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## Program

August 5th thru 9th, 2012

# Conference Agenda

## Sunday, August 5

**10:00 a.m. - 4:00 p.m.**

**Registration Open**

**10:00 a.m. - 12:00 p.m.**

**“Hit the Ground Running”:** A session for new State Civil Rights Staff. A refresher for others.

**Panel:** Greg Johnson – MDOT Chief Operations Officer  
Grindly Johnson – Virginia DOT Chief of Administration  
Mary Finch – Civil Rights Program Manager,  
AASHTO Civil Rights Subcommittee Chair, FHWA Michigan Division

**Trainer and Facilitator:** Brenda Nnambi – Washington State DOT  
Office of Equal Opportunity Director

**1:00 - 5:00 p.m.**

**AASHTO Civil Rights Subcommittee Meeting**

CRLMS presentation during this meeting

**Special Guest:** Jack Basso – AASHTO Director of  
Program Finance and Management

**5:30 - 7:00 p.m.**

**Networking Reception with Presentation  
at the Host Hotel**

During this event a Detroit Metro Region Engineer will explain the innovative bid/proposal process used for the M-39 project. Bidders were required to propose how they would demonstrate inclusion on this project by striving to both utilize DBE firms and recruit Detroit residents for construction work.

## Monday, August 6

**7:00 a.m. - 4:00 p.m.**

**Registration Open**

**7:30 - 8:30 a.m.**

**Continental Breakfast**

**8:30 - 9:30 a.m.**

**Opening Ceremony and Remarks**

- Color Guard
- Dr. Patricia Collins – MDOT Office of Business Development Administrator,  
Host State Planning Committee Chair
- Kirk Steudle – MDOT Director and AASHTO Board President
- Greg Johnson – MDOT Chief Operations Officer
- Grindly Johnson – Virginia DOT Chief of Administration,  
AASHTO Civil Rights Subcommittee Chair
- Warren Whitlock – Associate Administrator, Office of Civil Rights, FHWA
- Russell Jorgenson – Michigan Division Administrator, FHWA

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**9:00 a.m.****Vendor Fair Opens****9:45 - 10:15 a.m.****Opening Keynote Address:** Attorney Sylvia Elliott – Office of Legal Affairs, Michigan Department of Civil Rights

Ms. Elliott will discuss her experience as a civil rights advocate in a state that has approved anti-affirmative action efforts.

**10:30 - 11:30 a.m.****Concurrent Sessions (Repeated at 1:30 – 2:30 p.m.)****State and Local Agency Title VI Compliance Requirements****Speaker:** Lester Finkle – National Title VI Program Coordinator, FHWA

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. Federal representatives will discuss what state and local agencies must do to comply with these requirements.

**Conducting Effective On-site Reviews:  
Making the Right Certification Decision****Speakers:** Mary Finch – Civil Rights Program Manager,  
FHWA Michigan Division

Joe Austin – Department of Civil Rights, USDOT

To determine DBE-certification eligibility, applicant vendors must submit required documentation and undergo an on-site review held at their place of business. Federal officials specializing in DBE requirements will discuss the most effective ways for certifying agencies to determine whether an applicant qualifies as a DBE.

**Civil Rights Best Practices at the FHWA, FTA, and FAA****Speakers:** Martha Kenley – National DBE Program Manager, FHWA

Linda Ford – Acting Director of Civil Rights, FTA

Marcus England – Manager Office of Civil Rights, FAA

Best practices utilized by state and local agencies responsible for DBE certification, Title VI and Equal Employment Opportunity requirements will be discussed by federal representatives from the four USDOT operating authorities.

**Civil Rights Software Options****Speakers:** Jesse Aguirre – Product Support Manager, LCP Tracker

Michael Self – Director, EEO Networking Solutions

Justin Talbot-Stern – CEO, B2GNow

Several information technology companies have created software to help state and local agencies monitor their compliance with civil rights requirements and responsibilities. Representatives from LCP Tracker, EEO Networking Solutions, and B2G Now will discuss the respective benefits of their civil rights software.

**10:30 - 11:30 a.m.**  
**Continued**

**Concurrent Sessions** (*Repeated at 1:30 – 2:30 p.m.*)

**Meeting ADA/504 Requirements – A Multi-Modal Overview of Accessibility and Other Requirements**

**Speakers:** Will McClure – Civil Rights Program Manager,  
 FHWA - California Division  
 Keith Belonga – Office Services Manager, MDOT  
 Zach Dripps – Regional Planner,  
 Michiana Area Council of Governments

The American with Disabilities Act (ADA) requires recipients of federal funds to comply with ADA requirements. One example of ADA requirements is that recipients must ensure facilities are accessible to persons in wheelchairs. A federal representative will discuss ADA practices among the USDOT operating authorities.

**11:45 a.m. - 1:15 p.m.**

**Lunch and Networking**

**2:45 - 3:45 p.m.**

**Concurrent Sessions** (*Repeated at 4:00 – 5:00 p.m.*)

**Conducting Effective Commercially Useful Function (CUF) and Third Party Complaint Reviews**

**Speakers:** Martha Kenley – National DBE Program Manager, FHWA  
 Tonya Doyle-Bicy –MDOT OBD Lansing,  
 Field Services Manager

Recipients are required to monitor DBE job performance to ensure they are performing a CUF and are promptly and properly paid for their work. FHWA's specialist will discuss methods to effectively review projects for CUF compliance.

**Conducting Effective Title VII Reviews**

**Speakers:** Sandy Talbert Jackson – Equal Opportunity/Contract  
 Compliance Specialist, Resource Center, FHWA  
 Sharon Lipscomb – External Civil Rights Manager,  
 North Carolina DOT

Title VII of the Civil Rights Act of 1964 (Title VII), prohibits employment discrimination based on race, color, religion, sex, or national origin. Ms. Sandy Talbert Jackson will discuss methods of conducting effective Title VII reviews.

**2:45 - 3:45 p.m.**  
**Continued**

**Concurrent Sessions** (*Repeated at 4:00 – 5:00 p.m.*)

**Establishing and Maintaining Effective State/Federal Partnerships**

**Speakers:** Warren Whitlock – Associate Administrator, Office of Civil Rights, FHWA  
 Tony Kratofil – MDOT Metro Region Engineer  
 Ted Burch – Assistant Division Administrator Michigan FHWA

Associate Administrator for Civil Rights, FHWA Warren Whitlock, a local FHWA representative, and MDOT's Tony Kratofil will discuss successful strategies used to develop and maintain effective state and federal partnerships.

**HNTB Partners – Diversity in Action**

**Speaker:** Dr. Audrey C. Andrews – HNTB, Director of Business Diversity and Development

Dr. Andrews will discuss HNTB's Unique program designed to both mentor consultant DBE firms and to help them strengthen their business model.

**Innovative Contracting Methods – Best Practices**

**Speakers:** Chris Youngs – MDOT Engineer Manager  
 Grindly Johnson – Virginia DOT Chief of Administration

MDOT representative Christian (Chris) Youngs and Ms. Grindly Johnson will discuss a number of innovative processes utilized by their respective states in contracting.

