



**SAINT PAUL
MINNESOTA**

CITY OF SAINT PAUL AGREEMENT

PURCHASER (Referred to as “The City”)

City of Saint Paul
15 W Kellogg Blvd
Room 280 City Hall Courthouse
Saint Paul, MN 55102
Phone: 651-266-8900

CONTRACTOR

The Trustees of Columbia University in the City of
New York
615 West 131st Street
6th Floor, Mail Code 8725
New York, NY 10027-7922

Contract No: 5716

Effective Date: April 15, 2026

Expiration Date: April 14, 2027

Contract Description: RFP-CITYCOUNCIL-COMPREHENSIVE REPARATIONS HARM REPORT-TRUSTEE OF COLUMBIA

Contacts

Buyer Contact Information:

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City Project Manager Contact Information:

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Contractor Project Manager Contact Information:

ms-grants-office@columbia.edu

212-853-3778

CONTRACT LINES

Item	Item Description	Unit of Measure	Base Cost
PROFESSIONAL SERVICES	PROFESSIONAL SERVICES	8P	229,669.00000

City Terms and Conditions Professional Services Agreement (PSA) (City)

This “**Agreement**,” made and entered into on the effective date above by and between the City of Saint Paul, Minnesota, a municipal corporation under the laws of the State of Minnesota, hereinafter referred to as “**City**,” and the above-named Contractor, hereinafter referred to as “**Contractor**.” The City and Contractor each a “**Party**” and collectively the “**Parties**.” The City and Contractor, in consideration of the mutual terms and conditions, set forth, below, agree as follows:

Section 1. Scope of Services, Time for Completion, and Commencement of Work.

Contractor will provide the services comprised of the tasks, deliverables, and timeline(s) (the “**Services**”) articulated in Exhibit A, which is attached and incorporated into this Agreement by reference. The Services rendered by Contractor will commence upon execution of the Agreement and with the specific prior agreement of the City or its designated representative to proceed. The Services will be provided in accordance with the written schedule mutually agreed upon with the City, but no later than the expiration date as provided in this Agreement. No claim for labor, services, or products provided by the Contractor not specifically provided for in this Agreement, will be honored by the City.

In the event that there are delays caused by actions of the City or which may be reasonably requested by the Contractor which might require change to the completion date, Contractor must request in writing an extension of time for completion of the Services. The Project Manager will review the request and, if an extension is required, grant to the Contractor such extensions of contract time as may be reasonable in the City’s discretion. A request shall not be deemed approved unless the Project Manager has provided approval to the Contractor in writing.

Section 2. Project Management.

The City requires the Contractor to assign specific individuals as principal project members and to assure that the major work and coordination will remain the responsibility of these individuals during the term of the Agreement. Removal of any principal project member without replacement by equally qualified individuals or without the prior written approval of the City is grounds for termination of the Agreement by the City.

The City has designated the individual on Page one (1) as the Project Manager for this Agreement, and the individual to whom all communications pertaining to the Agreement shall be addressed. The Project Manager has the authority to transmit instructions, receive information, and interpret and define the City’s policy and decisions pertinent to the work covered by this Agreement.

Section 3. Billings, Payment, and Invoices.

The amounts articulated herein will fully compensate Contractor for all work and associated costs. The City will honor no claim for services and/or costs provided by the Contractor not specifically provided for in this Agreement. Total costs for the Services must not exceed the amount referenced herein.

Contractor must submit an itemized invoice monthly or after Services are complete as described in Exhibit A. Invoices should clearly itemize all goods and/or services provided. Upon receipt of the invoice

and verification of the charges by the Project Manager, the City will make payment to Contractor within thirty-five (35) days in accordance with Minnesota Statutes Section 471.425 or future amendments. Contested invoices will not be paid until the billing issue is resolved, and City will have thirty-five days from that date to make payment.

Section 4. City Responsibilities.

The City agrees to provide Contractor with access to any information from City documents, staff, and other sources under the control of the City needed by Contractor to complete the Services.

Section 5. Amendment or Changes to Agreement.

Any alterations, amendments, deletions, or waivers of the provisions of this Agreement are valid only when reduced to writing and duly signed by the Parties.

Amendments, modifications or additional schedules may not be construed to adversely affect vested rights or causes of action which have accrued prior to the effective date of such amendment, modification, or supplement. The term “this Agreement” as used herein is deemed to include any future amendments, modifications, and additional schedules made in accordance herewith.

If tariffs imposed by a governmental authority change during the term of this Agreement and result in a direct cost impact exceeding five percent (5%) of the total contract price, either party may request a price adjustment. Any adjustment shall not exceed the lesser of (i) twenty percent (20%) of the original contract price or (ii) fifty percent (50%) of the net tariff-related cost increase.

The basis date for tariff evaluation is:

- For competitive procurements: five (5) days prior to the latest of bid, proposal, or best and final offer submission dates.
- For sole source or cooperative purchases: the later of the Contractor’s pricing submission or contract signature date.

Requests must be in writing and include:

1. A detailed cost breakdown showing the impact of the tariff on the product or component.
2. Official importer or customs documentation proving the tariff payment and date.
3. Evidence of direct tariff impact on items covered by this Agreement.

All requests are subject to the City’s sole discretion and must be approved in writing prior to any price change. The City reserves the right to request additional documentation and meetings with the Contractor regarding any tariff-related price increase, including meetings with the City Project Manager to review pricing impacts and to discuss and develop documented strategies to mitigate such increases. The Contractor shall provide documentation within thirty (30) calendar days of a City request. Retroactive adjustments for tariff changes prior to the basis date are not permitted.

Section 6. Notices.

Except as otherwise stated in this Agreement, any notice or demand to be given under this Agreement must be delivered in person, deposited in United States Certified Mail, or via electronic mail with Return Receipt Requested. Any notices or other communications should be addressed to the individuals and addresses listed on page 1 of this Agreement.

Section 7. Survival of Obligations, Severability.

A. Survival of Obligations

The respective obligations of the City and Contractor under these terms and conditions, which by their nature would continue beyond the termination, cancellation, or expiration of the Agreement will survive such termination, cancellation, or expiration.

B. Severability

If a court or governmental agency with proper jurisdiction determines that this Agreement, or a provision herein is unlawful, this Agreement or that provision, will terminate. If a provision is so terminated but the Parties legally, commercially, and practicably can continue this Agreement without the terminated provision, the remainder of this Agreement will continue in effect.

Section 8. Records, Dissemination of Information.

For purposes of this Agreement, the following words and phrases have the meanings set forth in this section, except where the context clearly indicates that a different meaning is intended.

“Work product” means any report, recommendation, paper, presentation, drawing, demonstration, or other materials, whether in written, electronic, or other format that results solely from Contractor’s Services under this Agreement.

“Supporting documentation” means any surveys, questionnaires, notes, research, papers, analyses, whether in written, electronic, or in other formats which result solely from Contractor’s Services under this Agreement, and which are used to generate any and all work performed and work products generated under this Agreement.

“Business records” means any books, documents, papers, account records and other evidences, whether written, electronic, or in other format, belonging to Contractor and pertaining to the Services under this Agreement.

A. All work products and supporting documentation must be delivered to the City, and will become the property of the City after final payment is made to the Contractor with no right, title, or interest in said work products or supporting documentation vesting in Contractor, except as provided in this section. Contractor retains the right to all its software, intellectual property and templates that are not a Service specific deliverable as well as to individual features of the design which Contractor would reasonably expect to be able to recreate in whole or in part in other projects. Contractor is not liable for any unauthorized use or reuse of any plans or specifications by the City or any third party. Notwithstanding the foregoing, Contractor may retain copies of all work products and supporting documentation for Contractor's own use. Contractor shall have an unrestricted right to use the concepts embodied in such documents.

B. The Contractor agrees not to release, transmit, or otherwise disseminate information associated with or generated as a result of the Services performed under this Agreement without prior knowledge and written consent of the City. For the avoidance of doubt, Contractor shall have an unrestricted right to use the underlying methodology, insights, analysis, and historical research data that it generates hereunder, limited to non-commercial academic purposes, which may include academic publication.

C. In the event of termination, all work product finished or unfinished, and supporting documentation prepared by the Contractor under this Agreement, must be delivered to the City by Contractor by the termination date without further obligation of the City to Contractor except for payment of amounts due and owing for Services performed and expenses incurred to the date and time of termination.

D. The Contractor must maintain all business records relating to this Agreement in such a manner as will readily conform to the terms of this Agreement and to make such materials available at its office at all reasonable times during this Agreement period and for six (6) years commencing after the later of the date of the final payment under the Agreement or resolution of all audit findings, for audit or inspection by the City, the Auditor of the State of Minnesota, or other duly authorized representative.

E. The Contractor agrees to abide strictly by Chapter 13, Minnesota Government Data Practice Act (MGDPA), and in particular Minn. Stat. §§ 13.05, subd. 6 and 11; and 13.37, subd. 1 (b) and Minn. Stat §§ 138.17 and 15.17. All of the data created, collected, received, stored, used, maintained, or disseminated by the Contractor in performing functions under this Agreement is subject to the requirements of the MGDPA and Contractor must comply with those requirements as if it were a governmental entity. If any provision of this Agreement conflicts with the MGDPA or other Minnesota state laws, state law shall control. The Contractor agrees to hold the City, its officers, and employees harmless from any claims resulting from the Contractor's unlawful disclosure or use of data protected under state or federal laws, regardless of the limits of insurance coverage. Further, the Contractor must ensure that all applicable notices are provided consistent with Minn. Ch. 13, including Tennessee warnings. The Contractor's duties and obligations within this section shall survive the expiration of this Agreement.

Section 9. Human Rights/Affirmative Action/Economic Opportunity/Workplace Conduct Requirements and Specifications.

A. Requirements.

Contractor must comply with the City of Saint Paul's Affirmative Action Requirements in Employment pursuant to Section 183.04 of the Saint Paul Legislative Code, the Rules Governing Affirmative Requirements in Employment, and Chapter A-12 of the Saint Paul Administrative Code governing workplace conduct. Contractor also must comply with the City of Saint Paul's Vendor Outreach Program pursuant to Chapter 84 of the Saint Paul Administrative Code. The Contractor agrees to comply with all federal, state and local laws, resolutions, ordinances, rules, regulations and executive orders pertaining to unlawful discrimination on account of race, creed, religion, color, sex, sexual or affectional orientation, national origin, ancestry, familial status, age, disability, marital status, or status with regard to public assistance and will take affirmative steps to ensure that applicants are employed and employees are treated during employment without regard to the same.

B. Specifications.

When applicable, the Contractor must comply with the Affirmative Action and Vendor Outreach Specifications attached to this Agreement and incorporated by reference herein.

Section 10. Affirmative Action Plan.

Pursuant to City of Saint Paul Administrative Code § 86.06 and City of Saint Paul Legislative Code § 183.04, every contractor and/or subcontractor whose total accumulated contract awards from the City of Saint Paul over the preceding twelve months have met or exceeded \$50,000 must complete and submit to the Human Rights and Equal Economic Opportunity Department an Affirmative Action Program Registration form along with a \$75 dollar registration fee.

Section 11. Compliance with Applicable Law.

The Contractor agrees to comply with all federal, state and local laws or ordinances, and all applicable rules, regulations and standards established by any agency of such governmental units, insofar as they

relate to the Contractor's performance of the provisions of this Agreement. The Contractor must apply for, pay for, obtain all permits and/or licenses required and keep such in force during the performance under this Agreement.

Section 12. Conflict of Interest.

Contractor's acceptance of this agreement indicates compliance with Chapter 24.03, City of Saint Paul Administrative Code: "Except as permitted by law, no city official or employee shall be a party to or have a direct financial interest in any sale, lease, or contract with the City." The Contractor also affirms that to the best of the Contractor's knowledge, their involvement in this Agreement does not result in a conflict of interest with any part or entity which may be affected by the terms of this Agreement. The Contractor agrees that should any conflict or potential conflict of interest become known to the contractor, they will immediately notify the Purchasing Systems Manager and City Project Manager of the situation so that a determination can be made about Contractor's ability to continue performing services under this Agreement.

Section 13. Hold Harmless.

The Contractor will bear all loss, expense (including attorney's fees) and damage in connection with, and will defend, indemnify, and hold harmless, to the extent allowed by law, the City and its officers, agents and employees from all liabilities, claims, damages, costs, judgments, lawsuits, and expenses, including court costs and reasonable attorney's fees, regardless of the Contractor's insurance coverage, resulting from any negligent act or omission by the contractor or any person employed by Contractor in carrying out the terms of this Agreement. This indemnification shall not be construed as a waiver on the part of the City of any immunities or limits on liability provided by Minnesota Statutes Chapter 466 or other applicable state or federal law. This obligation of the Contractor shall survive the termination or expiration of this Agreement. Notwithstanding the foregoing or anything else in this Agreement to the contrary, however, Contractor will have no indemnity obligations or other liability arising from the City's use of the deliverables, all of which are provided "as is."

Under no circumstances shall a Party be liable for any consequential, indirect, special, exemplary, incidental or other equivalent or similar damages, whether or not they could reasonably be anticipated.

Section 14. Assignment.

The City and Contractor each binds itself and its successors, legal representatives, and assigns of such other party, with respect to all covenants of this Agreement; and neither the City nor the Contractor will assign or transfer their interest in this Agreement without the written consent of the other.

Section 15. Termination.

A. Termination with Cause.

The City may terminate this Agreement for cause if the Contractor fails to, in a timely and proper manner, comply with any term or condition of this Agreement or to provide the goods or services stated herein. If the City exercises its right to terminate under this Section, it will submit written notice to the Contractor ("Notice to Cure"), specifying the nature of the breach and the date by which such breach must be cured. If after notice the identified breach has not been cured, the City may immediately terminate this Agreement. Contractor will be liable for additional costs incurred by the City in obtaining replacement goods, services, and other reasonable expenses resulting from the termination with cause of this

Agreement. The City will provide the Contractor with a written statement detailing such costs which Contractor shall pay within 30 days of receipt. These remedies shall be in addition to any other remedies available to the City in law or equity. The City shall be entitled to recover reasonable attorney's fees and costs of collection associated with enforcing its rights hereunder.

The City may immediately terminate this Agreement for cause, without a Notice to Cure, if the City determines the actions or omissions under the Contractor's control pose an imminent threat to the safety or security of persons or property.

