and minorities, it will determine whether they are the result of legitimate, nondiscriminatory factors such as tenure, time in job, time in grade, performance, education, previous experience, etc. Where appropriate, the Company will take all reasonable and immediate steps to make any necessary adjustments.

#### E. Terminations

The Company has evaluated its termination practices to determine whether there are disparities on the basis of gender, race or ethnicity. When terminations or reductions in force are necessary, the Company makes its decisions without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

A report summarizing terminations by job group follows:

**EMG**

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**Termination Summary**

For Period: 10/1/2011 to 9/30/2012

Voluntary and involuntary

	Total	Min	Fem						
1B - First/Mid Level Officials and Managers	1	0	1						
2A - Professionals	1	0	1						
2B - Project Managers - Professionals	47	7	15						
5 - Administrative Support Workers)	(9)	(8)	(6)	Out of 9 terms in this group, 8	and 1 was non-minority and this	Out of 9 terms in this group, 8	and 1 was non-minority and this	Out of 9 terms in this group, 8	and 1 was non-minority and this
Totals	# 58	15	23	voluntary or involuntary.	voluntary or involuntary.	voluntary or involuntary.	voluntary or involuntary.	voluntary or involuntary.	voluntary or involuntary.
	%	25.86	39.66						



## 5. Technical Phases of Compliance

Our analysis of the technical phases of compliance reveals that the Company fully complies with all the technical phases of its affirmative action obligations:

- A. Equal Employment Opportunity posters are prominently displayed in each Company location.
- B. The Company notifies all contractors and subcontractors via purchase orders and subcontracts that they may be subject to federal affirmative action obligations.
- C. The Company requires that all of their qualified contractors and subcontractors develop and maintain a written AAP.
- D. The Company's employment application has a statement concerning Equal Employment Opportunity.
- E. All recruitment agencies and area schools and colleges will continue to be notified of the Company's commitment to the goals of affirmative action.
- F. All recruitment advertising includes the solicitation "An Equal Opportunity Employer" or its abbreviation.
- G. All other required affirmative action notices and policy statements are posted on Company bulletin boards and are updated annually.
- H. All personnel and employment records made or kept by the Company are retained for the required period as mandated by OFCCP regulations.
- I. The Company files annual EEO-1 and VETS-100A reports with the appropriate agencies.

## **Development and Implementation of Action Oriented Programs**

### **41 C.F.R. 60-2.17**

The Company has developed and executed action-oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

1. The Company has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format, they are and will continue to be consistent for the same position from one organizational unit to another.
2. Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of race, color, religion, sex, age, disability, veteran status, national origin, or other characteristic protected by law.
3. Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.
4. The Company has carefully evaluated the total selection process and found it to be free from discrimination.
  - A. We have instructed all supervisory personnel to ensure elimination of discrimination in all personnel actions in which they are involved.
  - B. The tests administered by the Company are job-related and given to all applicants for applicable position.
  - C. Application forms do not contain questions with potential discriminatory effects.
  - D. The Company does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.
5. The Company has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following:
  - A. Minority and women, as well as non-minority and male, employees are actively encouraged to refer applicants to our organization.
  - B. The Company relies on the State Department of Employment as well as job fairs and recruiting programs sponsored by local community colleges and other community organizations.
  - C. The Company provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, Company rules, ways to alleviate any problems that might arise, and any other issues related to affirmative action compliance.
  - D. Local organizations will continue to be contacted for referrals of potential minority and female employees.
  - E. The Company utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.



- F. Furthermore, we plan to take the following additional steps to ensure adequate representation of all minorities and women:
- i. Where placement goals exist as defined by the OFCCP, we will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.
  - ii. During the period from October 01, 2011 to September 30, 2012, special recruitment activities were conducted at the following schools and universities:  
Morgan State University, Towson University, University of Colorado-Boulder, University of Texas- Dallas, Chicago State University
- G. We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from October 01, 2011 to September 30, 2012, targeted recruitment activities were conducted at the following sources:  
EMG Website, Internal postings, Employee Referrals, State Workforce Career Centers, Craigslist.com, Careerbuilder.com, LinkedIn, Commonground, Society for Marketing Professionals, Towson Times Newspaper
6. The Company has implemented the following programs and procedures to ensure that minority and female employees are given equal opportunities for promotion:
- A. On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher-level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.
  - B. The Company utilizes a formal performance evaluation program for all employees. In addition, management and supervisors are trained on the basic methodology of performance evaluation.
  - C. Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
  - D. Seniority practices are not a problem since the Company has no formal seniority system. Promotions are based on merit selection principles.
  - E. We will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.
  - F. Special internal training programs are provided as necessary to ensure the achievement of our placement goals. The following programs are offered to eligible employees without regard to race, color, religion, sex, age, disability, veteran status, national origin or any other characteristic protected by applicable law:  
On-the-job training for new hires, Interview training, Sales training, team-based training, new employee orientation, & technical training.