**6:00 p.m.**

**Detroit Bus Tour – Innovative Michigan Transportation Projects**

The Michigan Metropolitan Detroit area, as well as the rest of the state, has completed many innovative transportation construction projects. This tour includes a review of several completed transportation projects in the Metropolitan Detroit area. In addition to other area landmarks, innovative transportation construction projects in other areas of the state will be shown via video and a department expert will provide information about these statewide projects.

**Dinner**

**On your own**

**7:00 a.m. – 4:00 p.m.**

**Registration Open**

**7:30 - 8:30 a.m.**

**Continental Breakfast**

**8:30 - 9:30 a.m.**

**Keynote Address:** Joyce Curtis – Associate Administrator,  
Office of Federal Lands Highways

Prior to joining the Office of Federal Lands Highways, Ms. Curtis was the director of Field Services- North for the FHWA. In that capacity she led 18 divisions in the northern United States in helping states administer the Federal-aid program. In her current position she will oversee the office that provides program stewardship and transportation engineering services for planning, design, construction, and rehabilitation of the highways and bridges that provide access to and through federally owned lands.

**9:00 a.m.**

**Vendor Fair Opens**

**9:45 - 10:15 a.m.**

**Remarks and Panel Discussion**

**Panel Members:** Warren Whitlock – Associate Administrator  
Office of Civil Rights, FHWA  
Joe Austin – Department of Civil Rights, USDOT

**10:30 - 11:30 a.m.**

**Concurrent Sessions** *(Repeated at 1:30 – 2:30 p.m.)*

**The Wounded Warrior/Veterans Program**

**Speakers:** Will McClure – Civil Rights Program Manager,  
FHWA - California Division  
Shay Ponquinette – Acting Civil Rights Manager, Virginia DOT  
Sergeant Brian Miller

This session will highlight successful approaches to supportive service plans that include workforce development efforts for U.S. veterans.

**Preparing Affirmative Action Plans – Best Practices**

**Speakers:** Sandy Talbert Jackson – Equal Opportunity/Contract  
Compliance Specialist Resource Center FHWA  
Carolyn Bell – Civil Rights Director, Mississippi DOT

Come learn the what, when, where, why and how of submitting effective affirmative action plans.

**ACDBE – Airport Vendor Certification and Regulation Compliance**

**Speaker:** Marcus England – Manager Office of Civil Rights, FAA  
The FAA will provide information regarding requirements necessary to comply with regulations for DBE airport concessionaires.

**10:30 - 11:30 a.m**  
**Continued**

**Concurrent Sessions** *(Repeated at 1:30 – 2:30 p.m.)*

**Effective Negotiation Techniques**

**Speakers:** Helen Ford – Director of Supplier Diversity, AAA of Michigan  
 Darren Brown – Acting Director,  
 Investigations and Adjudications, FHWA

Negotiation is a highly specialized manner of communication. Our body language, tone of voice and facial expressions all add to our negotiation success or failure. You will learn and identify techniques and strategies to negotiate successfully.

**Prompt Payment Requirements – Helping DBEs/Small Businesses Get the Money They’ve Earned**

**Speaker:** Brenda O’Brien – MDOT Engineer of  
 Construction Field Services

In the current economy it is crucial that payments flow to DBEs in a timely manner. This session will provide some useful tips on how to oversee the process.

**11:45 a.m. - 1:15 p.m.**

**Luncheon**

**Keynote Address:** Mr. Nabih H. Ayad, Esq. – Arab American  
 Civil Rights League Board Chairman

As a prominent civil rights attorney, Michigan Civil Rights Commissioner, and the founder of the new Arab American Civil Rights League in Dearborn, Michigan, attorney Nabih Ayad is one of the leaders of the movement for equal rights and protection for Arab American’s and people of all backgrounds.

**2:45 - 3:45 p.m.**

**Concurrent Sessions** *(Repeated at 4:00 – 5:00 p.m.)*

**The On-The-Job Training Programs**

**Speakers:** Darren Brown – Acting Director,  
 Investigations and Adjudications, FHWA  
 Mary Finch – Civil Rights Program Manager,  
 FHWA - Michigan Division

This session will focus on the development and implementation of an effective OJT Program in line with the direction of the current federal administrative objectives.

**2:45 - 3:45 p.m.**  
**Continued**

**Concurrent Sessions** *(Repeated at 4:00 – 5:00 p.m.)*

**Contractor Workforce Analysis**

**Speakers:** Alicia Banks – MDOT Departmental Technician  
 Tony Dixon – Civil Rights Specialist, FHWA Resource Center

The session will address methods for effectively reviewing information obtained when conducting contractor workforce reviews, as well as providing some helpful tips for use day to day.

**Effective Supportive Services - Helping DBE Firms Stay Viable**

**Speakers:** Lisa Thompson – MDOT Supportive Services Manager  
 Kyron Robinson – DBE Supportive Services Director, Cheyney, University of Pennsylvania  
 Christine Thorkildsen – Civil Rights Program Manager, FHWA New York Division

The session will focus on innovative practices in providing supportive services to DBEs.

**Effective Environmental Justice Compliance**

**Speakers:** Candace Groudine – External Civil Rights Programs Director, FHWA  
 Ola Williams – MDOT Planning Division, Transportation Planner

This session will provide both a federal and state review of environmental justice protocols.

**Contract Options for DBE Consultant/Engineering Firms**

**Speaker:** Kirk Branson – Parsons Brinkerhoff, Michigan Vice President/Area Manager

This session will provide an opportunity for open dialogue about supportive services that both state DOTs and industry associations can promote inclusion of DBE consulting/engineering firms.

**5:00 p.m.**

**FHWA Staff Meeting** *(only FHWA Staff can attend)*

**6:00 p.m.**

**Dinner with Presentation**

A panel of DBE firms will discuss their experiences as Michigan certified firms bidding on Michigan Department of Transportation jobs. The audience will have an opportunity to share information about their DBE program and the various experiences of the certified DBE firms in their state. Networking will occur during and after dinner.

**7:00 a.m. – 12:00 p.m.**

**Registration Open**

**7:30 - 8:30 a.m.**

**Continental Breakfast**

**9:00 a.m.**

**Vendor Fair Opens**

**8:30 - 9:30 a.m.**

**Keynote Address:** Dr. Samuel Kyles

Dr. Samuel Kyles, a civil rights activist, was with Dr. Martin Luther King Jr., when he was assassinated on April 4, 1968. Dr. Kyles will talk about his lifelong involvement in the civil rights movement, including details about his very unique experiences.

**9:30 - 10:30 a.m.**

**Panel Discussion**

**Panel Members:** Colette Holt – Colette Holt & Associates

Justin Talbot-Stern – CEO B2GNOW

Joe Austin – Department of Civil Rights, USDOT

Marcus England – Manager, Office of Civil Rights, FAA

**10:45 - 11:45 a.m.**

**Breakout Sessions** *(Will not repeat)*

**Current Trends in External Civil Rights**

**Speaker:** Colette Holt – Colette Holt & Associates

Ms. Holt will discuss trends related to External Civil Rights, with emphasis on the DBE program. Topics will include the revisions to the DBE regulations, recent litigation, and administrative actions, and trends in DBE and Title VI program administration.