B. Termination for Convenience.

The City may terminate this Agreement at any time, with or without cause, upon a 30-day written notice to the Contractor. Upon termination for convenience, the Contractor will receive payment for services or goods satisfactorily performed or delivered before the date of termination.

C. Termination for Insufficient Funding.

The City may terminate this Agreement, in whole or in part, if: (a) the specific funding, appropriated to the City by the United States of America ("federal") or the State of Minnesota ("state"), whether directly or through a pass-through entity, associated with the project or program underlying this Agreement is reduced, eliminated, or no longer available; (b) the applicable federal or state program, tax, credit, or related policy is modified or rescinded in a way that materially affects the City's interest in and/or ability to execute or benefit from the Agreement; or, (c) the purpose of the Agreement is rendered unnecessary due to such changes.

The City shall provide the Contractor with written notice of such termination specifying the date, reasons for termination, and the extent to which this Agreement is terminated. Contractor will receive payment for services or goods satisfactorily performed or delivered before the date of termination.

D. In the Event of Termination.

If the City elects to terminate under any provision of this section, either in whole or in part, it will send Contractor a notice of such termination, "Notice of Termination". Upon receiving a Notice of Termination, the Contractor must immediately discontinue further commitments of funds or resources for all or the terminated portions of this Agreement. The City is not obligated to pay for any goods or services that are provided after notice of the effective date of termination. The Contractor must deliver all work products and supporting documentation developed up to the time of termination prior to the City rendering final payment for service.

The City will not be liable for any damages, claims, lost profits, or additional costs resulting from the termination of this Agreement under this section, except as expressly stated above.

Section 16. Interpretation of Agreement, Venue, Conflicts.

A. Interpretation of Agreement and Venue.

In case of any dispute over the interpretation or the execution of this Agreement, the Parties undertake to make every effort to settle their dispute by amicable agreement. If the Parties are unable to settle a dispute arising out of or in connection with this Agreement.

This Agreement will be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this Agreement must be venued in Ramsey County District Court, Second Judicial District, State of Minnesota, or the United States District Court, District of Minnesota, where applicable.

B. Conflicts

Any ambiguities related to the terms and conditions set forth in this Agreement will be construed in favor of the City. If any provision of this Agreement conflicts with federal or state laws and regulations, the federal and/or state laws and regulations will control.

Section 17. Independent Contractor.

It is agreed by the parties, that at all times and for all purposes, within the scope of the Agreement resulting from this solicitation, the relationship of the Contractor to the City is that of independent contractor and not that of employee. No statement contained in the specification or resulting Agreement will be construed so as to find the Contractor an employee of the City, and Contractor is entitled to none of the rights, privileges, or benefits of Saint Paul employees.

Section 18. Waiver.

Lack of enforcement by the City of any breach of this Agreement does not constitute a waiver of the City's right to enforce any subsequent breach or default.

Section 19. Subcontracting.

A. Written Approval Required.

The Contractor agrees not to enter into any subcontracts for any of the Work contemplated under this Agreement without obtaining prior written approval of the City. As required by Minnesota Statutes Section 471.425, Subd. 4a, the Contractor must pay any subcontractors within ten (10) days of the Contractor's receipt of payment from the City for undisputed services provided by the subcontractors.

B. Subcontractor Agreements.

The Contractor agrees to incorporate these terms and conditions, exhibits, attachments, specifications, and all related contract documents and materials into all subcontractor agreements and agrees to cause its subcontractors to do the same in any subordinate subcontractor agreements. All subcontractors and subordinate subcontractors shall be bound by these terms and conditions.

C. Subcontractor Payment.

Prime contractors are required to pay any subcontractor pursuant to paragraph A of this section and applicable Minnesota Statutes. The prime contractor will be required to pay interest of 1.5 percent per month or any part of a month to the subcontractor on any undisputed amount not paid on time to the subcontractor. The minimum monthly interest penalty payment for an unpaid balance of \$100 or more is \$10.00. For an unpaid balance of less than \$100, the prime contractor shall pay the actual penalty due to the subcontractor. A subcontractor who prevails in a civil action to collect interest penalties from a prime contractor must be awarded its costs and disbursements, including attorney's fees, incurred in bringing the action. Ref: Minnesota Statutes 1995, amending Section 471.425, effective 8-1-95.

Section 20. Insurance.

A. Contractors.

Contractors must carry insurance of the kind and in the amounts shown below for the life of the Agreement. Certificates for General Liability Insurance must state that the City of Saint Paul, its officials,

employees, agents, and representatives are Additional Insureds. Contractor must submit the corresponding “additional insured” endorsement outlining policy coverage for the City. The policy must include an “all services, products, or completed operation endorsement as a sublimit to the General Liability Policy. Errors and omissions coverage must be included if the Contractor will be providing services for the City as a sublimit of the General Liability policy. Agent must state on the certificate if company carries errors and omissions coverage.

B. Subcontractors and/or Independent Contractors.

If the City gives written approval for Contractor to utilize subcontractors or other independent contractors to fulfill the terms and conditions of this Agreement, each subcontractor or independent contractor is required to have and secure for the duration of this Agreement and any extension periods (or the period of time during which said contractor is working on this Agreement) to have and maintain their own general liability, auto liability and workers compensation insurances that provide coverage for their own employees. The City reserves the right to request proof of insurance coverage from all subcontractors and/or independent contractors at any time during the contract term. If requested by the City, subcontractors and independent contractors must certify that they are not entitled to receive employee benefits of any type because their contractual relationship with the City is that of a subcontractor or independent contractor, not a City employee.

C. Insurance Limits.

1. General or Business Liability Insurance

\$1,500,000 per occurrence

\$2,000,000 aggregate per project

\$2,000,000 products/completed operations total limit

\$1,500,000 personal injury and advertising

Errors and Omissions

\$1,000,000 per occurrence

\$1,000,000 aggregate

2. Automobile Insurance.

a. Commercial Vehicles. When commercial vehicles will be used in connection with the Agreement, these minimum coverage amounts are required:

Bodily Injury

\$750,000 per person

\$1,000,000 per accident

Property Damage

Not less than \$50,000 per accident

Coverage must include: hired, non-owned and owned auto

b. Personal Vehicles. When personal vehicles are used in connection with the Agreement, the City is not required to be named as Additional Insureds, but proof of insurance is required prior to commencement of activities. Contractor must provide the City with Endorsements from insurance company.

Bodily Injury

\$30,000 per person

\$60,000 per accident

Property Damage

\$20,000 per accident

c. Rental Vehicles. When rental vehicles are used in connection with the Agreement, the Contractor must either purchase insurance from the rental agency or provide the City with proof of insurance as stated above.

d. In the event that the Contractor will not use a vehicle in to complete the tasks described in Exhibit A - Scope of Work pursuant to this Agreement, the Contractor must provide a statement to that fact in the form of an email or a letter (on business letterhead) prior to beginning work on the contract. In such a case, proof of automobile insurance will not be required.

3. Worker's Compensation and Employer's Liability. Worker's Compensation coverage is required per Minnesota Statutes. Employer's Liability must have a minimum of:

\$500,000 per accident

\$500,000 per employee;

\$500,000 per disease policy limit.

a. Contractors with 10 or fewer employees who do not have Worker's Compensation coverage are required to provide the City with a completed "Certificate of Compliance" (State of Minnesota form MN LIC 04) verifying their number of employees and the reason for their exemption.

4. Professional Services Coverage. Professional Liability Insurance is required when the Agreement is for service for which professional liability insurance is available for purchase. Professional Liability must have minimum liability limits of:

\$1,000,000 per occurrence

\$1,000,000 aggregate

5. Work Scope Specific Insurance. If required by the type of services being provided, the following minimum insurance limits apply for: Pollution Liability or Hazardous Waste, Builder's Risk, or other specialty insurance:

Pollution Liability / Hazardous Waste

\$1,000,000 per occurrence

\$1,000,000 aggregate

Builder's Risk Insurance: Required for the cost of the project.

Fireworks Insurance: Required in the amount of \$5,000,000 minimum when fireworks will be used as a part of the scope of work/services.

Liquor Liability Insurance: Required when liquor will be served as a part of the scope of work/services.

The City may request higher coverage limits depending on work scope. Limits must not be less than:

\$1,000,000 per occurrence

\$1,000,000 aggregate

Cyber Liability Insurance:

\$2,000,000 per occurrence

D. General Insurance Requirements

1. All policies must be written on an occurrence basis or as acceptable to the City of Saint Paul. Certificates of insurance must indicate that the policy is issued on an occurrence basis.

2. The Contractor may not commence any work until the Certificate(s) of Insurance include all required insurance coverage for the project is approved, and the Project manager has issued a notice to proceed. Contract must carry valid insurance for the duration of the original Agreement and any extension periods.

3. The City reserves the right to review Contractor's insurance policies at any time, with reasonable notice provided, to verify that City requirements have been met.

4. Nothing precludes the City from requiring Contractor to purchase and provide evidence of additional insurance if the scope of services changes, if the amount of the Agreement is significantly increased, or if the exposure to the City or its citizens is deemed to have increased.

5. Satisfaction of policy limits required above for General Liability and Automobile Liability Insurance, may be met with the purchase of an umbrella or excess policy. Any excess or umbrella policy must be written on an occurrence basis, and if such policy is not written by the same insurance carrier, the proof of underlying policies (endorsement) will be provided with any certificate of insurance.

Section 21. Force Majeure.

Neither party shall be held liable for failure or delay in performing its obligations under this Contract if such failure or delay is due to causes beyond its reasonable control, including but not limited to acts of God, war, acts of terrorism, civil unrest, labor disputes, embargoes, government orders, pandemic or epidemic, natural disasters, or other events of a similar nature, provided that such event was not reasonably foreseeable and could not have been prevented through reasonable diligence.

The party claiming force majeure must promptly provide written notice to the other party upon becoming aware of the force majeure event. This provision does not excuse payment obligations for services rendered or expenses incurred prior to the force majeure event.

Section 22. Entire Agreement.

Specifications, proposals, and other solicitation materials specifically referenced and incorporated into this Agreement and these General Terms and Conditions constitute the entire Agreement between the parties and supersede all prior oral or written negotiations.

Section 23. Counterparts.

The parties may sign this Agreement in counterparts, each of which constitutes an original, but all of which together constitute one instrument.

Section 24. Electronic Signatures.

The parties agree that the electronic signature of a party to this Agreement will be as valid as an original signature of such party and will be effective to bind such party to this Agreement. The parties further agree that any document (including this Agreement and any attachments or exhibits to this Agreement) containing, or to which there is affixed, an electronic signature will be deemed (i) to be “written” or “in writing,” (ii) to have been signed and (iii) to constitute a record established and maintained in the ordinary course of business and an original written record when printed from electronic files. For purposes hereof, “electronic signature” also means a manually signed original signature that is then transmitted by any electronic means, including without limitation a faxed version of an original signature or an electronically scanned and transmitted version (e.g., via PDF) of an original signature. Any party’s failure to produce the original signature of any electronically transmitted signature will not affect the enforceability of this Agreement.

Section 25. Additional Terms and Conditions Incorporated by Reference.

The City may incorporate by reference Federal, State, and/or City Department project specific specifications or proposals. Except as otherwise provided in this Agreement, if any provision contained in the Federal, State, or project specific specifications or proposal conflicts with, or inconsistent with, any provision in the general City Terms and Conditions, the more restrictive provision will control. Notwithstanding the foregoing, City Terms and Conditions, project specific specification, and related attachments supersede Contractor proposals or attachments.

Section 26. Exhibits.

As so referenced in these terms and conditions, the Exhibits, project specific specifications and related documents attached to this Agreement, and all obligations and duties articulated and certifications made therein, are incorporated into and made part of this Agreement.

Section 27. Warranties.

THE SERVICES AND DELIVERABLES PROVIDED HEREUNDER ARE FURNISHED WITHOUT WARRANTIES, EXPRESS OR IMPLIED. NOTHING IN THIS CONTRACT WILL BE CONSTRUED AS A PROMISE OR A REPRESENTATION BY CONTRACTOR THAT THE DELIVERABLES WILL ACHIEVE ANY SPECIFIC USE OR USABLE RESULT.

EXHIBIT A

Scope of Work

The purpose of this Scope of Work (SOW) is to describe the work, services, tasks and/or deliverables that Contractor will provide to [the City] under the City Terms and Conditions agreed upon by the Parties (the “**Agreement**”). Additional terms and conditions may be set forth in this SOW. To the extent the terms and conditions of this SOW are inconsistent with those of the Agreement, the terms of this SOW will control with respect to the work, services, tasks and/or deliverables described herein. Capitalized terms used herein shall have the same meaning as those used in the Agreement. This SOW is an attachment to and is incorporated by this reference into the Agreement as if fully set forth therein and made a part thereof. This SOW, together with the Agreement, represents the complete and total understanding of the parties regarding the Services to be provided by Contractor hereunder.

I. Project Description and Purpose:

The City is in need of a comprehensive Reparations Harm Report. This report will document historic and ongoing harms against American Descendants of Chattel Slavery (ADoCS), caused by government policies and practices. This report will guide and inform future reparative initiatives by the City, as well as policy recommendations developed by the Saint Paul Recovery Act Community Reparations Commission (SPRCOR). Given that SPRCOR’s mission is to address the legacy of systemic racism through community-led analysis, healing, and policy transformation - the Harm Report will become a cornerstone document in this process, helping the City to fulfill its commitment to racial equity and justice.