G. We will continue to participate in targeted external training programs such as the following:  
Job related seminars, job related licensing/ certification classes, & skill development programs.



## **Internal Audit and Reporting System**

**41 C.F.R. 60-2.17**

The Company has developed and implemented an auditing system that periodically measures the effectiveness of its total AAP. The Company views the activities that are listed below as critical to the success of the AAP.

1. The Affirmative Action Officer will continue to monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to ensure that the Company's non-discriminatory policy is carried out. Procedures are reviewed and revised as problems are identified.
2. Top management is and will continue to be informed of any problems that arise in their respective areas so that immediate and appropriate steps can be taken to resolve any issues.
3. The Company recognizes its responsibility to affirmative action and is committed to fulfilling this responsibility by complying with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, management will be kept abreast of developments in the affirmative action area. The primary vehicle for communication with management will be periodic affirmative action briefings.
4. The Affirmative Action Officer will generate internal reports on a regular basis to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained.
5. The Company will review report results with all levels of management as to the degree to which their affirmative action goals and compliance are being attained, and will design and implement corrective actions, including adjustments in programs, as needed.
6. Progress on the Company's AAP will be discussed at supervisors meetings, and relevant information will be communicated to employees during regular departmental meetings as appropriate.
7. The Affirmative Action Officer will periodically report to the CEO of the Company and other appropriate top management on the effectiveness of the program and will submit recommendations for improvement.

## Conclusion

The AAP Year, October 1, 2012 through September 30, 2013, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both corporate and employee success.

Through its Affirmative Action Officer, Keri E. Webb, the Company will continue to communicate its policies, both within the organization and to the community in which we work. The CEO affords the Affirmative Action Officer full authority to take action to implement the plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of EMG's most recent Plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by department to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed one area in which the difference between incumbency versus estimated availability was statistically significant, showing that for the overwhelming majority of the workforce, employment levels of women and minorities are representative of our recruiting population. Nonetheless, the Company expects to continue its successful outreach efforts and to ensure that all applicants and employees are treated fairly, based on job-related criteria and without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

The Company is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action-oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead.

Finally, it should be noted that the Company's thorough analysis of its workforce reveals that EMG is in full compliance with sex discrimination guidelines and that there is no evidence of discrimination in any form against female employees. As outlined in this AAP, EMG is ready and willing to make affirmative action both a commitment and a continued reality.



## J. Insurance

Please find a copy of our Sample Proof of Insurance Certificate below. An Insurance Certificate specific to the Town of Monroe will be provided if EMG advances in the selection process.

ACORD		CERTIFICATE OF LIABILITY INSURANCE			DATE (MM/DD/YYYY) 08/20/2012	
<b>PRODUCER</b> Green Insurance Exchange, LLC 184 High Street Suite 602 Boston, MA 02110		1-617-391-0245		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.		
<b>INSURED</b> Clappett Industries, LLC D.B.A. EMG 222 Schilling Circle, Suite 275 Hunt Valley, MD 21031		<b>INSURERS AFFORDING COVERAGE</b>		<b>NAIC #</b>		
		INSURER A: STEADFAST INS CO		26387		
		INSURER B: ZURICH AMER INS CO		16535		
		INSURER C:				
		INSURER D:				
		INSURER E:				
<b>COVERAGES</b> THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR ADDL LTR INSR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	GL09313826-01	09/13/12	09/13/13	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000	
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	BAP9159482-05	09/13/12	09/13/13	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$	
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC AGG \$	
A	EXCESS / UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$ 0	SB09213980-07	09/13/12	09/13/13	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 Includes \$ Professional Includes \$ General Liab \$	
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NY) If yes, describe under SPECIAL PROVISIONS below	WC9213978-07	09/13/12	09/13/13	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000	
A	OTHER Professional Liability	PRC9213976-07	09/13/12	09/13/13	Each Occurrence 1,000,000 Aggregate 1,000,000 Deductible 50,000	
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS						
<b>CERTIFICATE HOLDER</b> Evidence of Insurance			<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE <i>MJ Merrill</i>			
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