**The FHWA 2011 National Forum for Minority Colleges and Universities: “Partnering in Transportation” – An Update**

**Speakers:** Pamela Foster – Civil Rights Officer,  
FHWA South Carolina Division

Warren Whitlock – Associate Administrator,  
Office for Civil Rights, FHWA

Janet Hayes – Civil Rights Specialist, FHWA Resource Center

This session is a continuation of the “Partnering in Transportation” discussion held during the Georgia Civil Rights conference.

**Safety and Security on Transportation Projects**

**Speaker:** Eileen M. Phifer – MDOT Administrator of  
Safety and Security Administration

Since 9/11 there has been a focus on public safety. Transportation construction projects as well as government agencies have also increased efforts to ensure safety. This session will provide unique information about how we all can be more aware of possible safety hazards, suspicious actions, and activities. The end result will be a greater awareness of your environment and precautions you should take if public safety seems to be compromised.

**10:45 - 11:45 a.m.**  
**Continued**

**Breakout Sessions** *(Does not repeat)*

**Managing Your 21st Century Workforce**

**Speaker:** Dr. Lynn Wooten – University of Michigan

It is increasingly more apparent that in the 21st century workforce you will observe organizational members who may be vastly different in age, work styles, and communication preferences. This workshop will examine the implications of working with different generations. Participants will learn to focus on:

- Assessing and affirming generational differences
- Building bridges to support generational diversity
- Cultivating an organizational culture and capabilities through generational diversity

**The US DOT Short-Term Lending Program – An Overview**

**Speaker:** Roberto Escalante – OSBDU, Chicago Official

This presentation will discuss the US Department of Transportation’s Short Term Lending program (STLP). Participants will learn information regarding the eligibility process for participants, documentation requirements, and how to apply on this asset based lending program. Those who are interested in seeking working capital on federally funded infrastructure projects should attend this session. We will also share some brief information on other USDOT services and programs.

**11:00 a.m.**

**Vendor Fair Closes**

**12:00 - 2:00 p.m.**

**Awards Luncheon:** Warren Whitlock – Associate Administrator, Office of Civil Rights, FHWA

**Keynote Address:** Gregory C. Johnson – MDOT Chief Operations Officer

**2:30 - 4:00 p.m.**

**Open Discussion – What Have We Learned?**

A conference debriefing of the information presented during this conference and how attendees can use this information.

**4:00 p.m.**

**Closing Remarks:** Dr. Patricia Collins – MDOT Office of Business Development Administrator, Host State Planning Committee Chair

**9:00 a.m. – 12:00 p.m**

**Open Discussion with Warren Whitlock and FHWA Staff**

State civil rights personnel will have an open discussion with Mr. Warren Whitlock and other federal program managers.



# Keynote Speakers

## Dr. Patricia Collins

**Patricia A. Collins** is the Administrator of the Business Development Office at the Michigan Department of Transportation (MDOT). Her responsibilities include providing strategic direction for division staff, ensuring compliance with state and federal regulations, providing educational programs and support to disadvantaged businesses and ensuring division alignment with overall department goals and objectives. She began her career with the Michigan Department of Transportation (MDOT) in 1983 and has served in a variety of roles, including assisting with the implementation of MDOT's Disadvantaged Business Enterprise (D.B.E.) program, which included work with the Title VI program.

Patricia is a long time resident of Michigan. She has served in several national, state and local programs including the American Association of State Highway and Transportation Officials (AASHTO) Executive Management Program, Michigan Political Leadership Program and has served on the Board of Directors for the Lansing Young Women's Christian Association (YWCA).

A firm believer in continuous learning and constant personal and skill development, Patricia has received degrees from various universities across the state. Her most recent educational achievement has been the completion of her doctorate in Public Administration from Western Michigan University in 2002.



## Joyce A. Curtis

**Joyce Curtis** took over the role of Associate Administrator for the Federal Highway Administration's (FHWA) Office of Federal Lands Highway in July 2012. In that role she oversees staff in the Washington, DC headquarters office as well as across the country in three field offices and project sites. The FLH provides program stewardship and transportation engineering services for planning, design, construction, and rehabilitation of the highways and bridges that provide access to and through federally owned lands. The primary purpose of the FLH Program is to provide financial resources and technical assistance for a coordinated program of public roads that service the transportation needs of Federal and Indian lands. The FLH currently provides transportation engineering and related services in all 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands. One of the major factors associated with the success of the program is the FHWA's strong relationship with our Federal, State, local, and tribal partners.

Prior to her position in FLH, Joyce was the Director of Field Services - North from March of 2008. As an extension of the FHWA's Executive Director, she assured the accomplishment of the agency mission, vision, and the strategic goals in 18 Division Offices. She developed and strengthened partnerships with modal counterparts and other Federal agencies in accomplishing overall strategic goals and corporate management strategies. In March 2011, she also assumed oversight of the Agency's Program Management Improvement Team which advances corporate business practices, analyzes data and information to improve consistency and manages the agency's risk assessment process.

Prior to her SES appointment in 2008, Joyce served as the Resource Center Director beginning in June 2005. In this capacity she led a multidisciplinary staff of over 165 technical specialists and administrative personnel providing training, technical assistance and technology deployment to the FHWA and our Federal,



State and local partners. She was responsible for setting the overall direction of the Resource Center, establishing policies for customer service, evaluating their effectiveness, and representing the Resource Center on the Leadership Team. The Resource Center operates without geographic boundaries from 5 key locations, and is responsible for advancing state-of-the-art as well as state-of-the-practice surface transportation technologies.

Before her appointment as Resource Center Director, she served for 3 years as Resource Center Manager - North. Ms. Curtis led a multi-disciplinary team of over 40 technical specialists and administrative personnel in the structures, geotech, hydraulics and civil rights functions who provided technical and program assistance to division offices, State DOT's, metropolitan planning organizations and other partners.

Ms. Curtis joined FHWA in 1971 in the Junior Engineer Training Program. In 1976, she left the Agency to take on full time domestic responsibilities. Ms. Curtis graduated from Villanova University with a Bachelors Degree in Civil Engineering. She was one of the first two women to graduate in Civil Engineering from Villanova.

# Sylvia J. Elliot

**Sylvia J. Elliott** began her tenure with the Michigan Department of Civil Rights as Case Counsel to the Michigan Civil Rights Commission. In that capacity Ms. Elliott served as liaison between the eight member nonpartisan quasi-judicial Commission and the Michigan Department of Civil Rights. Among other responsibilities, the Commission enforces Michigan's two civil rights laws; the Elliott-Larsen Civil Rights Act and the Persons with Disabilities Civil Rights Act. Ms. Elliott assisted the Commission with preparing the legal decisions that resolved individual civil rights complaints and enforced violations of the civil rights laws. Several years later, Ms. Elliott became Managing Attorney/Director of the Office of Legal Affairs, a position she currently holds. Among her duties, she supervises department attorney's responsible for litigating complaints in the administrative hearing process, training agency investigative staff and outside employers, in Michigan's areas of jurisdiction: employment, retaliation, housing, education, public service, public accommodation, law enforcement, based on race, religion, disability, color, national origin, sex, age, weight, height, familial or marital status.