II. Scope of Work/Deliverables:

Conduct Harms and Needs Assessment

- Develop literature review of existing scholarship
- Conduct background research to understand the state of historiography, publicly available quantitative datasets, and community stakeholders
- Establish meetings with the Project Manager (at least 1 monthly) to ensure ongoing project oversight, facilitate coordination of City resources, and support internal communication among City staff and officials to promote project progression
- Establish meeting (weekly to bi-weekly) with the Saint Paul Recovery Act Commission on Reparations (SPRCOR), the Saint Paul Afro-descendant community, and other stakeholders to understand what data has already been collected and what issue areas are most relevant
- Compile relevant news reports from local journals and newspaper sources related to the history of the SPRCOR
- Compile press releases and media published by various Afro-descendant groups
- Watch relevant City of Saint Paul, Minnesota meetings and review past City Council meeting records relevant to Saint Paul Afro-descendant community stakeholders

Deliverable: Accomplish tasks within this segment for Payment 1 by 6/14/2026

Kickoff meeting with Community

Discuss community engagement process

- Establish policies and protocol for consistent and ongoing communications Develop outreach procedures alongside the SPRCOR and community organizations
- Create job description. Collaborate with the SPRCOR and Afro-descendant community to identify community research liaison to provide access to community members and organizations
- Request and review any personal archives and/or historical documents made available by the Saint Paul Afro-descendant community, the City of Saint Paul, and other relevant archives

Begin to plan for AARN's site visit

- Activities at the first site visit will include:
- A community-led tour of historical sites and other spaces relevant to the history of harm
- A visit to local archives

Joint work alongside the SPRCOR and community representatives

Community Engagement

Community research liaison

- Solidify sub-contractual agreement with payment plan and work schedule for community research liaison
- Compile list of Afro-descendants interested in being interviewed over the phone and/or Zoom

Deliverable: Accomplish tasks within this segment for Payment 2 by 7/14/2026

Conduct genealogical-like research and additional archival research to verify historical context

- Analyze digital copies of the archival records compiled on site visit.
- Use Ancestry.com to search for relevant data including housing/land documents and historical records related to Saint Paul Afro-descendant community
- Review online news sources, local newspapers, Lexis Public Records

Deliverable: Accomplish tasks within this segment for Payment 3 by 8/14/2026

Collaborate on Second Site Visit

- Schedule listening sessions and/or community roundtables at a town hall open to the public
- Interviews with community leaders and organizations already engaged in racial justice and repair.

Conduct Oral Histories

- Collaborate with community research liaison and Afro-descendant community leaders to identify key oral historians/points of contact (PoC)
- Position interviews to discuss the Afro-descendant community's emotional, social, and fiscal understanding of harm and how they imagine repair through transitional and reparative justice
- Conduct focus groups and interviews with Saint Paul Afro-descendant community
- Develop interview questions according to AARN's oral history standard protocol

Pre-Interview preparation includes:

- Community outreach
- Historical context research
- Pre-interview call(s) & notes
- Discuss (abstractly) potential discrepancies in historical narrative presented by the city
- Drafting questions (informed by pre-Interview call & historical context)

- Establish “desired information”

Interviews/Focus Groups

- Given the nature of the project, the first interview/focus group will be oriented toward life/community history
- Follow-up interviews will be used to clarify any additional lapses in information and to gather community insight on issue areas
- Focus on understanding reparations and transitional justice from the harmed community’s perspective

Deliverable: Accomplish tasks within this segment for Payment 4 by 10/14/2026

Debriefing & Transcription

- Interviewers will debrief the interviews with the larger team and prepare reflections that highlight specific points of interest from the interviews
- Interviews will be transcribed/assessed for critical information (to be preserved on the website owned by Saint Paul Afro-descendant community stakeholders and their descendants)
- All reporting/reflections generated will inform the larger scope of work and the Historical Context Verification Report
- Discuss who was affected directly or indirectly and their lived experiences of harm
- Community-based/local knowledge is treated as a source of expertise which can be used to fill knowledge gaps and expand upon current research

Historical Context Validation Report

- Create Historical Context Validation Report
- Meet with the community research liaison to finalize the historical context report
- Submit Historical Context Validation Report for review and comments

Deliverable: Accomplish tasks within this segment for Payment 5 by 12/14/2026

Community Engagement

- Meet with members of the City of Saint Paul, Minnesota and the SPRCOR to discuss findings, receive feedback, etc.
- Meet with the general public to present findings and answer questions

Impact Analysis/Community Engagement

- Conduct impact analysis
- Quantify the harms
- Economic stability (i.e. property ownership, income, unemployment rates)
- Education access and stability (i.e. public-school availability, pricing of private schools, trade and/or charter school accessibility, dropout rate)
- Healthcare access and stability (i.e. clinic availability, hospital proximity, medical expenses, insurance costs)
- Neighborhood and built environment (i.e. public parks/green space availability, waste and/or recycling services, sanitary housing, transportation, sustainability, redevelopment)
- Social and community context (i.e. cultural loss, public safety, displacement)

Hold preliminary consultations with the SPRCOR and Saint Paul Afro-descendant community stakeholders' group to discuss their lived experiences, which harms most affect them, and what forms of repair would best improve their quality of life

Share impact analysis report with the SPRCOR, Saint Paul Afro-descendant community stakeholders' group, and City of Saint Paul, Minnesota for review and comments

- Check in with Saint Paul Afro-descendant community stakeholders' group to receive feedback on impact analysis report
- Discuss impact analysis report with the SPRCOR and the City of Saint Paul, Minnesota and share initial thoughts on Proposed Options Report
- Hold dialogue with the general public to discuss impact analysis

Develop First Draft of Reparative Policymaking Section

- Meet with the community research liaison to review feedback
- Develop reparations proposals based on a results framework, specifically using impact analysis data to determine the most appropriate forms of reparative action

Evaluate the most applicable forms of reparations according to the international human rights framework, specifically the UN's five categories of repair: Restitution; Compensation; Rehabilitation; Satisfaction; Guarantees of Non-Repetition

Deliverable: Accomplish tasks within this segment for Payment 6 by 2/14/2027

Submit final draft of Historical Context Validation Report, Impact Analysis, and Reparative Policymaking for review and comments

Report to the SPRCOR to discuss progress and receive feedback

Hold dialogue with the general public to discuss progress and receive feedback

Administrative Planning Session with the SPRCOR and the City of Saint Paul, Minnesota Meet with Saint Paul Afro-descendant community stakeholders' group

Collaborative meeting with Saint Paul Afro-descendant community stakeholders' group, the SPRCOR, and the City of Saint Paul, Minnesota

Start to formulate Independent Advisory Board, which will consist of both City Council and community representatives

Present Implementation Plan

Present Implementation Plan to the SPRCOR and City of Saint Paul, Minnesota

Present Implementation Plan to Saint Paul Afro-descendant community stakeholders' group

Present Implementation Plan to the public

Implementation Plan Workshops

Invite members of the SPRCOR, the City of Saint Paul, Minnesota, the Saint Paul Afro-descendant community stakeholders' group, and the public to provide feedback

Develop public education materials on the implementation of chosen reparations models Discuss the importance of sustainable funding revenues

Final close-out meetings (Site Visit)

Final meeting with the SPRCOR

Final meeting with all stakeholders (City of Saint Paul, Minnesota, Saint Paul Afro- descendant community stakeholders' group, and public) to gather input and share research findings

Deliverable: Accomplish tasks within this segment for Payment 7 by 4/14/2027

III. Compensation Terms:

Compensation will be dispersed in 7 payments across the span of the project. Total amount is not to exceed the contract amount of: \$229,669.00 [four (4) payments of \$29,809.86; one (1) payment of 24,809.86; one (1) payment of 38,809.86; and one (1) final payment of \$46,809.84] as follows:

Payment 1 - \$29,809.86 with an invoice submission by June 14, 2026

Payment 2 - \$29,809.86 with an invoice submission by July 14, 2026

Payment 3 - \$24,809.86 with an invoice submission by August 14, 2026

Payment 4 - \$29,809.86 with an invoice submission by October 14, 2026

Payment 5 - \$29,809.86 with an invoice submission by December 14, 2026

Payment 6 - \$38,809.86 with an invoice submission by February 14, 2027

Payment 7 - \$46,809.84 with an invoice submission by April 14, 2027

Payment schedule and payment amount must align with completion of tasks and timelines as described in Exhibit A and as outlined in the Contractor's Proposal and Gantt Chart.

All invoicing is subject to Section 3 of the City's General Terms and Conditions unless otherwise stated.

Submit invoices summarizing the tasks that have been accomplished as described in Exhibit A. To track project progress, incorporate within the invoicing weblinks to work products completed and in progress.

IV. Contractor/Professional Service Provider Attachments

The Contractor's proposal is attached as an exhibit. In the event of any conflict between the Contractor's proposal and this Professional Services Agreement and/or Exhibit A, the terms of this Professional Services Agreement and Exhibit A shall control.

Response For Supplier: The Trustees of Columbia University in the City of New York

Event# : 1627-2

Name: RFP-CITYCOUNCIL-COMPREHENSIVE REPARATIONS HARM REPORT

Reference: RFP-CITYCOUNCIL-COMPREHENSIVE REPARATIONS HARM REPORT

Description: The City of Saint Paul invites proposals from qualified research organizations to produce a comprehensive Reparations Harm Report. This report will document historic and ongoing harms against American Descendants of Chattel Slavery (ADoCS), caused by government policies and practices. This report will guide and inform future reparative initiatives by the City, as well as policy recommendations developed by the Saint Paul Recovery Act Community Reparations Commission (SPRCOR). Optional pre-proposal information session will be held on Monday, August 25, 2025, at 11:00 AM CST. Please dial 612-315-7905 with Conference ID: 786 639 684#
Meeting ID: 232 702 613 521 0 Passcode: fy7hG2zQ.
<https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting?rtc=1>.
Addenda if necessary will be posted on Friday, September 12, 2025.
THE TIME LISTED ABOVE FOR CLOSING REFLECTS AS THE TIME ZONE IN WHICH YOUR (SUPPLIER) COMPUTER IS SET TO. THE CLOSING TIME FOR THIS EVENT IS 3:00:00 P.M CENTRAL TIME ZONE.

Date created: September 27,
2025 8:39:34 PM EDT

Preview date:

Open date: August 18, 2025
7:00:00 PM EDT

Close Date: 10/03/2025 04:00:00 PM EST

Date submitted: October 2,
2025 1:38:43 PM EDT

Q & A open date: August 18,
2025 7:00:00 PM EDT

Q & A close date: September
5, 2025 4:00:00 PM EDT

Dispute close date:

Responded To: 1 Out of 1 Lines

Total Bid Amount: 1.00 **Response Currency:** USD

Line Responses

	required.
	will
: \$1.00	

Event# 1627-2: RFP-CITYCOUNCIL-COMPREHENSIVE REPARATIONS HARM REPORT

Quantity: 1.0000 **Unit of Measure:** 8P

Bid Quantity: 1.0000 **Unit Price:** 1.00000 **Extended Amount:** 1.00
No Charge: No **No Bid:** No
Vendor Item: PROPOSAL PROPOSAL

The Saint Paul Recovery Act Commission on Reparations (SPRCOR)

Request for Proposals
Harm Report Development

Tab 1 – Executive Summary and Proposal Suitability

Overview of your approach and its relevance to the project goals.

Saint Paul, Minnesota is one of innumerable Black communities in the United States whose histories of tragedy and triumph have been silenced, and the atonement they deserve denied. African American Redress Network (AARN) integrates the frameworks of reparations within transitional justice and human rights to broaden possibilities for collaborative racial repair and to advance a shared vision for community healing. Recognizing the problem of historic erasure, AARN will prioritize and elevate the expertise and perspective of the Afro-descendant community and community-led organizations already engaged in self-emancipatory practice. AARN’s work includes historical documentation of harms through archival evidence, systematic research of extant literature, critical oral histories, impact analyses, and tailored reparative justice policies co-created with all relevant stakeholders to assure meaningful and sustainable repair.

Tab 2 – Budget (submitted as a separate file)

Itemized costs including personnel, materials, and other relevant project expenses.

Tab 3 – Organizational Experience

History and capacity of your team to deliver on similar projects.

The AARN team has provided reparative justice work with distinction for the past six years. Our first engagement was with Evanston, Illinois (2020) where we developed the first harm report. This report documented discriminatory policymaking enacted during the years of 1919-1920 by the Evanston municipal government. The reparative policymaking that evolved from this work stands as a landmark case, delivering housing reparations for those directly harmed. This effort set the stage for subsequent reparations commissions. AARN has continued to work alongside several commissions, including Detroit, Michigan (2024) and Kansas City, Missouri (2024). Recently we completed reparation harm reports for College Park, Maryland (2025) and Greenbelt, Maryland (2025).

Our team expertise is significant. AARN’s advisory committee is composed of leading scholars Prof. Elazar Barkan, Dr. Linda J. Mann and Prof. Justin Hansford in the field of international human rights, historical dialogue, and reparations. Dr. Linda J. Mann and Prof. Justin Hansford have served as main leads for several reparative justice projects. Dr. Mann has 15 years of experience performing local reparative justice and is deeply committed to centering the harmed community. Prof. Hansford is the Executive Director at the Thurgood Marshall Civil Rights Center at Howard University’s School of Law and is also the United States delegate for the United Nations Permanent Forum on People of African Descent. Both are engaged in efforts at the national and international level.

The team's expertise assures that the most robust research is performed alongside the community liaison and guided by Black-led organizations. Team members are as follows:

Professor Justin Hansford, Esq. (legal). Prof. Hansford is a Howard University School of Law Professor of Law and Executive Director of the Thurgood Marshall Civil Rights Center. Prof. Hansford was previously a Democracy Project Fellow at Harvard University, a Visiting Professor of Law at Georgetown University Law Center, and an Associate Professor of Law at Saint Louis University. He has a B.A. from Howard University and a J.D. from Georgetown University Law Center, where he was a founder of the Georgetown Journal of Law and Modern Critical Race Perspectives. Prof. Hansford was a recipient of a Fulbright Scholar award to study the legal career of Nelson Mandela and served as a clerk for Judge Damon J. Keith on the United States Court of Appeals for the Sixth Circuit.

Prof. Hansford is a leading scholar and activist in the areas of critical race theory, human rights, and law and social movements. He is a co-author of the Seventh Edition of *Race, Racism and American Law*, the celebrated legal textbook that was the first casebook published specifically for teaching race-related law courses. His interdisciplinary scholarship has appeared in academic journals at various universities, including Harvard, Georgetown, Fordham, and the University of California at Hastings. He also is a member of the Stanford Medicine Commission on Justice and Equity.

In the wake of the killing of Michael Brown in Ferguson, Missouri, Prof. Hansford worked to empower the Ferguson community through community-based legal advocacy. He co-authored the Ferguson to Geneva human rights shadow report and accompanied the Ferguson protesters and Mike Brown's family to Geneva, Switzerland to testify at the United Nations. He has served as a policy advisor for proposed post-Ferguson reforms at the local, state, and federal level, testifying before the Ferguson Commission, the Missouri Advisory Committee to the United States Civil Rights Commission, the President's Task Force on 21st Century Policing, and the Inter-American Commission on Human Rights. (See, ThurgoodMarshallCenter.howard.edu)

Dr. Linda Mann (historiographer, public policy, oral historian, human rights, reparations)

Dr. Linda J. Mann is a leading executive director and researcher on racial redress initiatives at the intersection of U.S. history and international human rights. Mann is the recipient of the 2024-2025 Fulbright EU Schuman award. Currently, she serves as Executive Director at OUDC and is also an Adjunct Senior Researcher at Columbia University's School of International and Public Affairs. Previously she served as the Executive Director for the Civil Rights and Restorative Justice Project at Northeastern University's School of Law and VP of Research for the Georgetown Memory Project. In 2019, she co-founded with Professor Hansford the nationally acclaimed African American Redress Network at Columbia University in partnership with Howard University. Mann has written widely about local and state reparative justice, descendant engagement, and maximizing justice potentials.

Ms. Charkera Ervin, J.D. (legal). Ms. Ervin serves as Legal & Policy Director for the Columbia University AARN project, where she oversees community engagement to inform the impact analysis. She also serves as the Human Rights Counsel to Prof. Justin Hansford in his role as the United States delegate to the United Nations Permanent Forum on People of African Descent. She

is also the lead on the Black Audit, a project that utilizes oral histories, disaggregated datasets, and literature reviews to assess the health and wellbeing of Afro-descendant residents framed within the United Nations Sustainable Development Goals.

Ms. Jessia Marie Avila (historiographer, public policy, oral historian). Ms. Avila holds a Master of International Affairs from Columbia University's School of International and Public Affairs, where she concentrated in Human Rights Policy and specialized in International Conflict Resolution and Data Analytics. Her expertise and commitment to robust, cross-disciplinary research that centers communities is evident in AARN's harm reports in Detroit MI, Kansas City MO, Lakeland MD, and Greenbelt MD. Ms. Avila additionally has experience with organizations focused on a variety of human rights issues, ranging from migrant justice, homelessness, global poverty and hunger, racial redress, and disability rights.

Pablo Vásquez III, J.D. (legal). Pablo Vasquez is a lawyer who currently works as a member of the New York City Reparations Commission. He graduated from Howard University's School of Law, where he served as the president of the 1L class council. Mr. Vasquez has been a part of the CU AARN team for the past three years. His background in politics with a primary concentration in American politics and a secondary concentration in quantitative studies from Princeton University led to the development of AARN's policy mapping and legislative analysis, which outlines funding and policy streams and stakeholder dynamics.

Tab 4 – Technical and Research Methodology

Proposed data collection, analysis, and reporting strategy.

AARN uses an interdisciplinary framework to assist with cultivating a reparative process that is community-centered, responsive to multi-faceted harms, and sensitive to the changing complexity of affected communities' oppression over time. Central to this approach is the contextualization of findings through a three-part study that traces historical racial injustices to present-day effects to equip all relevant stakeholders with an evidence-based record of past harms that can inform actionable pathways for repair. The accompanying report is composed of an ethno-historiography, a contemporary impact analysis, and an evaluation of the reparative policy making landscape. Following Figure 1 is a more robust discussion on the elements that comprise AARN's conceptual framework and methodology:

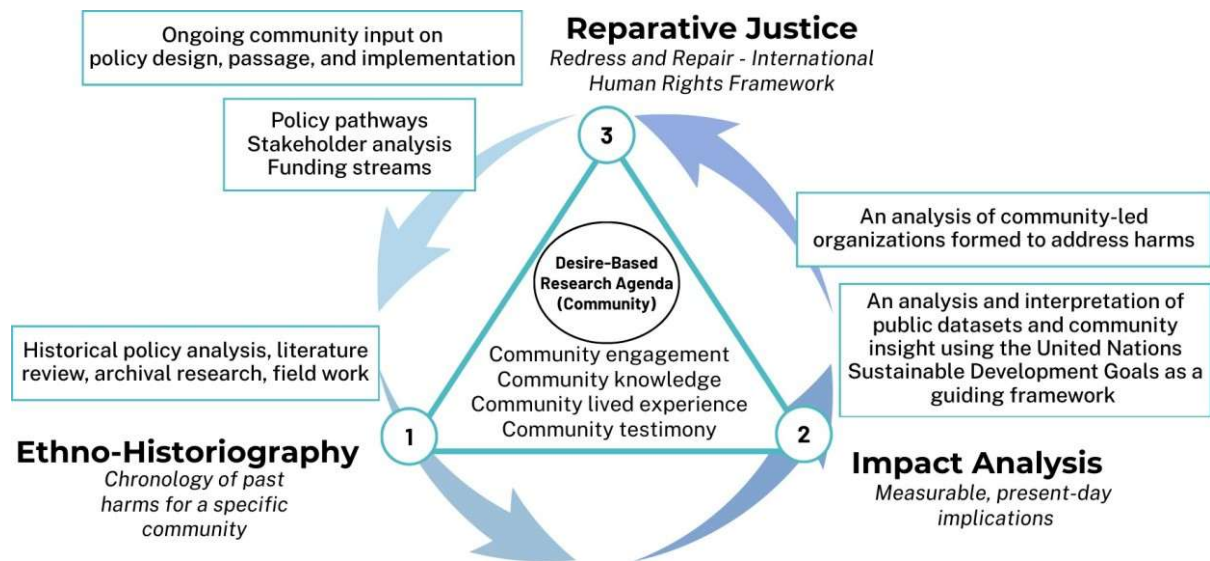


Figure 1: AARN’s Conceptual Framework and Methodology

Cultural Humility and Desire-Based Research

Research alongside historically marginalized communities should be actualized in a spirit of cultural humility, which AARN practices collectively as an organization and believes is essential to community engagements. Cultural humility invites individuals to:¹

- Enter into a community with openness, appreciation, and an ongoing desire to listen and learn
- Disrupt hierarchies in relationships with others
- Recognize areas of intersectionality and collaboration

Cultural humility provides a sound foundation for desire-based research, as this research methodology:

- Centers Afro-descendant communities as the producers of knowledge and the experts of their own lives²
- Creates spaces for co-creation that elevate Afro-descendant communities’ agency
- Recognizes that Afro-descendant communities are already engaged in addressing historical harms and seeking repair

¹ Sana Loue, *Diversity, Cultural Humility, and the Helping Professions: Building Bridges Across Difference* (Springer International Publishing, 2022).

² Levi Gahman et al., “Dignity, Dreaming, and Desire-Based Research in the Face of Slow Violence: Indigenous Youth Organizing as (Counter) Development,” *Interface: A Journal for and about Social Movements* 12, no. 1 (2020): 616–51.

AARN's community engagement through desire-based research would serve as a fundamental connecting point between The Saint Paul Recovery Act Commission on Reparations (SPRCOR) and the Afro-descendant community to verify information, conduct historical research, and create space for intercommunity dialogue. An emphasis on desire-based research will also advance participatory learning in the form of citizen culture keepers, which preserves the centrality of community throughout the reparative process. The primacy of Afro-descendant leadership, knowledge, and experience results in continual acts of listening and learning that strengthens partnerships with all stakeholders whose collaboration is integral to new and evolving phases of repair. At the root of AARN's research is an understanding that the pursuit of reparative justice is iterative, responsive, synergic, dynamic and should always center the affected community.

Ethno-Historiography

An ethno-historiography is the basis for elucidating throughlines between historical racial trauma and contemporary inequality. The ethno-historiography delineates a chronology of harms and categorizes findings by theme area (e.g., housing, education, public safety, transportation, health, etc.) from the perspective of and in collaboration with the Afro-descendant community. More specifically, theme areas are selected by the Afro-descendant community and represent the issues that are deemed most relevant. The methodology entails anthropological research methods, such as field work and archival research, as well as historical policy analyses and literature reviews. In past work, AARN has taken an expansive historical view of harms that traces the breadth and depth of structural racism throughout the foundation of the United States, including but not limited to enslavement, racial terror, segregation, urban renewal, and economic deprivation.

This approach is taken because reparations must be understood as a constantly evolving process based on both history and the ongoing effects of racial violence, socioeconomic oppression, and political gatekeeping. AARN therefore does not *rank* the various forms of oppression; rather, it evaluates them as *historical* injustices which change over time and are different in nature yet equally oppressive. By foregrounding an expansive historical view in the development of the ethno-historiography, the evidence-based narrative in this section visualizes how widespread and enduring harm plays a role in local histories against Afro-descendant community stakeholders and their descendants.

Impact Analysis

The second component is an impact analysis that outlines the present-day, measurable consequences of past injustices. The theme areas determined by the Afro-descendant community are revisited in this section, all while maintaining an ethno-focused lens, to understand the deleterious effects of existing conditions. This evaluation is completed using the United Nations Sustainable Development Goals (UN SDGs), pictured in Figure 2. The UN SDGs are a comprehensive human rights framework established in 2015, with 17 objectives and 169 targets offered as globally accepted standards for wellbeing and equity.³ For SPRCOR, the UN SDGs provide an international metric from which to assess progress on the fulfillment and protection of

³ United Nations Conference on Environment and Development, Agenda 21, 1992; Millennium Summit, Millennium Development Goals, 2000; United Nations Conference on Sustainable Development, The Future We Want, 2012.

human rights for the Afro-descendant community. The UN SDGs support an understanding of the long-term effects of historical trauma and injustice through public datasets, personal testimonies (e.g., town hall listening sessions, focus groups, interviews), and the ongoing work of community-led organizations; this allows for the development of reparations that directly and more holistically remediates those harms.



Figure 2: The United Nations Sustainable Development Goals⁴

Reparative Justice

Lastly, it is important that all reparations efforts be bound by a structural legal framework. AARN draws on the International Commission of Jurists’ (ICJ) *Right to a Remedy and Reparations for Gross Human Rights Violations: A Practitioners’ Guide*⁵ and responses to General Assembly resolution 60/147. The ICJ is a vital UN department that protects and seeks to implement international human rights and humanitarian law. AARN specifically uses the UN Principles on Reparations, which consist of five categories of repair: satisfaction, restitution, rehabilitation, compensation, and guarantees of non-repetition. For “full and effective reparations,” the ICJ stated that policies must address all five categories of repair. These five options allow for a customized vision of reparative change according to each community’s complex and unique history of oppression and activism and are defined as follows:

⁴ “Sustainable Development Goals (SDGs),” United Nations Department of Economic and Social Affairs: Disability, <https://www.un.org/development/desa/disabilities/about-us/sustainable.development-goals-sdgs-and-disability.html>.

⁵ International Commission of Jurists, “The Right to a Remedy and Reparation for Gross Human Rights Violations: A Practitioners’ Guide,” International Commission of Jurists, October 2018, <https://icj2.wenginepowered.com/wp-content/uploads/2018/11/Universal-Right-to-a-Remedy-Publications-Reports-Practitioners-Guides-2018-ENG.pdf>.

Restitution. Restitution allows for restoring the ‘original situation’ before the victim suffered violations. This includes “liberty, identity [...] restoration of employment and return of property.”⁶

Compensation. Compensation is a monetary transfer to the victim, proportional to the damage done and based on an economic assessment of the “gravity of the violation [...] such as lost opportunities, loss of earnings and moral damage.”⁷

Rehabilitation. Rehabilitation includes medical and social services, mental health support, and legal assistance.⁸

Satisfaction. Satisfaction depends on the nature of the human rights violations: examples include “public apologies, judicial and administrative sanctions, commemoration and memorialization.”⁹

Guarantees of non-repetition. Guarantees of non-repetition allow for protection against similar breaches in the future, most notably by administering tailored law enforcement, public dedication to human rights promotion, or the implementation of tailored psychological and social services.¹⁰

The five categories function as a vehicle for Afro-descendant communities to contest historical harms and prevailing inequities by broadening the scope of reparative possibilities and elevating how the affected group constitutes its fulfillment. This structural legal framework guides reparative policy making as a collaborative, community-centered tool that responds to the root causes, range, and temporal continuity of injustices.

The detailed documentation of harms and impacts that precedes this reparative justice section seeks to elicit accountability by clarifying who was involved, what decisions were made and when, and what mechanisms enabled multi-faceted injustices to ensue and to remain unaddressed. As a next step, AARN’s research and report also describe the legislative landscape of different government levels (e.g., federal, state, county, municipal/local, and hyperlocal) to supplement the co-creation at the core of reparative policy making. This analysis delivers an overview of the legislative branches coupled with the corresponding governing documents and code of laws that undergird the policy lifecycle. AARN then constructs a power map and stakeholder analysis to provide clarity on the people and power dynamics operating within the political ecosystem and the stakeholders necessary to adopt reparative policies. After sustained community engagement, AARN’s report

⁶ International Commission of Jurists, “The Right to a Remedy and Reparation for Gross Human Rights Violations: A Practitioners’ Guide.” xiii.

⁷ International Commission of Jurists, “The Right to a Remedy and Reparation for Gross Human Rights Violations: A Practitioners’ Guide.” xiv.

⁸ International Commission of Jurists, “The Right to a Remedy and Reparation for Gross Human Rights Violations: A Practitioners’ Guide.” xiv.

⁹ International Commission of Jurists, “The Right to a Remedy and Reparation for Gross Human Rights Violations: A Practitioners’ Guide.” xiv.

¹⁰ International Commission of Jurists, “The Right to a Remedy and Reparation for Gross Human Rights Violations: A Practitioners’ Guide.” xiv.

also lists reparative policy proposals and actionable pathways for their design, passage, and implementation in close partnership with the Afro-descendant community.

Research Methodologies

AARN's research methodologies include documentation of historical harms and contemporary impacts through archival and genealogical research; oral histories; interviews and focus groups; literature reviews; interpretation of public datasets; and systematic analyses of policies, government documents, and property records. The following provides descriptions on the research expertise we employ when working with communities.

AARN is an expert at connecting the past to the present through archival and genealogical research. AARN developed a systematic protocol outlined in its AARN Research Handbook to assure fidelity. AARN has membership accounts to or utilizes data from ancestry.com, genealogy bank, findagrave.com, and more. The AARN Research Handbook also provides guidance on how to examine public records and legal documents through LexisNexis. Part of this analysis includes an assessment of title searches, land deeds, places of business, and community spaces lost to displacement or industrial and commercial encroachment. AARN's research practices also include an analysis of military records, marriage records, and census records, among others. Media and secondary sources are also explored through newspaper.com, magazine articles, books, and theses or dissertations. This is further complemented with a study of policies and government documents in the form of ordinances, resolutions, memorandums, meeting minutes, studies, maps, and correspondence to name a few. Finally, this information is often triangulated through firsthand testimony. Given that AARN works alongside affected communities, AARN is often privy to crucial archival and evidence-based documentation not found in traditional repositories but housed in community-based churches, homes, legacy institutions, and other community organizations.