Prior to joining the Michigan Department of Civil Rights, Sylvia was employed with the Michigan Department of Civil Service as an Administrative Law Judge, Grievance Hearing Officer and Mediator. Ms. Elliott served as mediator on some of the first negotiated collective bargaining agreements for state employees and later adjudicated unfair labor practice complaints.

Sylvia (White) Elliott was born and raised in the city of Detroit and attended Detroit Public schools including Mumford High School, highlighted in the movie "Beverly Hills Cop". She received a Bachelor of Arts degree from Michigan State University (MSU) in Advertising/Communication and her Juris Doctor from the University of Detroit-Mercy School of Law.



Ms. Elliott is a member of the Michigan State Bar, Master Lawyers Section and Labor & Employment Law Section. She is a panel member on the State of Michigan Attorney Discipline Board, the body responsible for deciding complaints filed against attorneys. Sylvia has served on several Mediation and Arbitration panels and as a Commissioner for the Access to Justice, Open Justice Commission of the State Bar of Michigan. Sylvia J. Elliott is a Golden Life member of Delta Sigma Theta Public Service Sorority.

# Gregory C. Johnson, P.E.

**Gregory C. Johnson** is the Michigan Department of Transportation's (MDOT's) Chief Operations Officer, overseeing its seven regions, Bureau of Development, Bureau of Field Services, Office of Operations Administrative Services, and the Office of Business Development. Johnson was appointed Chief Operations Officer on Feb. 22, 2009.

Johnson began his career with MDOT in 1989 as a staff engineer in the Southwest Region. After serving as a resident engineer for six years, Johnson was named manager of the Kalamazoo Transportation Service Center. He was promoted to Deputy Metro Region Engineer in 2002 and later to Metro Region Engineer in 2003.

Johnson's leadership and ability to manage complex projects effectively and efficiently was proven many times. Under his direction, the Metro Region successfully completed many massive projects, including a major overhaul of the John C. Lodge Freeway (M-10) and 50 bridges, the I-75 Gateway Project, and the award-winning I-94 Tied Arch Bridge.

Johnson is a graduate of the University of Michigan, where he earned a bachelor of science in civil engineering, and is a licensed professional engineer in the state of Michigan. He also holds a master's degree in public administration from Western Michigan University.



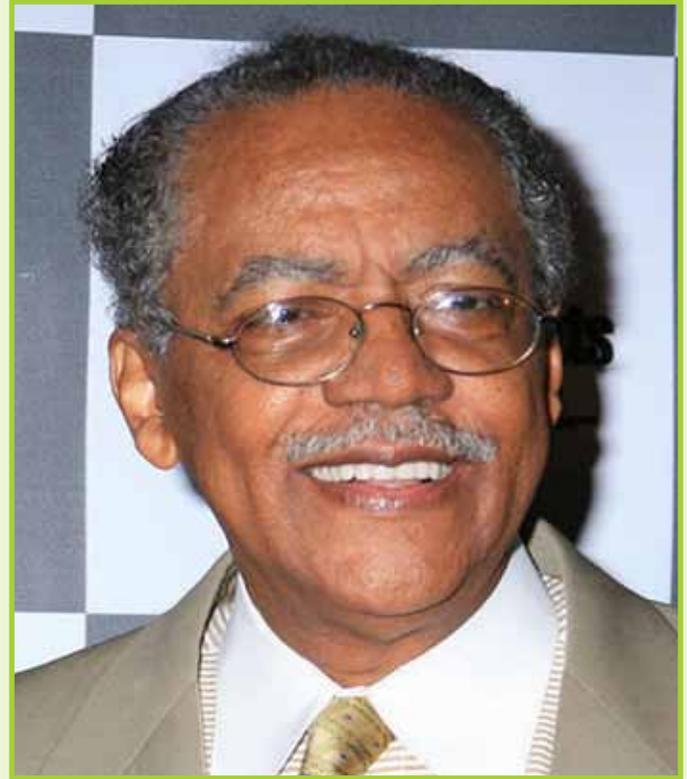
# Dr. Reverend Samuel Kyles

**The Reverend Samuel “Billy” Kyles** was born in Shelby, Mississippi, on September 26, 1934. A longtime leader in the civil rights movement, Kyles has been pastor of the Monumental Baptist Church in Memphis, Tennessee, since 1959.

After Memphis sanitation workers went on strike in February, 1968 due to low wages and inhumane working conditions, Kyles helped to form and lead the effort to gain community support for the striking workers. Part of that effort involved persuading the Rev. Dr. Martin Luther King, Jr. to come to Memphis in support of the strike. Their success resulted in Dr. King coming to Memphis and leading a major march that ended uncharacteristically in violence. It was later learned that the violence was caused by paid provocateurs. Before this fact was known, however, Dr. King’s disappointment with the violent ending of the march soon gave way to his determination that another peaceful march would be held. He returned to Memphis, where Kyles and several ministers and civic leaders, who had been putting together nightly rallies and raising money for the strike, organized a major rally in preparation for another big march. The rally was held at Mason Temple, the unofficial headquarters for the protest activity, on April 3, 1968.

It was on that evening, marked by active thunderstorms, that an enthusiastic, packed crowd heard Dr. King give what has come to be known as the “Mountaintop” speech. In it, he gave an unusual glimpse into his personal fears and challenges, as well as his prophetic insights into his own fate. The next day Kyles and his family planned to host

Dr. King and his entourage at their home for a home-cooked meal. Dr. King was assassinated as they prepared to go to the Kyles’ home. The last hour of Dr. King’s life he spent with Kyles and Rev.



Ralph Abernathy in his room at the Lorraine Motel. Rev. Abernathy has since passed on, leaving Kyles as the only living person that actually spent the last hour of Dr. King’s life with him.

Kyles has maintained his involvement with civil rights work since the 1960s. He is a member of several civic and professional organizations. Kyles is a founding member of the National Board of “>People United to Save Humanity (PUSH), the executive director of Rainbow-PUSH-Memphis and the executive producer of Rainbow-PUSH WLOK Radio. Kyles also worked on Jesse Jackson’s 1984 and 1988 presidential campaigns and was a delegate to the First African National Congress. He was appointed by President Bill Clinton to serve on the Advisory Committee on Religious Freedom Abroad.

Kyles has appeared in several television documentaries about the life and assassination of King and has toured the country extensively, speaking on King and his message. Kyles has received many honors and awards, including the Tennessee Living Legend Award in 1992.

# Laura J. Mester, C.P.A.

Laura J. Mester is the Chief Administrative Officer of the Michigan Department of Transportation (MDOT), overseeing the Bureaus of Finance and Administration, Transportation Planning, and Aeronautics and Freight Services, as well as the operations of the International Bridge. She also is responsible for development and oversight of MDOT's annual budget. Prior to her appointment in February 2011, Mester directed the Accounting and Financial Operations Division of the Office of Financial Management in the State Budget Office, a position she held for 13 years. She directed a staff of 18 who were responsible for publishing the state's comprehensive annual financial report and other financial reports required by statute, and for providing financial management services to all state departments and component units.