AARN also performs critical oral histories, interviews, and focus groups, further documenting firsthand or descendant narratives on historical harms and contemporary impacts. These personal testimonies play a distinct role in placing the voices of those often silenced at the forefront of historical narrative and public datasets that are often incomplete, potentially biased, and not disaggregated by race or ethnicity. Furthermore, oral histories are often viewed as a type of legal storytelling offered to inform policy by providing counter-narratives.¹¹

In summary, AARN's robust research agenda facilitates the development of a timeline that details the dispossession, dislocation, and destruction of affected communities, ultimately assisting with understanding the impact of racially motivated harms. This data is then positioned within the international human rights framework's five categories of reparations. The five reparation categories of satisfaction, restitution, rehabilitation, compensation, and guarantees of non-repetition allow for communities to consider a more comprehensive repair to remediate historical harms and their reverberating effects.

Project Work Plan

¹¹ Richard Delgado and Jean Stefancic, *Critical Race Theory: An Introduction* (New York University Press, 2012).; Mari J. Matsuda, "Looking to the Bottom: Critical Legal Studies and Reparations," *Harvard Civil Rights-Civil Liberties Law Review* 22 (1987): 323–299.

Month 1–2 (Deliverable(s): Historical Context Validation Report, Community Engagement)

Assessing harms and Needs Assessment

Conduct preliminary background research to gauge the state of historiography and publicly available quantitative datasets.

Develop literature review of existing scholarship.

Meet with the Saint Paul Recovery Act Commission on Reparations (SPRCOR) and the Saint Paul Afro-descendant community and other stakeholders to understand what data has already been collected and what issue areas are most relevant to their community.

Compile relevant news reports from local journals and newspaper sources related to the history of the SPRCOR.

Compile press releases and media released by various survivor and descendant groups.

Watch relevant City of Saint Paul, Minnesota meetings and review past meeting records relevant to Saint Paul Afro-descendant community stakeholders.

Kickoff meeting with Community Group

Discuss community engagement process.

Establish policies and protocol for consistent and ongoing communications.

Develop outreach procedures alongside community organizations.

Collaborate with Afro-descendant community to identify community research liaison to provide access to community members and organizations

Request and review any personal archives and/or historical documents made available by the Saint Paul Afro-descendant community, the City of Saint Paul, and other relevant archives.

Begin to plan for the site visit.

Activities at the site visit will include:

Listening sessions and/or community roundtables at a town hall open to the public

A community-led tour of Black historical sites and other spaces relevant to the history of harm

A visit to local archives

Interviews with community leaders and organizations already engaged in racial justice and repair

Work alongside current members of the Saint Paul Afro-descendant community, representatives from the greater Saint Paul community, and other stakeholders.

Months 3–4 (Deliverable(s): Historical Context Validation Report, Community Engagement)

Community Engagement (cont.)

Solidify payment plan and work schedule for community research liaison.

Compile list of Afro-descendants interested in being interviewed over the phone and/or zoom.

Conduct genealogical research and additional archival research to verify historical context.

Analyze digital copies of the archival records compiled on assessment trip.

Use Ancestry.com to search for family members and more historical documents related to Saint Paul Afro-descendant community stakeholders' group.

Review online news sources

Local newspapers

Newspapers.com

Columbia University newspaper databases (i.e. *Readex: Historical Black Newspapers*)

Review *Lexis Public Records* to find current contact information on living persons impacted.

Conduct oral history interviews.

Collaborate with community research liaison and community leaders to identify key oral historians/points of contact (PoC).

Position interviews to discuss communities' emotional, social, and fiscal understanding of harm and how they imagine repair through transitional and reparative justice.

Conduct oral history focus groups and interviews with Saint Paul Afro-descendant community.

Develop interview questions according to AARN oral history standard protocol.

Pre-Interview Preparation

Community Outreach

Historical Context Research

Pre-Interview Call(s) & Notes

Discuss (abstractly) potential discrepancies in historical narrative presented by the city.

Drafting questions (informed by Pre-Interview call & Historical Context)

Establish "desired information."

The Interview/Focus Group

Given the nature of the project, the first interview/focus group will be oriented towards life/community history.

Follow-up interviews will be used to clarify any additional lapses in information.

Focus on understanding reparations and transitional justice from the harmed community's perspective.

Debriefing & Transcription

Interviewers will debrief the interviews with the larger team and prepare reflections that highlight specific points of interest from the interview.

Interviews will be transcribed/assessed for critical information (to be preserved on the website/ histories owned by Saint Paul Afro-descendant community stakeholders and their descendants).

All reporting/reflections generated will inform the larger scope of work and the Historical Context Verification Report.

Discuss who was affected directly or indirectly and their lived experiences of harm.

Community-based/local knowledge is treated as a source of expertise which can be used to fill knowledge gaps and expand upon current research.

Meet with the SPRCOR and Saint Paul Afro-descendant community stakeholders' group on site (site visit)

Create Historical Context Validation Report

Meet with the community research liaison to finalize the historical context report.

Submit Historical Context Validation Report for review and comments.

Community Engagement

Meet with members of the City of Saint Paul, Minnesota and the SPRCOR to discuss findings, receive feedback, etc.

Meet with the general public to present findings and answer questions.

Months 5–6 (Deliverable(s): Impact Analysis; Community Engagement)

Conduct impact analysis (Site Visit)

Quantify the harms.

Economic stability (i.e. property ownership, income, unemployment rates)

Education access and stability (i.e. public-school availability, pricing of private schools, trade and/or charter school accessibility, dropout rate)

Healthcare access and stability (i.e. clinic availability, hospital proximity, medical expenses, insurance costs)

Neighborhood and built environment (i.e. public parks/green space availability, waste and/or recycling services, sanitary housing, transportation, sustainability, redevelopment)

Social and Community Context (i.e. cultural loss, public safety, displacement)

Hold preliminary consultations with the SPRCOR and Saint Paul Afro-descendant community stakeholders' group to discuss their lived experiences, which harms most affect them, and what forms of repair would best improve their quality of life.

Community Engagement (cont.)

Share impact analysis report with the SPRCOR, Saint Paul Afro-descendant community stakeholders' group, and City of Saint Paul, Minnesota for review and comments.

Check in with Saint Paul Afro-descendant community stakeholders' group to receive feedback on impact analysis report.

Discuss impact analysis report with the SPRCOR and the City of Saint Paul, Minnesota and share initial thoughts on Proposed Options Report.

Hold dialogue with the general public to discuss impact analysis.

Develop first draft of Reparative Policymaking section

Meet with the community research liaison to review feedback.

Develop reparations proposals based on a results framework, specifically using impact analysis data to determine the most appropriate forms of reparations and transitional actions.

Evaluate the most applicable forms of reparations according to the international human rights framework, specifically the UN's five categories of repair:

- Restitution
- Compensation
- Rehabilitation
- Satisfaction
- Guarantees of non-repetition

Community Engagement (cont.)

Submit final draft of Historical Context Validation Report, Impact Analysis, and Reparative Policymaking for review and comments.

Report to the SPRCOR to discuss progress and receive feedback.

Hold dialogue with the general public to discuss progress and receive feedback.

Community Engagement (cont.) to formulate implementation plan based on feedback

Administrative Planning Session with the SPRCOR and the City of Saint Paul, Minnesota

Meet with Saint Paul Afro-descendant community stakeholders' group

Collaborative meeting with Saint Paul Afro-descendant community stakeholders' group, the SPRCOR, and the City of Saint Paul, Minnesota

Start to formulate Independent Advisory Board, which will consist of both City Council and community representatives

Present Implementation Plan

Present Implementation Plan to the SPRCOR and City of Saint Paul, Minnesota.

Present Implementation Plan to Saint Paul Afro-descendant community stakeholders' group.

Present Implementation Plan to the public.

Selected Implementation Plan Workshops

Invite members of the SPRCOR, the City of Saint Paul, Minnesota, the Saint Paul Afro-descendant community stakeholders' group, and the public to provide feedback.

Develop public education materials on the implementation of chosen reparations models.

Discuss the importance of sustainable funding revenues.

Final close-out meetings (Site Visit)

Final meeting with the SPRCOR, and

Final meeting with all stakeholders (City of Saint Paul, Minnesota, Saint Paul Afro-descendant community stakeholders' group, and public)

Tab 5 – Community Engagement Approach

Demonstrated ability to work with the ADoCS (American Descendants of Chattel Slavery) community to gather input and share research findings.

AARN values a reparative process rooted in genuine partnership, mutual accountability, and a deep commitment to honoring and being guided by Afro-descendant leadership, knowledge, and lived experience. With an understanding that community relationships and shared trust are foundational to this process, AARN begins by establishing a consistent meeting cadence and rules of engagement with members of the reparations commission and Afro-descendant leaders and advocates. Priority is given to ensuring that those in attendance are a representative cross-section of the Afro-descendant community. Ongoing communications and co-created protocols with this group ensure that AARN's approach to community engagement is sensitive to and structured around respect, clarity, and transparency. These meetings are opportunities for the Afro-descendant community to refine and direct AARN's research, messaging, and community events. Notes, findings and drafts are also shared on several occasions prior to final submission and publication to gain the group's approval and to integrate input. Detailed notetaking by the AARN team during standing meetings also assures that there are certainty and agreement about action items. These discussions allow AARN to understand what data has already been collected and what theme areas are most important to the Afro-descendant community. For example, AARN's work alongside the Detroit Reparations Task Force, College Park's Restorative Justice Commission, and Kansas City's Mayor's Commission on Reparations resulted in days-long, community-led tours of historical sites of significance to Afro-descendant lived experiences to make certain that the historical narrative was as comprehensive and as nuanced as possible. These site visits also included interviews with Black-led organizations and leaders already engaged in the work of racial justice and repair and to local community archives.

These touchpoints with the Afro-descendant community position AARN to deliver personalized attention, address needs in a timely manner, and act upon feedback throughout the collaboration. As an example, AARN has adapted to community partners' practices to respond to their concerns on ownership and adequate credit for information-sharing, resulting in a Memorandum of Understanding between AARN and a community organization in Lakeland, a historic Black neighborhood in College Park, Maryland. AARN also actualizes its focus on transparency and accessibility by granting community partners full edit access to the team's Google Drive folder so that any research, documents, and drafts are available for review, feedback, and additional sharing.

Early on in the process, the group of reparations commission members and Afro-descendant leaders and advocates identify a community research liaison who facilitates connections with additional community members and Black-led organizations. The community research liaison works closely with AARN and is financially compensated, as their expertise and lasting relationships with the Afro-descendant community are integral to galvanizing participation in focus groups, interviews, and community engagement events. Hiring a community research liaison has given AARN pivotal insight on our process and performance so that we are able to adapt throughout the work.

As one example, AARN's work in Lakeland highlights how community-centered interdisciplinary research aims to be responsive to the multi-faceted historical harms experienced in communities of African descent, while also being sensitive to the changing complexity of reparative processes and the diverse stakeholders involved. Woven throughout the research and development of AARN's report for College Park, Maryland were standing meetings, listening sessions, interviews, focus groups, town halls, and a workshop series. All were conducted in a hybrid format to prioritize the needs of Lakeland residents and the diaspora and to ensure that Lakeland voices remained at

the forefront of the work. The two-part workshop series, in particular, convened Lakeland community members and government officials at the city and county level to encourage collaborative participation in and collective ownership over the restorative justice process beyond the completion of AARN's report. For twelve hours across two days, individuals representing the Restorative Justice Commission, Lakeland Community Heritage Project, Lakeland Civic Association, Embry African Methodist Episcopal Church, Maryland-National Capital Park and Planning Commission, University of Maryland, Prince George's County Council, College Park Mayor and City Council, College Park Department of Planning & Community Development, and The Braxton Institute for Sustainability, Resiliency & Joy workshopped reparative policy solutions. Discussions touched upon the goals and objectives, purpose, timeline, funding, stakeholders, and next steps for reparative policies on housing, education, transportation, health, and the environment. The workshop series assisted with establishing expectations, procedures, and partnerships for further policy development while respecting the leadership and autonomy of Lakeland.

Tab 6 – References

At least three clients for whom similar work was performed and submit a sample of the finished product produced for each client.

Please find the following three finished products that example AARN reparations harm reports.

[Evanston, Illinois](#)

[Lakeland, Maryland](#)

[Detroit, Michigan](#)

Keith Webster, Community Liaison, Lakeland Reparations Commission, kewebco@yahoo.com

Dr. Lois Rosado, Greenbelt Reparations Commission, loisblades510@gmail.com

Cidney Calloway, Detroit Reparations Commission, cidneybug13@gmail.com and

Cidney.Calloway@detroitmi.gov

Please note: Should this proposal be selected for funding, Columbia University reserves the right to negotiate an agreement with terms and conditions that are appropriate for a non-profit institution of higher education and consistent with its policies, in particular but not exclusive of those governing publication, intellectual property and confidentiality.

Justin Hansford

justinhansford@gmail.com

202-702-8538

EXPERIENCE

- United Nations Human Rights Council, *United Nations Permanent Forum on People of African Descent* (March 2022-Present)
Elected by the United Nations General Assembly December 16, 2021
- Howard University School of Law, *Professor of Law, Executive Director of the Thurgood Marshall Civil Rights Center* (Spring 2018 – Present, Washington DC)
Fundraised over \$2.5 Million Dollars
Teaching Constitutional Law, Critical Race Theory, Human and Civil Rights Law and founder of the first Movement Lawyering Clinic in the United States
- St. Louis University School of Law, *Associate Professor of Law* (Summer 2011 – Spring 2018, St. Louis, MO)
Granted Full Tenure and rank of associate professor, effective July 1, 2016
Taught Constitutional Law, Human Rights Law, Economic Justice and the Law, Torts, Professional Responsibility
- Harvard University, *Democracy Project Fellow, Charles Warren Center of American Studies* (Summer 2016-Summer 2017, Cambridge, MA)
Fully Funded Research Fellowship
- Georgetown University Law Center, *Visiting Associate Professor of Law* (Spring 2017, Washington, DC)
Full Time Teaching *Critical Race Theory* and *Black Lives Matter and the Law*
- Fulbright Scholar (Fall 2015, Johannesburg, South Africa)
Researched Nelson Mandela and the law through the U.S. Department of State’s Fulbright Program.
- The White House, Office of Presidential Personnel (Winter 2011, Washington, DC)
Conducted vetting and resume analysis for presidential appointees
- Georgetown University Law Center, *Georgetown Law Scholar* (Summer 2010 – Summer 2011, Washington, DC)
Conducting legal research and writing on legal ethics, the rule of law, and Global Justice.
- United States Court of Appeals for the Sixth Circuit, *Law Clerk for the Honorable Damon J. Keith* (Summer 2009 – Summer 2010, Detroit, MI)
Conducted extensive review of trial court records, appellate briefs, and applicable law, and producing bench memoranda in a variety of criminal, civil and administrative law cases. Assisted in drafting, editing, proofreading, and cite checking of both published and unpublished federal appellate opinions.
- University of Maryland School of Law, *Leadership, Ethics, and Democracy Fellow* (Winter 2008-Summer 2009, Baltimore, MD)
Produced scholarly legal research for publication, assisted in course instruction and curriculum building, and engaged in client-based community organizing.
Co-instructed “Contemporary Issues in Political Leadership and Participation: Community Based Leadership and Social Change,” in the School of Public Policy. Assisted in curriculum building and course instruction.
- Obama for America, *Vote Corps Organizer & GOTV Station Location Director* (Fall 2008, Cleveland, OH)
Managed outreach at local high schools, colleges, and communities as a full-time paid staff member for the Obama presidential campaign. Trained and managed volunteers, including legal voter protection staff.

ACADEMIC PUBLICATIONS AUTHORED BY OTHERS EXAMINING MY HUMAN RIGHTS ACTIVISM

- Harold McDougall, “The Rebellious Law Professor: Combing Cause and Reflective Lawyering,” 65 *Journal of Legal Education* 326 (2015)
- William J. Aceves, “Two Stories About Skin Color and International Human Rights Advocacy,” 14 *Washington University Global Studies Law Review* 563 (2015)
- Joel R. Pruce, “The Ferguson Uprising, Shadow Reporting, and Human Rights Experimentalism,” 45 *Human Rights Quarterly* 1 (2023)

SELECTED ACADEMIC PUBLICATIONS

- Race, Racism, and American Law: Leading Cases and Materials (2023)
- The Revolution will not be Litigated, *Leadership and Learning Lessons in the Black Lives Matter Movement* (2023)
- “The First Amendment Freedom of Assembly as a Racial Project,” 127 *Yale Law Journal Forum* 685 (2018)
- “On Race and Justice: How far have we really come?” in *Human Rights*, American Bar Association Section of Civil Rights and Social Justice, Volume 42, No. 1 (2016)

“On Movement Theory, Institutional Activism and Cultural Change: A Conversation between Professors Justin Hansford and Stefan Bradley,” *Harvard Journal of African American Public Policy*, 21-30 (2015-2016).

“Ferguson to Geneva: Using the Human Rights Framework to Push Forward a Vision for Racial Justice in the U.S. After Ferguson,” *12 Hastings Race & Poverty Law Journal* 101 (2015)

“Nelson Mandela: The Lawyer as Agent For Social Change,” *22 ABA Journal of the Professional Lawyer* 24 (2014)

EDUCATION

Georgetown University Law Center, *Juris Doctor*, May 2007

Founder: *The Georgetown Journal of Modern Critical Race Perspectives*

Internships:

NAACP Legal Defense Fund, *New York, NY*

U.S. Equal Employment Opportunity Commission, *Washington, DC*

Conectas Human Rights, *Sao Paulo, Brazil*

Howard University, *Bachelor of Arts, Cum Laude*, May 2003

AWARDS

Washingtonian Magazine, “The 500 Most Influential People Shaping Policy,” *Civil Rights & Criminal Justice*, 2025

American Association of Law Schools Pro Bono Award, 2024

First Repair and National African American Reparations Commission Award, 2023

Living Legend Award for Service to Humanity, 2023

Stanford University School of Medicine Integrated Strategic Plan Star Award, 2022

The National Law Journal, DC Rising Stars, 2022

National Bar Association International Law Section, Honoree, 2022

Top Lawyers in Racial Justice, *National Jurist*, 2020

United Nations Decade for People of African Descent, Top 100 Most Influential People of African Descent Under 40, 2018

Shriver Center Award for Leadership in Racial Justice and Anti-Poverty Lawyering, 2018

Georgetown University Law Center, Black Law Students Association Community Service Award, 2017

Society of American Law Teachers Junior Faculty Teaching Award, 2015

Aspen Ideas Festival Scholar, Aspen Institute, 2015

Whistleblower Summit for Civil & Human Rights, Pillar Award, Person of Conscience in New Media, 2015

Legacy Award, St. Louis County NAACP, 2015

Saint Louis University, Black Law Students Association, Ronda F. Williams Service Award, 2015

Honoree, National Bar Association, “Nation’s Best Advocates: 40 Lawyers Under 40,” 2010

SELECTED COMMUNITY SERVICE

The Black Audit Project, Founder and Executive Director, 2023-Present

Charles Ogletree Reparative Justice Bar Association, Founder and Executive Director 2024- Present

Center for Constitutional Rights, Board of Trustees, 2018-Present

The Justice Initiative, Founder, Co-founder 2020- Present

The African American Redress Network, Co-founder, 2020 – Present

The Thurgood Marshall Civil Rights Center, Founder and Executive Director 2017-Present

SELECTED POPULAR PUBLICATIONS (PROFILED BY OTHERS)

“When the Ferguson Uprising Came to Geneva,” *University of Dayton, Let’s Talk Human Rights*, March 8, 2023

“The Role of an Activist Attorney in the #BlackLivesMatter Movement,” *Yes Magazine*, February 23, 2016

“When Activism is Worth the Risk,” *Chronicle of Higher Education*, July 21, 2015

“King’s Legacy Respected, Reinterpreted by new activists,” *USA Today*, January 17, 2015

Linda J. Mann

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Vienna, VA 22180
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(703) 582-9257

EDUCATION

- PhD Education Policy** May 2015
George Mason University
Dissertation: Restorative Justice Unfulfilled
- MEd Master of Education**
University of Vermont
Thesis: A Mandate for student and community-led school-based mediation
- BS Bachelor of Science**
University of Vermont
Mortar Board, Cum laude.

HONORS AND AWARDS

- EU Schuman Fulbright, 2024-2025
International Centre for Education about Auschwitz and the Holocaust Fellow, Poland, 2022
Columbia University, Alliance for Historical Dialogue and Accountability Fellow, 2018
US Holocaust Memorial Museum Fellow, Washington, DC, 2019
US Holocaust Memorial Museum Fellow, Washington, DC, 2018
American Education Research and Association Post-Doc, 2015
Outstanding Dissertation of the Year, 2015

PROFESSIONAL EXPERIENCE

Professional roles prior to 2005 highlighted in subsequent sections of this vita.

- George Mason University, Arlington, NY** 2022-2025
Executive Director: Administrative Faculty
- Columbia University, New York, NY** 2021-2022
Visiting Research Scholar: School of International and Public Affairs
- Northeastern University, School of Law, Boston, MA** 2020-2021
Executive Director
- Georgetown Memory Project, Cambridge, MA** 2016-2020
Vice President of Research
- American Educational Research Association, Washington, DC** 2015-2017
Post-doctoral Fellow
- Mercy Seat Film, Richmond, VA** 2012-2014
Lead Archival Researcher
- Fairfax Public Schools, VA** 2005-2010
US History educator, department chair

ADJUNCT PROFESSOR

- Columbia University, School of International and Public Affairs, New York, NY**
2022– 2024

SIPAU 9000: Capstone: UN SDG Black Audit Project

PUAFU8359: Debate over US Racial Reparations
SIPAU 9000: Capstone: Ethnohistory of Black Chicago
INAFU6452: Race and Racism for Black Veterans

Marymount University, Graduate School of Education and Human Services, Arlington, VA
2018– 2023

ED 712: Program Evaluation and Decision-making
ED 701: Ethical Leadership and Social Justice
EDUC 447/557: Social Studies and the Expressive Arts
EDUC 538: Secondary Teaching Methods

George Mason University, Graduate School of Education and Human Development, Fairfax, VA
2013- 2020

EDUC 874: Achievement Gap
EDUC 675: Research in Secondary Education
EDCI 667: Advanced Methods of Teaching
EDPO 603: Conflict and Consensus: Education, Interest groups and Advocacy
EDCI 567: Teaching Social Studies in the Secondary School
EDUC 422: Foundations of Secondary Education
EDUC 522: Foundations of Secondary Education

PEER-REFEREED SCHOLARLY PUBLICATIONS (journal articles, online publications, and book chapters)

- Mann, L. (May 2025). US University-led Reparations and Descendant Community Engagement, Nancy Adler, ed. *Palgrave's Encyclopedia of Cultural Heritage and Conflict*, Meteor Springer
- Mann, L. (2025). The Potential of Government-Sponsored Restorative Justice: A US Case Study of the Brown Scholarship Fund, book chapter in Terence Hicks, ed. *Prince Edward County, Virginia School Closing: A Compilation of Research Studies*. Information Age Publishing, Inc. Forthcoming.
- Mann, L. (May 2024). Utilizing Local Transitional Justice in the United States: A University Collaboration with Civil Society Agents. *International Journal for Transitional Justice*.
- Mann, L. (2024). Maximizing Restorative Justice: Altering Structural Injustices First, Pages 33-48. *Handbook of Restorative Justice/Practice in US Education*, Palgrave. DOI: 10.1007/978-3-031-68412-8
- Mann, L., Wilkerson, B. (2021). *Segregation in Evanston: An Impact Study*. City of Evanston, IL, <https://redressnetwork.org/wp-content/uploads/2022/02/Evanston-Impact-Study.pdf>
- Pellegrino, A., Weiss, M.P., Regan, K., & Mann, L. (2014). Learning to collaborate: Exploring collective and individual outcomes for special and general Educators. *International Society for the Social Studies Annual Conference Proceedings, 1*, 96 -104.
- Pellegrino, A., Mann, L., Russell, W. (February/March 2013). To lift as we climb: A textbook analysis of the segregated school experience. *The High School Journal, 96*(3), 209-231.
- Pellegrino, A., Mann, L., Russell, W. (May 2013). Historical examination of the segregated school experience. *The History Teacher, 43*(3), 355-372.

DIGITAL PROJECTS, ONLINE CONTRIBUTIONS

Digital Project

Mann, L. (2019-present). African American Redress Network, <https://redressnetwork.org/>

Mann, L. (2018-2019). New England Historic Genealogical Society: American Ancestors and Georgetown Memory Project. GU272 Memory Project, <https://gu272.americanancestors.org>

Online Publications

Mann, L. (June 2019): U.S. Racial Redress: GU272: Times Higher Education

Mann, L. (Oct. 2018 - present). (Invited). History of US Slavery: Data Networking. *Cornell Institute for Social and Economic Research*. Ithaca, NY: Cornell University.

Pellegrino, A., Mann, L. (2014). Online module created for *Hidden in Plain Sight*, an inquiry-based U.S. history course for teachers.

Grogan, B., & Mann, L. (2014). Robert R. Moton School. Historic American Buildings Survey/Historic American Engineering Record/Historic American Landscapes Survey, Library of Congress, USA.gov.

Smith, C., Mann, L., Steadman, W. (1993). In Stevenson, C., Carr, J.F *Integrated studies in middle grades: Dancing through walls*. VT: Teachers College Press.

MANUSCRIPTS UNDER DEVELOPMENT PEER REVIEW

Mann, L. (book prospectus under review with Oxford University Press). *And Yet We Persist: The Descendants of the GU272 Enslaved*. Through oral histories, this book chronicles the discovery of descendants from an 1838 mass slave and explores three distinct life trajectories.

Mann, L. (2025). Mapping US reparations in an international human rights framework. For submission to *Journal of Human Rights Practice*.

Mann, L. (2025). Meaningful repair: Voices of enslaved descendants. For submission to *The Oral History Review*.

Mann, L. (2025). Bridging the researcher divide: Critical cultural researcher positionality. For submission to *Educational Researcher*.

GRANT WRITING

Mann, L., Barkan, E. (2025). Liberation Ventures, Redress Network, Awarded, \$52,500

Mann, L., Nathan, D. (2024) Righteous People, Operation understanding DC, Awarded, \$75,000

Mann, L., Nathan, D. (2023). Operation understanding DC. Cafritz, Awarded, \$50,000.

Mann, L., Chavis C. (2024). Saving Brown Grove, VA Humanities, George Mason University, Awarded, \$13,500.

Chavis, C. and Mann, L. (2023). Summer Team Impact Project. George Mason University, Awarded, \$65,000.

Chavis, C. and Mann, L. (2023). Institute for Museum and Library Sciences. George Mason University, Awarded, \$150,000.

Mann, L., Barkan, E. (2023). Redress Network. Liberation Ventures, \$100, 000. *Awarded*

Mann, L. (2022). Redress Network. Humanity United. \$10, 000. *Awarded*.

Mann, L. and Wilkerson, B. (2022). Redress Network. Liberation Ventures, \$50,000 *Awarded*.

Mann, L. and Wilkerson, B. (2022). Redress Network. International Center for Transitional Justice. \$25,000, *Awarded*.

Cellini, R. and Mann, L. (2021). Georgetown Memory Project. Director: Social Science Research Council. \$25,000, *Awarded*.

Cellini, R. and Mann, L. (2018). American Memory Project. Georgetown Memory Project. Director: Mann, L. \$10,000, *Awarded*.