A licensed C.P.A., Mester's distinguished career in governmental accounting and financial management spans 23 years, mainly with the Office of the State Budget, as well as with the Office of the Auditor General. She earned a master's degree in business administration from Central Michigan University in 1994, and a Bachelor of Arts degree in accounting from Michigan State University in 1987.

Mester has been honored by the National Association of State Auditors, Controllers, and Leaders for directing the early implementation of the GSAB Statement 34, the most significant governmental accounting and financial reporting requirements issued by the Governmental Accounting Standards Board in 20 years.



She is the recipient of the Government Financial Manager of the Year Award from the Greater Lansing Chapter of the Association of Government Accountants, and the William R. Snodgrass Leadership Award from the National Association of Government Accountants. Mester is the past president of the Greater Lansing Chapter of the Association of Government Accountants.

A Michigan native, she lives in DeWitt with her husband, John.

# Speaker Biographies



**Jesse Aguirre** is Product, QA and Support Manager at LCPtracker, a web service company providing solutions to government agencies and prime contractors to enforce the prevailing wage provisions of state and federal law. He helps guide the development of the product, oversees documentation and testing, and works with the support team to assure a positive end-user experience. With his dedicated, positive leadership style he consistently provides great value to LCPtracker clients.



**Dr. Audrey Andrews** serves as the Director of Business Diversity & Development for HNTB Corporation; an engineering and architectural with 62 offices throughout the United States. She has been employed with the firm for over 11 years and is the co-author of the HNTB Partners Program; a program that builds partnerships between HNTB and local minority firms.

She is also a professor at two colleges and a major University where she facilitates undergraduate, graduate, and postgraduate courses and serves as the advisor for the development of the School of Business and Information Science.

Over the years, Dr. Andrews has served in a variety of key positions including serving abroad as a Community/Communications Liaison for the United States Navy during Operation Desert Storm and serving as a Public Information/Transportation Coordinator for the Texas Department of Transportation.

Her current community and civic positions include: Membership on the Executive Board of Directors for the Dallas Black Chamber of Commerce; Co-chair for the Texas African-American Chamber of Commerce Minority Business Professionals Committee; Member of Women in Transportation; and Member of the Minority Design Professional Committee.

She holds a Doctorate in Management, Master's in Business Administration, and a Bachelor's degree in Journalism/Psychology and is an accomplished writer and co-author of several instructional textbooks on leadership.

**Joseph E. Austin** is the Associate Director, External Civil Rights Programs Division, the Division is responsible for processing complaints of discrimination filed under Title VI of the Civil Rights Act of 1964 (Title VI); Sections 504 and 508 of the Rehabilitation Act; the Americans with Disabilities Act (ADA); Environmental Justice (Executive Order 12898); Executive Order 13160 (Nondiscrimination on the Basis of Race, Sex, Color, National Origin, Disability, Religion, Age, Sexual Orientation, and Status as a Parent in Federally conducted Education and Training Programs); and Executive Order 13166 (Limited English Proficiency).



**Alicia Banks** has been employed with the State of Michigan for 5 years, she is currently MDOT's Office of Business Developments Trucking Technician. In addition, she processes the yearly FHWA 1392 information. She holds a BS in Business Administration from Ferris State University.



**Jack Basso** is AASHTO's Director of Management and Business Development and the Director of the AASHTO Center for Excellence in project finance. Basso joined AASHTO in 2001 after a 36-year career in federal government, assuming the role of chief operating officer and business development director. Prior to joining AASHTO, Basso served as the Assistant Secretary for Budget and Programs and as Chief Financial Officer of the U.S. Department of Transportation. In that capacity, he oversaw the development of a \$60 billion budget and interacted with senior officials, members of Congress, their staff, and key industry officials on a wide variety of transportation matters. He is one of the nation's leading authorities on transportation policy and finance and is a frequent speaker at professional meetings and conferences.



**Carolyn Bell** currently serves as Civil Rights Director for the Mississippi Department of Transportation. Mrs. Bell has held various positions in state government for the past 25 years with the Department of Education, State Personnel Board and now MDOT for the past 19 years. She earned her Certified Public Manager distinction in June, 2007. She has a Bachelor's Degree in Business Management from the University of Phoenix. She is married to Michael A. Bell, Sr. and the mother of two children, Michael (age 16) and Melia (age 14).



**Keith Belonga** is manager of the Office Services Section within MDOT's Financial Operations Division. His section provides support services in the areas of printing, mail operations, space management, facility leasing, security, ADA, and telephones for the department. Keith has been a member of MDOT for more than 18 years. He holds a B.F.A. in Environmental Design from Northern Michigan University and an M.A. in Facilities Design and Management from Michigan State University.



**Darren Brown** is the Special Assistant/Acting Director of Investigation and Adjudication, FHWA Office of Civil Rights, providing senior leadership, policy guidance and oversight on all civil rights program areas. Previously, Mr. Brown served as the Federal Lands Highway Program Acquisition Program Manager. He has more than 28 years of Federal acquisition management, and diverse procurement experience and has been recognized for distinguished Federal service.



**Ted Burch** has served as the Assistant Division Administrator for the Federal Highway Administration's Michigan Division since July 2008. In this role he is responsible for leading the Division's administration and oversight of the Federal-aid program. He also provides Federal-aid highway program policy expertise to State and local government officials and industry partners.

Since joining FHWA in 1988, Ted has served in the Louisiana, Georgia and Montana Division offices managing all aspects of the Federal-aid program including planning, environment, design, construction and maintenance, bridge, safety, materials, rights-of-way and DBE.

Ted graduated from Michigan Technological University with a Bachelor of Science degree in Civil Engineering and from Tulane University in New Orleans, Louisiana, with a Master of Structural Engineering degree. He is a licensed professional engineer in Louisiana.

**Tonya Doyle-Bicy** has been employed with the State of Michigan for more than 24 years. For the past 4 years she has been the Manager for MDOT's Lansing Field Services, Office of Business Development. Prior to becoming Manager she spent 10 years as a Compliance Investigator with MDOT's Business and Administrative Services Division, responsible for compliance reviews and reports pertaining to DBE, EEO and CUF Regulatory requirements. She is a United States Army Veteran, wherein she served as a Para-legal. Prior to coming to MDOT, she worked for the State of Michigan Appeal Board, employed as a Legal Resource Supervisor. She has an Associate Degree in Liberal Arts from Lansing Community College and a BBA in Management from Northwood University. She also received a Certificate of Stenography and a Certificate of Computer Operations from Emery Riddle University.



**Marcus H. England** spent more than 25 years working in the private sector in finance, resource management, and procurement before embarking on a federal government career in June 2004 as a Budget Team Leader at the National Archives Records Administration. After a short stint at the US Treasury in 2006 as a Funds Controller, he accepted a position at the FAA in December 2007 initially serving in the Air Traffic Organization as a Senior Financial Analyst. Since February 2010, Marcus has served as a National Airport Civil Rights Policy and Compliance Manager in the FAA Office of Civil Rights. He is responsible for the oversight of federal civil rights policy and compliance at airports receiving federal funding at it relates to the Americans with Disabilities Act, Title VI of the 1964 Civil Rights Act, and the Disadvantaged Business Enterprise Program. His

duties are broad and include providing airport civil rights guidance and consultation to airport sponsors and to airport business stakeholders in order to ensure a level playing field not only for those seeking opportunities to do business with our nation's airports but also for the general flying public by eliminating discrimination because of one's race, color, national origin, sex, creed, or disability. Marcus participates in numerous airport stakeholder civil rights conferences each year as a panelist or presenter, providing regulatory updates and/or clarity in reference to FAA airport civil rights policies and guidance. Marcus is a graduate of Virginia Commonwealth University with a B.S. in Business Administration and Management. He has completed various leadership programs both in the private sector and the federal government during his career. He is currently a participant in the FAA's "Program for Emerging Leaders" Leadership Program. Marcus is currently writing a book about his various leadership experiences that he hopes to publish this coming Fall.

**Roberto Escalante** is the Director of the USDOT Great Lakes Small Business Transportation Resource Center for the Illinois Hispanic Chamber of Commerce. Mr. Escalante spent over 20 years in corporate management in the areas of new business development, financial planning & analysis, supply chain management, information technology management, marketing, sales & service, and international business with organizations and companies such as the Grainger (multi-billion dollar distribution firm), Perseco/McDonald's (multi-billion dollar packaging and promotions management firm), Scott Foresman & Company (multi-million dollar educational publishing firm), Target Group, Inc. (boutique consulting firm), and Toys 'R' Us (multi-billion dollar specialty retailing firm).



**Mary Finch** has 28 years of Federal service she has worked for the Department of Transportation for 21 years. She spent ten years working for the Federal Aviation Administration in Anchorage Alaska and the last eleven years she has been with FHWA – Michigan Division. Before that Mary spent seven years with the Department of Defense Civil Engineering Squadron at Elmendorf AFB in Anchorage Alaska.

Ensuring that women and minorities have a place in road construction in Michigan is one of the things that Mary believes in. American with Disability Act compliance is also a passion of Mary's. Since she was 13 years old she has spent many years in and out of wheelchairs and understands the issues.

Mary was raised in a small town in Northern Michigan. She and her spouse Jay have two children a son in Alaska and a daughter in Salt Lake City. They have three grandsons all in Alaska.

Mary has Associates in Accounting and another is Social Services from the University of Alaska Anchorage her BA in Management is from Northwood University in Midland Michigan.

Mary was recently awarded the U.S. Department of Transportation's Employee Excellence Award for the work she does in Michigan particularly with young people and distracted driving.

**Lester Finkle** is the National Title VI/Nondiscrimination Program Manager for the FHWA's Office of Civil Rights. In this capacity, Mr. Finkle is responsible for developing and directing a national Title VI/Nondiscrimination Program for FHWA. He has a combined 20 years of State and FHWA experience. For the last 11 years, Mr. Finkle performed Realty and Civil Rights duties for the Connecticut Division Office, performed Civil Rights duties at various times for the Vermont, Massachusetts, and Rhode Island Division Offices, and led the New York/New England Cluster States Civil Rights Team for 18 months. Mr. Finkle has also performed Realty duties in the Missouri Division Office and Realty/Planning duties in the California Division Office

**Helen Ford**, as The Auto Club Group's (ACG) Director for Supplier Diversity, focuses on fostering inclusion for diversity suppliers in the procurement of goods and services for the firm. She has performed this responsibility since 2001.

Helen is well versed in the field of diversity heading the firm's Staffing, EEO and Compliance operations for more than a decade. Under her leadership ACG has joined the NMSDC and WBENC (Women's Business Enterprise national Council) all with the concept of inclusion as the driving force. Helen is the former President of the Board of Directors for the Center for Economic Empowerment and Development (CEED) and a board member of the Michigan Minority Supplier Development Council (MMSDC). Ms. Ford is the recipient of the Corporate Advocate of the year from the Michigan Women's Business Council, Award of Excellence from the Wisconsin Supplier Development Council and Project One Award from the MMSDC and most recently, the National Association of Women Business Owner's of Greater Detroit 2012 Diversity Champion award. ACG was selected as the MMSDC 2011 "Finance Corporation of Year" award through Ford's efforts.

Ms. Ford has a Bachelor's of Science degree and a MBA from the University of Detroit. She is a certified Project Management Professional and has extensive training in the principles of Lean Six Sigma. Ford has lead workshops and lectured on a variety of topics such as Negotiations, Bid Response Preparation, the Value of Supplier Diversity, EEO and Civil Treatment.

**Linda Ford** is the Acting Director of Civil Rights as well as the Chief Equal Employment Opportunity (EEO) officer for the Federal Transit Administration (FTA). She is responsible for oversight of recipients of FTA funding ensuring their compliance with Federal civil rights laws, regulations, and program requirements. These include Title VI of the Civil Rights Act of 1964, Equal Employment Opportunity (EEO), the Americans with Disabilities Act of 1990 (ADA), and the Department's DBE program.



**Pamela McKie Foster** is a native of South Carolina, received her BS degree from Benedict College (SC) and Masters of Art from Webster University (Missouri), is a Certified Mediator for Conflict Resolution, and is trained in financial investigative techniques by IRS.

Ms. Foster has worked for South Carolina DOT for 11 years as Civil Rights Program Administrator, Former Adjunct Professor for 2 colleges. Has worked for FHWA for 16 years, currently serves as FHWA Civil Rights Officer in SC, FHWA Advisor to the Southern Transportation Civil Rights Executive Council representing 8 States, and Leader to the FHWA Minority Institutions of Higher Education Workgroup. Instructs Title VI, EEO, and DBE courses for FHWA nationwide.



**Candace J. Groudine** is Team Leader for several external civil rights programs at the Federal Highway Administration's Office of Civil Rights (HCR), including ADA/Section 504, Environmental Justice, and Limited English Proficiency. Prior to joining HCR in 2005, Candace served as an administrator in higher education for more than 20 years; her most recent position in the nonprofit sector was Vice President for the Council of Independent Colleges in Washington, DC, where her responsibilities included project development as well as corporate and foundation relations. She is also a former Commissioner on the Montgomery County/Maryland's Human rights Commission. Her law degree is from Georgetown University Law Center, and she is a member of both the Maryland and District of Columbia Bars; her Ph.D. is in Educational Administration and policy studies from the University at Albany.



**Janet Hayes** currently serves as a Civil Rights Specialist at the FHWA Resource Center. Ms. Hayes joined FHWA in 1998, and began working in Civil Rights field in 2007. Prior becoming a specialist in civil rights Janet spent several years as an Administrative Professional.

**Colette Holt**, Attorney at Law, with Colette Holt and Associates, represents public agencies and private firms on issues related to civil rights, employment, public contracting, and affirmative action. She has broad experience in conducting litigation, expert witness consulting and testimony, drafting legislation and policies, designing programs, managing initiatives, defending affirmative action programs, and counseling private firms on compliance with diversity requirements. Ms. Holt is also a frequent media commentator and author on these issues.