REFEREED INTERNATIONAL/NATIONAL PRESENTATIONS

- Mann, L. (2025, July)
- Mann, L. (2024, Sept.). UN Official Side Event, UN SDG: Black Audit, United Nations, Geneva, Switzerland.
- Mann, L., (2024, February). Transitional justice in academia. Mills College, Oakland, CA.
- Mann, L. (2023, Dec.). Decolonizing university engagement, FirstRepair, Chicago, IL, invited.
- Mann, L. (2023, June). Academia and local redress, Women's Summit, McLean, VA.
- Mann, L. (2023, May). UN Official Side Event. Building a Case for Reparations, United Nations, New York, NY
- Mann, L., Wilkerson, B. (2022, Oct.). Decolonizing the academy. San Francisco Human Rights Commission, San Francisco, CA
- Mann, L., Wilkerson, B. (2022, April). Presidential highlighted session: The African American Redress Network: Local Activism and the Pursuit of Racial Justice, Comparative and International Education Society, Minneapolis, MN
- Mann, L. and Wilkerson, B. (2022, June). Plenary special session. Transatlantic redress network. Beyond Nuremberg: The Global Search for Accountability, NIOD Institute for War, Holocaust and Genocide Studies, Netherlands
- Mann, L. (2022, April). Decolonizing the Academy: Advancing reparations. *Reparations 2022*, Howard University, DC
- Mann, L. (2021, Dec.). *A National Symposium for State and Local Reparations Leaders Focusing on the Evanston Reparations Initiative*, Evanston, IL.
- Mann, L. (2021, Nov.). [Reparations: Remedy the Redline. Panel discussion. Barnard College, NY, NY. Undesign the Redline.](#)
- Mann, L. (2020). Lynching: Reparations as Restorative Justice. *Civil Rights and Restorative Justice Project: Northeastern University School of Law*, Boston, Massachusetts
- Mann, L. (2019, Dec.). Plenary leader: *US Racial Redress. Panel discussion. Prevention Activism: Advancing Historical Dialogue in Post-Conflict Settings*, Columbia University, NY, NY.
- Mann, L. (2018, Dec.). *Voices of Georgetown University enslaved descendants. Recognition, Reparation and Reconciliation*. Stellenbosch University, South Africa.
- Mann, L. (2018, Nov). Historical Dialogue and Global Human Rights. *Baruch College, City University of New York*.
- Mann, L. (2018, Oct) Lift Every Voice: A Way to Meaningful Repair. *Civil Rights & Restorative Justice Project Northeastern University School of Law Workshop Series*. Boston, MA: Northeastern University School of Law.
- Mann, L. (2018, Oct). Restorative Justice in U.S. Policymaking. *Human Rights and Law and Justice*. Columbia University.
- Mann, L. (2018, April). *Georgetown University Enslaved Descendants and Restoring Justice* Panel discussion. Hollis University, Roanoke, VA: Universities Studying Slavery Conference.
- Mann, L. (2017, Dec.). *What Constitutes Restorative Justice: Informed by the voices of those wronged fifty years later*, Panel discussion. Columbia University, NY, NY: Present Past: Time, Memory, and the Negotiation of Historical Justice
- Mann, L. (2017, Nov.) *Voices of those historically wronged: Georgetown Memory Project*. Panel. DC Oral History Collaborative. Washington, DC: 44th Annual DC History Conference.
- Mann, L. (2017, June). *Historical dialogue and the legacies of slavery*, Panel. Large Scale Violence and Its Aftermaths, Union, NJ: Kean University.

Mann

- Mann, L. (2016, April). *Restorative justice unfulfilled: A case study of African Americans from Prince Edward County*. Legal and Judicial Issues for Equity and Access, Educational Policies, and Politics. AERA Annual Meeting: Washington, DC.
- Mann, L. (2015, March). *Education restoration for a group of African Americans from Prince Edward County, Virginia*. Advances in Policy and Politics Conference, George Mason University's School of Policy, Government, and International Affairs (SPGIA): Arlington, VA.
- Mann, L. (2014, June). *Education restoration for a group of African Americans from Prince Edward County, Virginia*. Civil Rights and Education Conference: Emerging Scholars Symposium – Education and Civil Rights. Penn State University: State College, PA.
- Weiss, M.P., Pellegrino, A.M., Regan, K., & Mann, L. (2014, April). *Learning to Collaborate: Exploring Individual & Collaborative Outcomes of General and Special Educators*. American Educational Research Association Annual Meeting, Philadelphia, PA.
- Pellegrino, A.M., & Mann, L. (2013, April). *An Ethnographic Study of African American Education Experience: Segregation and Integration*. American Educational Research Association Annual Conference, San Francisco, CA.
- Weiss, M.P., Pellegrino, A. M., Mann, L. (2013, April). *Learning how: Collaborative course development for preservice teachers*. American Education Research Association Annual Meeting, San Francisco, CA: Division K – Teaching and Teacher Education.
- Pellegrino, A.M., Mann, L. & Russell, W.B. (2013, March). *Historical examination of the segregated school experience*. International Society for the Social Studies Annual Conference Proceedings, 1, 162-169. ERIC Document 531864
- Pellegrino, A., Mann, L. (2012, February) *The segregated school experience: Considerations for the classroom*. Poster session presented at George Mason University, Fairfax, VA.

PROFESSION DEVELOPMENT AND SERVICE

Stanley & Chamberlain Prize: Faculty Review Committee Columbia University	Spring 2023
College of Education, PhD committee member, George Mason University Research and Development Committee	2021-2024
Writing and Rhetoric, PhD Committee Member, George Mason University	Spring 2024
<i>The International Journal on Transitional Justice</i> , Oxford Press, Journal Reviewer	2024-present
<i>The High School Journal</i> , Journal Reviewer	2016-2022
<i>International Journal of Education Policy and Leadership</i> , Journal Reviewer	2013-2019
Baily, S. and Shahrokhi, F. & Carsillo, T. (Eds.). <i>Experiments in agency</i> : Book Reviewer	2017
Emison, J. (2021 – present). <i>Elbert Williams First to Die and the Failure of American Justice</i> Sense Publishers – Book Reviewer	2017

SERVICE TO COMMUNITY

Hypothermia Shelter Volunteer	2014, 2019, 2022
Hogar: Catholic Charities ESL Teacher	2015 - 2016

PROFESSIONAL ASSOCIATIONS AND LICENSURES

Bosch Alumni: Truth, Justice & Remembrance
Association for Conflict Resolution

Comparative and International Education Society
Oral History Association
National Council for Social Studies (NCSS)
American Educational Research Association
International Society for the Social Studies (ISSS)
Virginia Department of Education, Advanced Professional Teaching Licensure
Massachusetts Department of Education, Teaching license

SKILLS

MS Office, Google Drive, Spreadsheets, Database management, Adobe software suite, Data mining, Statistical analysis, SPSS, Marketing campaign management

Jessia Marie Avila

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EXPERIENCE

African American Redress Network, Columbia University, New York,
New York *Assistant Director*, Nov 2022 – Present

Served as a lead researcher and provided administrative oversight of 3+ engagements with U.S. cities to develop a robust record of historical injustices and to collaborate with the affected community on advancing reparative policy proposals bound by United Nations human rights frameworks

Directed data collection and analysis with research methodologies that centered community-based, governmental, and university repositories of archival and evidence-based documentation to conduct oral histories, develop literature reviews, prepare town halls, and synthesize findings in a report

Cultivated relationships with 7+ partner organizations including the College Park City Council and Restorative Justice Commission; Prince George's County Council; College Park Department of Planning & Community Development; Maryland-National Capital Park and Planning Commission; University of Maryland Special Collections & Archives; Embry African Methodist Episcopal Church; Lakeland Civic Association; Lakeland Community Heritage Project; and the Braxton Institute for Sustainability, Resiliency & Joy to galvanize inclusive participation in systems change

Organized 20+ standing meetings, site visits, and listening sessions with government officials, civil society representatives, and affected community members to foster the intersectional networks necessary for envisioning sustainable, responsive solutions of repair

Jointly authored a toolkit on cultural humility and anti-racist praxis for institutions seeking to be allies in racial justice and to work alongside community-centered, racial redress projects

United Nations Permanent Forum on People of African Descent (UN PFPAD), Geneva, Switzerland

Researcher with African American Redress Network, Apr 2024

Presented at an official side event titled "Infrastructure for Reparative Justice" at the Third session of the UN PFPAD on the importance of community-led, participatory research with descendants and the complementarity between primary and secondary sources to foster spaces of coalition and strategy-building

Columbia University, New York, New York

SIPA Capstone Workshop Consultancy, Dec 2023 – May 2024

Under the supervision of a faculty advisor, served on a team of graduate student consultants to the Detroit Reparations Task Force and the Kansas City Mayor's Commission on Reparations to author reports that documented historical harms and contemporary impacts of racial discrimination and systemic divestment, as experienced by the Black community, in both cities

Continued the Black Audit Project's work by co-creating analyses and policy recommendations alongside local Black communities to make the case that historical wrongdoings necessitate repair for the U.S. to achieve the United Nations Sustainable Development Goals

Lotus Campaign, Charlotte, North Carolina

Landlord Participation Program Intern, Dec 2023 – Jan 2024; *Philanthropy Intern*, Jun 2023 – Aug 2023

Located grant opportunities, strategized a timeline for completion, and wrote 2+ proposals with senior leadership to support the funding and expansion of the flagship program within the state

Oversaw data management for the donations, pledges, pledge payments, and soft credits of nearly 500 constituents on the Bloomerang database and prepared a Q2 philanthropic report for the board of directors

Created standard operating procedures to streamline documentation of transactions, reduce donor attrition on the Bloomerang database, and establish data collection and maintenance practices on ArcGIS

The Arc Carroll County, Westminster, Maryland

Direct Support Professional, Dec 2019 – May 2022

Advanced recreational empowerment and skill development for adults with intellectual disabilities through personalized support in areas of physical activity, personal finance, and artistic expression for 3+ hours each week

Maryland State Archives, Annapolis, Maryland

Intern for the Study of the Legacy of Slavery in Maryland, Jun – Aug 2021

Interpreted record entries from Allegany County's districts in the 1870 U.S. Federal Census to expand an online searchable database for the *Legacy of Slavery in Maryland* website

Jessia Marie Avila

(+1) 301-643-4182 | avilamjessia@gmail.com | www.linkedin.com/in/jessia-avila

On Earth Peace, New Windsor, Maryland

Migrant Justice Organizer, Dec 2020 – Apr 2021

Managed a community-building strategy for 150+ advocates, faith leaders, and practitioners by writing newsletter articles, organizing events, curating content on social media, and leading one-to-one meetings

Initiated a partnership with the Oasis Center, an interfaith service initiative, and co-organized *Training for Community-Based Responses to Asylum Issues: A Kingian Nonviolence Approach*, which equipped attendees with technical/legal knowledge about asylum and Kingian Nonviolence principles in six sessions

Formulated the digital marketing strategy and facilitated *Phyllis Yvonne Dodd presents, Love Has No Borders: True Stories of Desperation as seen by a Social Worker, featuring the story of a woman seeking asylum*, a two-part webinar that focused on gender-based violence, root causes of migration, and pathways toward healing

Designed graphics and drafted copy to produce interactive event pages and email blasts on NationBuilder as well as social media posts that advertised 3+ online events and collectively generated about 100 RSVPs

VOLUNTEER SERVICE

Missionaries of Charity, New York, New York

Volunteer, Sep 2022 – Jan 2024

Collaborated in the food preparation process with an interfaith team of volunteers and Catholic religious sisters at a women's shelter to maintain clean, safe equipment and to weekly deliver 80+ warm, nutritious meals in the Harlem neighborhood of New York City

PUBLICATIONS

“Restorative Justice for Greenbelt: A Report of Historical Harms and Contemporary Impacts.” Authored by Elizabeth Hudler; Raymond Wilkes; Charkera Ervin, J.D.; Vanessa Braganza, PhD; Kayla Edwards-Scott; Keith Webster; Antonia Izuogu; Pablo Vásquez III, J.D.; Jessia Avila; Justin Hansford, Esq.; Linda J. Mann, PhD. August 2025.

“Restorative Justice for Lakeland: A Report of Historical Harms, Contemporary Impacts, and Policies for Redress.” Authored by Jessia Avila; Vanessa Braganza, PhD; Kayla Edwards-Scott; Charkera Ervin, J.D.; Justin Hansford, Esq.; Linda J. Mann, PhD; Pablo Vásquez III, J.D.; and Keith Webster. June 2025.

“Addressing Racial Inequalities in America: A United Nations Sustainable Development Goals Audit of US Black Communities” in Kansas City, Missouri and Detroit, Michigan. Authored by Jessia Avila, Jiner Fan, Aliya-Begum Jessa, Pablo Vasquez, and Caroline Zhang. May 2024.

“A contagion of violent minimization within the European and Greek migration regime: The enduring plight of asylum seekers in Greece during the COVID-19 pandemic.” Authored by Jessia Avila and presented at the Pi Sigma Alpha National Student Research Conference. Mar 2022.

“Advancing Hispanic representation in institutions of higher education to address systemically perpetuated roadblocks to upward mobility and economic opportunity.” Authored by Jessia Avila, Joshua Gray, and Michael Tiburzi and presented to staff at the Maryland Governor's Office. Aug 2021.

EDUCATION

MIA **Columbia University**, New York, New York

Master of International Affairs, Human Rights Policy (concentration), International Conflict Resolution & Data Analytics (specialization)

Relevant Coursework: Nonprofit Financial Management, Children's Rights Advocacy, Migration & Human Development, Human Rights Research & Reporting, Negotiation & Conflict Resolution, Collaborative Social Justice & Health Policy

BA **McDaniel College**, Westminster, Maryland

Bachelor of Arts in Political Science and Marketing (dual major), minor in Spanish

SKILLS

Languages: Fluent in Spanish

Computer: Proficient in Canva, Microsoft Office Suite, Google Suite; Knowledge of Bloomerang, Tango, RStudio, and NationBuilder

CHARKERA ERVIN, J.D.

Phone: (304) 888-9935

mitchellervinassociates@gmail.com

[LinkedIn](#)

350 Maple Drive SW, apt. 1218
Washington, DC 20024

EDUCATION

J.D. Howard University School of Law May 2023 3L Class Council (President), Atypical Law Society (Vice President), Education Law Society (Secretary), Public Interest Law Society, Gospel Choir, Charles Hamilton Houston Moot Court Team, The Justice Initiative.

Cert. Marshall University, Deaf and Hard of Hearing Education

BS Bluefield State University, Teacher Education
Student Government Association (Treasurer, Multicultural Secretary), Model UN, Alpha Kappa Alpha Sorority Inc., Student Publications, Black Student Union (President)

EMPLOYMENT HISTORY

African American Redress Network, Columbia University, NY, NY

Legal & Policy Director

Presented research report findings to city council and community members.
Researched land records to establish class of harmed individuals and families
Developed surveys and interviews to measure impact to narrowly tailor recommendations.
Successfully solicited new clients to attain contracts.
Submitted a statement to the United Nations Permanent Forum on People of African Descent on Reparatory Justice.
Presented on City-Wide Reparations Commission Reports For Minnesota Black Lives Matter Conference 2025.