**Grindly Johnson** is the Virginia Department of Transportation (VDOT) Chief of Administration and leads the agency's divisions of Civil Rights, Human Resources, Communications, Administrative Services, Safety and Performance Management and the agency's Learning Center.

Since joining VDOT, Johnson helped VDOT launch the Wounded Veterans Internship Program, a first-of-its-kind program that provides military veterans wounded in the line of duty an opportunity to gain experience and new skills in a hands-on work environment. The program was recognized by the Federal Highway Administration with its Strive For Excellence Team Award. Johnson also spearheaded the development of the commonwealth's first Business Opportunity and Workforce Development (BOWD) Center to provide disadvantaged business enterprise firms the tools and knowledge they need to be more competitive when vying for federal-aided contracts. VDOT's BOWD Center is one of only 15 in the nation.

**Russell Jorgenson** began his career with FHWA in 1983, working in several national parks and forestlands as a surveyor, design engineer, and construction inspector. In 1988, he entered FHWA's Highway Engineer Training Program and began a journey that would lead him all across the country. In the years since graduating from the training program, Russ has lived in the Northwest, Southeast, Mid-West and Northeast sections of the US. He has served in many job capacities including Bridge Engineer, Operations Engineer, Safety Programs Engineer, Engineering Team Leader, Environmental Program Manager, Major Projects Manager, and Assistant Division Administrator. In April 2010 Russ was promoted to Division Administrator of FHWA's Michigan Division, located in Lansing.



**Martha Kenley** joined the FHWA Office of Civil Rights in 2010 as its National DBE Program Manager where she is the program's primary point of contact. In this position she develops policies, assists in guidance and legislation and advises Division Offices on all program areas. She also provides training and outreach sessions to improve the understanding and administration of the program nationally. Prior to joining FHWA, Ms. Kenley was the Director of the Economic Opportunity Division (Civil Rights) at the Indiana Department of Transportation. She also served as Deputy Director and supervising attorney for the Indiana Civil Rights Commission where she directed investigators and staff attorneys in the investigation and litigation of employment, housing and public accommodation civil rights complaints.



**Tony Kratofil** is the Region Engineer for the Michigan Department of Transportation's Metro Region. He was appointed to this position in April, 2009. In this role, he administers the department's highway planning, design, construction and operations of the 4 county region in southeast Michigan centered on metropolitan Detroit, including the Michigan Intelligent Transportation Systems Center and the Blue Water Bridge.

Prior to this assignment, Mr. Kratofil served as MDOT's Bay Region Engineer, administering the 13 county region in east-central Michigan centered on the Saginaw Bay. He has also held previous positions as the Deputy Region Engineer for MDOT's Metro Region, as the Manager of MDOT's Lansing Transportation Service Center and as the Project Development Engineer for the University Region in south-central Michigan. Mr. Kratofil has been with MDOT for 20 years.

Mr. Kratofil holds a Bachelor of Science degree in Civil Engineering from the University of Michigan and a Master of Science degree in Administration from Central Michigan University. He is a registered Professional Engineer in the State of Michigan.



**Tina Lee** is the Civil Rights Specialist for the Connecticut and Vermont Division Offices as well as the Team Leader for the New York and New England States. Prior to joining FHWA in June of 2011, she was a Civil Rights Compliance Specialist for New York State Department of Transportation for 4 years. Her responsibilities included conducting workforce analysis and DBE oversight of the World Trade Center reconstruction projects within New York City.

Ms. Lee has over 25 years of experience in Civil Rights, Equal Employment Opportunity, Diversity and Labor Relations. Ms. Lee attended Rutgers University and Cornell University's School of Industrial Labor Relations located in New York City.

**Sharon Lipscomb** serves as the External Civil Rights Manager for the Civil Rights Office of the North Carolina Department of Transportation. In her dual capacity, she is responsible for providing civil rights compliance, technical assistance, guidance, training and support for the Title VI, ADA and Equal Opportunity Contractor Compliance Programs to the Department's external and internal stakeholders. During her tenure with NCDOT she has served as the Special Assistant to the Deputy Secretary for Environment, Planning and Local Governmental Affairs for NCDOT and as the Interim Director for the Department's Enhancement Grants Program.

In 2011, Ms. Lipscomb was selected as the NCDOT Leadership and Management Development Association's Manager of the Year. She also received the 2011 Manager of the Year Award from the Southern Transportation Civil Rights Executive Council for her outstanding leadership in administering the two of the most comprehensive civil rights programs.

Prior to joining NCDOT, she worked for the North Carolina Rural Economic Development Center where her talents led her to serve in several key positions including the Assistant Director for Intergovernmental Relations where she was a Congressional and NC State lobbyist.

Ms. Lipscomb obtained her Bachelor of Science degree in Business Administration from Shaw University, a historical black university in Raleigh NC.

**Willard McClure Jr.** US Army, First Sergeant (Ret.) is a native of Detroit, Michigan. He serves as the Equal Opportunity Specialist for the Federal Highway Administration's, California Division Office. His responsibilities include conducting investigations related to alleged violations of the Americans with Disabilities Act (ADA), and related Civil Rights laws. He is responsible for monitoring On-the-Job Training programs, National Summer Transportation Institute host sites, and providing technical assistance to the California DOT, local governments and the public.

Will previously served as an Equal Opportunity Specialist for the US Department of Housing and Urban Development's Office of Fair Housing and Equal Opportunity in San Francisco. His responsibilities included conducting investigations related to alleged violations of the Civil Rights Act of 1968, the Fair Housing Act. As the region's Education and Outreach Specialist, he informed the general public and housing providers about their housing rights and responsibilities.



**SGT Brian Miller** joined the Army in 2008, when he was nearly 40 years old. Prior to his service, he was employed as a traffic signal technician. SGT Miller always wanted to serve in the military; it just took him a little while longer to figure the Army was the place to be. He headed to Iraq with the Pennsylvania Army National Guard. There he served as a cavalry scout, the eyes and ears of the unit on the battlefield.

On Easter 2009, while deployed in support of Operation Iraqi Freedom, SGT Miller was injured when his vehicle was hit by an explosively formed penetrator (EFP). The attack shattered his left femur and riddled him with other fragments from the explosion. Since the attack, he has undergone 14 corrective surgeries which ultimately resulted in the amputation of his left leg above the knee. SGT Miller is a recipient of many awards and decorations, including the Purple Heart.



**Brenda R. Nnambi** serves as Director of the Office of Equal Opportunity for the Washington State Department of Transportation (WSDOT) for twenty (20) years. During her twenty years with WSDOT, Brenda has had statewide responsibility for all civil rights programs at WSDOT, which include affirmative action, Americans with Disabilities Act, workforce diversity training, discrimination complaint investigations, Title VI, Environmental Justice, Limited English Proficiency, the on-the-job training program, equal employment opportunity contract compliance and the state and federal disadvantaged minority and women's business enterprise programs.

Prior to coming to WSDOT, Brenda served as Coordinator of Equal Opportunity Programs at the University of South Florida in Tampa, Florida. Prior to that, she specialized in equal opportunity and affirmative action for the Hillsborough County Board of County Commissioners in Tampa, and as Corporate Administrator of Affirmative Action for Blue Cross of California. She also served with the Ohio Civil Rights Commission for five (5) years. Brenda has nearly 32 years of experience in the area of equal opportunity and affirmative action.



**Brenda J. O'Brien, P.E.** is the Engineer of the Michigan DOT's Construction Field Services. She is a 1984 graduate of Michigan Technological University with a B.S. degree in Civil Engineering. Brenda has been working with MDOT for over 15 years. She has worked 14 years in University Region, eight years in construction as an office engineer, assistant resident engineer and resident engineer, and as TSC manager 6 ½ years. Prior to this time, Brenda worked 3 years with a consulting firm in Indiana.

**Eileen Phifer** is the Michigan Department of Transportation's Safety and Security Administrator. She directs and administers the health and safety program, emergency management coordination, and homeland security program within MDOT. As part of her role as Safety and Security Administrator, she is also responsible for hazardous materials routing and environmental auditing for MDOT. Mrs. Phifer has a broad understanding of the safety and security issues that relate to MDOT employees and the transportation sector.

During her years at MDOT, Mrs. Phifer has been a member of many committees and chaired a number of them, ranging from MDOT Statewide Safety Committee to the Transportation Sector of the Pandemic Influenza Coordinating Council. She is also a current member of several Homeland Security committees, councils, and has represented MDOT on the Homeland Protection Board.



**Shay Ponquinette** is the Acting Division Administrator for the Civil Rights Division of the Virginia Department of Transportation (VDOT). Her responsibilities include providing leadership for VDOT to prevent and eliminate discrimination in VDOT's programs, services, contracting and employment practices. Shay provides oversight for interpreting regulations and guidelines for Title VI, Title VII, the Disadvantaged Business Enterprise (DBE) Program, compliance for DBE, EEO, and Labor program areas, and the Wounded Veterans Internship Program. She was also instrumental in implementing the Virginia Small, Women, and Minority-owned (SWaM) Business Program among higher education institutions to increase the opportunity for SWaM businesses to compete for state contracts. Mrs. Ponquinette is a native of Ohio and has a MBA from Xavier University in Cincinnati. She has also worked for two Fortune 500 companies and was a higher education administrator for 20 years.



**Mike Self** is the founder of EEO Networking Solutions, Inc. Mike has over fourteen years of professional experience in the Civil Rights arena.

He started his career representing AASHTO's Transport suite of products, where over a ten year period he worked with over 40 Departments of Transportations. During this time, he interacted with Contracts Administrations Offices, Supportive Services Departments, Prime Contractor Associations, the Small and Disadvantaged Business Community, and the FHWA.



**Sandy Talbert-Jackson** is a team member of the FHWA Office of Technical Service - Resource Center's Civil Rights Technical Service Team in Baltimore, Maryland. As a Civil Rights Specialist, she provides technical assistance, guidance, and training on a variety of Civil Rights program areas such as State Internal Equal Employment Opportunity (EEO), Affirmative Action, and Contractor Compliance to the FHWA Division Offices, State Transportation Agencies, and Local Government Agencies.

Sandy joined FHWA in 1993, where she has held various positions such as Equal Employment Opportunity Specialist, Civil Rights Program Manager, Senior Equal Opportunity Specialist/Team Leader and Quality Program Coordinator in the former FHWA Regional Office of Civil Rights- Region 3, former FHWA Eastern Resource Center, FHWA DELMAR Division Office and Headquarters Office of Civil Rights.



**Justin Talbot-Stern** is the Chief Executive Officer of B2Gnow and the system architect of its software platform. One of the original founders, he joined B2Gnow as Vice President of Business Development in 1999. In 2000 he became CEO and guided the development of the company's core software product and rollout to over seventy of the largest governments in the United States. Including his time with B2Gnow, Justin has over a decade of experience in the public sector. He worked at the NASA Johnson Space Center as the lead engineer for human Mars rover design in the Exploration Office. He has also worked in the airline industry with American Airlines and QANTAS Airways, developing a perspective for global 24/7 operations.



**Christine Thorkildsen** works for the Federal Highway Administration in their New York Division Office as the Civil Rights Program Manager. She has a degree in Civil Engineering and been with the FHWA for 24 years. She has worked in the NY office for the past 10 years and previously in the California and New Jersey Division Offices. She has had oversight of design and construction of federal-aid projects as well as assignments in Research/Technology Transfer and the Highway Safety Program. Christine can be reached at [Christine.thorkildsen@dot.gov](mailto:Christine.thorkildsen@dot.gov).



**Warren Whitlock** began his tenure at FHWA in September 2011, where he serves as the Associate Administrator for Civil Rights. In this capacity, he directs the development, issuance, and implementation of the National FHWA Disadvantaged Business Enterprise action plan, and administers the contractor on-the-job training program in all State Departments of Transportation; In consultation with FHWA and U.S. Department of Transportation leadership, Mr. Whitlock leads the development of FHWA's civil rights strategic initiatives, and establishes systems to monitor and measure the adequacy, impact, and effectiveness of programs. From 2009 to 2011, Mr. Whitlock served as the Director of the Office of Civil Rights at the New York State Department of Transportation (NYSDOT) where he was responsible for the development and implementation of NYS-DOT's Civil Rights program.



**Ola Williams** is a planner and Environmental Justice (EJ) specialist with the Michigan Department of Transportation (MDOT), Statewide Planning Section. Ola joined MDOT in October of 2003 as a Metropolitan Planning Organization (MPO) program manager and took on the responsibility of improving the departments EJ guidance document in 2004. Since 2004 Ola has been reviewing EJ analysis, Title VI analysis and Disadvantaged Business Enterprises analysis reports contained in MDOT Call for Projects (CFP) and the Statewide Transportation Improvement Planning programs. After becoming the EJ Specialist in October of 2010 Ola's responsibilities expanded to include: producing statewide level EJ Technical Report for MDOT Call for Projects; EJ analysis for MDOT Statewide Transportation Improvement Program (STIP); and providing analysis for the Limited English Proficiency (LEP) population (Four Factor Analysis).



**Dr. Lynn Perry Wooten** is the Associate Dean of Undergraduate Programs at the University of Michigan. Professor Wooten joined University of Michigan Business School faculty in 1998 and earned her Ph.D. from the Ross School of Business at the University of Michigan. Prior to joining the faculty at Ross, she was an assistant professor at the University of Florida. She teaches organizational behavior, nonprofit management and strategic consulting courses. She is the co-director of the Center for Positive Organizational Scholarship at the Ross School of Business.



**Chris Youngs** currently serves as the Quality and Innovations Engineer for Michigan DOT. He is a licensed engineer in the State of Michigan. Chris has worked at MDOT since 1999 in Design, Construction, Permits, Traffic and Safety, High Speed Rail, Local Programs, and current manage MDOT Innovative Contracting, Specifications & Estimates, Quality Assurance and Geometrics Units. He also has worked for the Tennessee DOT as a design engineer, and two engineering/surveying consulting firms.



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# Acknowledgments

## 2012 AASHTO Civil Rights Conference Planning Team

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