Reparations Education Project

Program Manager

Collaborated on strategy for operations and fundraising
Produced materials for grant applications
Represented principle with coalition partners
Researched organization and events to promote
Assisted in the placement and promotion of literature in independent bookstores

Charles Ogleetree Reparative Bar Association

Fellow

Researched and developed Curriculum on reparations
Consulted with movement partners on infrastructure.
Presented Movement Lawyering for Reparative Justice at First Repair Reparations Conference 2024
Moderated Reparations panel at Conference Facing the Future: Organizing and Lawyering for Justice at Harvard Law School Systemic Justice Project.

United Nations Permanent Forum on People of African Descent- Office of Justin Hansford

Human Rights Counsel

Created long-term plans regarding legislative, litigation, and human rights advocacy.

Consulted with the member on research and writing projects, including research on human rights, civil rights, and movement lawyering matters, such as reporting to the UN Special Rapporteur on Racism and Discrimination.

Coordinated and supervised the efforts of interns on projects to completion.

Acted as member's principal liaison and representative and responded to inquiries from constituents and various interest groups

Thurgood Marshall Civil Rights Center, Washington, DC

Student Attorney

Coordinated the Black Audit Project to conduct human rights evaluations on Afro descendant communities.

Researched and analyzed proposed federal legislation policies that provided mental health assistance.

Edited and distributed an advocacy letter in support of a posthumous pardon for Marcus Garvey.

Movement Lawyering Clinic

Student Attorney

Researched city data aligning with Sustainable Development Goals for the United Nations Permanent Forum for People of African Descent and presented findings in Geneva, Switzerland, during the Forum's 1st session.

Directly examined witnesses as part of an international tribunal on human rights.

Temple Law, Washington, D.C.

Law Clerk

Aid in preparation for appellate oral arguments and trial proceedings.

Review citations and cases used by opposing counsel in briefs and motions.

Drafted, edited, and revised court documents filed for litigation.

Federal Election Commission

Intern to Commissioner Ellen Weintraub

Researched legal issues such as state standing on equality issues.

Evaluated points of authority submitted by parties to FEC cases.

American Civil Liberties Union- West Virginia

Equity and Justice Fellow

In assistance with ongoing litigation, I researched case law for tent cities/homeless encampments.

Researched case law in support of police review boards.

Squire Patton Boggs Foundation/ Lawyers Committee for Civil Rights

Racial Justice Fellow

Researched redistricting processes and maps that may undermine the voting rights of minorities.

Wrote memos analyzing issues with the application of the “one person, one vote” rule.

Our Future WV, Charleston, WV

Organizer

Wrote Legislative Plans for issue campaigns, Toolkit for Nuisance ordinance used in Housing, Op-eds, and Memorandum of Understanding for partner organizations.

Drafted model legislation language for our issue campaigns.

Advocated for community members and amplified their issues to elected officials and policymakers.

Organized interested community groups to move toward common goals in pursuing effective policy change in the areas of housing, education, racial discrimination, and policing.

Lacy Watson for Congress (Campaign), Bluefield, WV *Deputy Campaign Manager*

Hired and trained campaign staff.

Coordinated staff through various organization procedures such as fundraising and constituent outreach.

Formulated and executed campaign strategy

Monitored for FEC compliance

West Virginia Democratic Party, Charleston ,WV

Field Coordinator

Successfully recruited, trained, and managed paid workers & volunteers to implement the GOTV plan.

Created innovative volunteer engagement activities such as 'Phone Bank Bingo' and 'Brunch and Canvas.'

Organized phone banks and distributed canvasses to meet data-driven outreach goals.

Committee to Elect Richard Ojeda (Third Congressional District), Logan, WV
Field Director

Wrote field operations plan and volunteer handbook by analyzing district voting patterns and turnout factors.

Trained and managed regional coordinators and campaign volunteers. •

Coordinated support between the candidate and key constituents.

Virginia School for the Deaf and Blind, Staunton, VA
Teacher

Provided Instruction in American Sign Language

Coordinated with interpreters, therapists, and other service providers.

Planned and researched data-based instruction for student needs and IEP goals.

Summers County Schools, Hinton, WV
Deaf and Hard of Hearing/Vision Itinerant

Provide instruction in American Sign Language.

Check and troubleshoot assistive technology.

Supervised and instructed the interpreter.

Planned and led Individualized Education Plan (IEP) meetings.

McDowell County Schools, Welch, WV
Field Director

Created lessons that implemented Content Standards.

Used data to modify instruction.

Communicated with parents on student achievement and behavior

HONORS AND AWARDS

Charles Hamilton Houston Pro Bono Service Award 2022 Given by Howard University Law School for over 400 documented hours

CALI Excellence for the Future Award, [Movement Lawyering Clinic II](#) 2022

Highest grade in the course

CALI Excellence for the Future Award, [ADR Consortium](#) 2022 Highest grade in the course

CALI Excellence for the Future Award, [Equal Employment Opportunity Law](#) 2022 Highest grade in the course

CALI Excellence for the Future Award, [Corporate Social Justice](#) 2021 Highest grade in the course

[Squire Patton Boggs Fellowship](#), Sustained Impact Racial Justice Fellow 2021
Placement with the Lawyers Committee for Civil Rights

ACLU-WV Racial Justice Fellowship 2021

Outstanding Democrat of the Year, West Virginia Democratic Party 2018 Voted by Mercer County Democratic Executive Committee

Democratic Elector, West Virginia Democratic Party 2016 Vote from WVDP Convention Delegates to represent Hilliary Clinton if she won the popular vote for the state.

PUBLICATIONS

Books

Edwina, Charkera, *Product of My Meditation*, Ervin Publishing, 2007.

Edwina, Charkera, [Words of Illumination](#), Ervin Publishing, 2007.

MEDIA MENTIONS & INTERVIEWS

[Reparations Now Podcast](#), May 26, 2024.

Joe Servino, [Supporters Rally for Hairstyle Protection Bill](#), Charleston-Gazette Mail, Feb. 22 (2022).

Alicia Matheny Beeson, Wild and Wonderful Women, [The CROWN Act in WV: An Interview with Charkera Ervin](#), Jan 20 (2022).

West Virginia Human Rights Commission, [Commission News](#), Winter 2022.

Errin Haines, [Black Activist Take Voting Rights Battle to Joe Manchin's Back Yard](#), June 26 (2021).

Crystal Good, Scallywag Magazine, [Meet the 5 Women Uprooting White Supremacy in West Virginia](#), May 2021.

WCHS 8, [Supporters March, Rally at Capitol for Legislation That Would Ban Hair Discrimination](#), March 13, 2021.

Emily Allen, West Virginia Public Broadcasting, ['Say His Name': Protesters Remember History While Marching for Future in Bluefield](#), June 8 (2020).

Charles Boothe, [Peaceful Vigil in Princeton: Hundreds gather asking for an end to racial injustice](#), [Bluefield Daily Telegraph](#), June 8 (2020).

Frank G. Runyeon & Julia Arciga, [Anti-Trump Protesters Target Jones Day, King & Spalding](#), Law 360, Nov. 13 (2020).

West Virginia Public Broadcasting, [In Bluefield, City Leaders Address Broken Promise to Hold Police Accountable](#), Nov. 2, 2020.

Roll Call, [The Unlikely Campaign Behind Richard Ojeda's Rise in West Virginia](#), July 10, 2018.

PRESENTATIONS

Research Presentation, “Infrastructure for Reparative Justice”, United Nations Permanent Forum on People of African Descent, Session 3, April 17, 2024.

Presentation, Evanston National Reparations Symposium, Dec. 2, 2023

Research Presentation, “Building a Case for U.S. Reparations”, United Nations Permanent Forum on People of African Descent, Session 2, May 31, 2023.

Research Presentation, Acknowledging Black America in the Discussion for Sustainable Development Goals, United Nations Permanent Forum on People of African Descent Session 1, Dec. 6, 2022.

Panel Discussion, San Francisco Pathways to Parity Oct. 6, 2022.

Presentation, “WV CROWN Act”, West Virginia Black Policy Day, February 19, 2022

Panel Discussion, “*The African Diaspora Convenes on the World Stage & Calls for Reparatory Justice* - Reports from the Inaugural Session of the UN Permanent Forum on People of African Descent.” Jan 2023.

WORK PRODUCTS [Nuisance Ordinance Toolkit](#)

Reparations: [Annotated Bibliography](#)

LANGUAGES

English: Native Language **American Sign Language:** Conversational

KEY COMPETENCIES & SKILLS

Empathy, organizing, event planning, public speaking, curriculum development

INTEREST

Politics, gospel music, spoken word/slam poetry, karaoke

REFERENCES

Upon Request

EDUCATION

Howard University School of Law, Washington, D.C.

Juris Doctor Candidate May 2025

GPA: 88.49
Honors: CALI Excellence for the Future Award® (highest grade), Legislation and Regulation (Fall 2022) CALI Excellence for the Future Award® (highest grade), Business Organizations (Fall 2024) CALI Excellence for the Future Award® (highest grade), Movement Lawyering Clinic II (Fall 2024)
Activities: President of 1L Class Council, Movement Lawyering Clinic Student Attorney

New York University, New York, NY

Master of Arts, in Arts Politics May 2021

Princeton University, Princeton, NJ

Bachelor of Arts, in Politics May 2017

Activities: BodyHype Dance Company President

EXPERIENCE

Commission on Racial Equity, New York City, New York

Senior Special Projects Associate Sep. 2025 – Present

Project manager of the Commission on Racial Equity’s legislative mandate to implement Local Law 91, requiring CORE create a Truth, Healing, and Reconciliation process for New York City, and Local Law 92, requiring that CORE study the impacts of slavery and its legacies in New York and recommend Reparations policies to redress those harms.

Brothers in Law, Inc., Washington, D.C.

National Director of Policy, Education, and Civic Engagement Apr. 2025 – Present

Oversee internal policies, serve as the parliamentarian of the Brothers in Law, Inc. Board of Directors, coordinate and execute legislative initiatives, analyze policies, manage legislative relations, and build legislative analysis toolkits.
Currently working on building a reparations policy database to track reparations related legislation across the United States as well as a pre-law legal education curriculum to teach critical legal knowledge in subjects like criminal procedure and constitutional law.

African American Redress Network, Columbia University & Howard University

Policy Asst. Director Jan. 2024 – Present

Worked closely with the Kansas City, Missouri Mayor’s Commission on Reparations, wrote reparative policymaking section of the “ADDRESSING RACIAL INEQUALITIES IN AMERICA: A United Nations Sustainable Development Goals Audit of US Black Communities Kansas City, Missouri” report, hosted community listening sessions in Kansas City, created a legislative landscaping/reparations scoring toolkit, presented before the Mayor’s Commission on Reparations in Kansas City, presented to the United Nations in Geneva, Switzerland during a panel for the Permanent Forum on People of African Descent.
Currently working with the Restorative Justice Commission for the City of College Park, Maryland, to produce report on urban renewal in Lakeland community and recommend reparative policies to address historic and ongoing harms.
Currently working with the Reparations Commission of the City of Greenbelt, Maryland, to help fill research gaps in the work already produced by the commission and to ultimately develop and recommend reparative policies to address historic and ongoing harms.

Center for Public Research and Leadership, New York City, New York

Graduate Student Consultant and Summer/Fall Associate Jan. 2024 – Dec. 2024

Completed an exchange semester at Columbia University with the Center for Public Research and Leadership, researched and wrote report on designing innovative contracts and collective bargaining agreements (CBAs), contributed to “Designing Contracts for a Modern Classroom: The ABCs of CBAs” report, helped prepare materials for and run a workshop series with NYC school district leaders, principals, teachers, the Office for Family and Community Engagement, and various other NYC DoE leaders.

United States District Court for the District of Maryland, Greenbelt, Maryland

Judicial Intern

May 2023 – Aug. 2023

Wrote memoranda on several active cases, observed both civil and criminal trials, conducted legislative and case law research, prepared binders for trials, attended weekly speaker series, and participated in weekly case breakdowns with the judge and law clerks.

Stateside Associates, Washington, D.C.

Political Consulting Contractor

Jun. 2021 – Present

Tracked municipal legislation pertaining to solid waste, water conservation, opioid litigation, labor and wages, and other various issues from jurisdictions throughout the country, and sent summaries of relevant issues to 20+ national clients.

Wrote a report for a client summarizing a sales tax referendum, including: the history of the bill, definitions of key terms, all stakeholders organized by degree of support for the bill, and an analysis of the likely trajectory of the bill.

New York Public Interest Research Group, New York City, New York

Multiple Positions

Jun. 2018 – Sep. 2020

Project Coordinator (Sep. 2018 – Jul. 2020): Managed a team of 10+ interns at the Borough of Manhattan Community College, led 6 different policy teams each responsible for several community service projects, taught weekly workshops, registered around 2,500 students to vote, worked as a bilingual Small Claims Court counselor, worked with BMCC's Student Government Association to pass the first resolution on a Zero-Cost Textbook Policy, co-created a fellowship program with BMCC administration, collected 1400+ menstrual hygiene products for Herstory Month.

Administrative Assistant (Jun. 2019 – Sep. 2019): Conducted 1,000+ phone, group, and one-on-one interviews, hired new employees, handled payroll and W4s/19s for employees, and wrote a 12-page report to optimize office performance and establish new canvass safety protocols.

Community Outreach Organizer (Jun. 2018 – Sep. 2018): Canvassed in different municipalities throughout New York to educate and mobilize the public on climate change, and individually raised around \$7,500 in charitable donations.

SKDKnickerbocker, New York, NY

Political and Public Affairs Intern

Jul. 2017 – Dec. 2017

Conducted DEI research, drafted a crisis response memo, and created social media toolkits for the Mellon Foundation, a multi-billion dollar philanthropic organization; also developed client newsletters, supported client acquisition pitches, and helped prepare a merger playbook for our largest client.

Holland and Knight, Washington, D.C.

Public Policy and Regulation Intern

Jun. 2016 – Aug. 2016

Wrote reports on congressional hearings on education, cyber security, tax law, and various other subjects, prepared client presentations on the omnibus appropriations bill and interoperability standards in healthcare, and conducted case law and legislative research for partners.

PRESENTATIONS

Fourth Session of the United Nations Permanent Forum on People of African Descent (New York City, New York) – presented on the legislative history of the urban renewal policy in College Park, Maryland, and on original research analyzing College Park City Council meeting minutes to develop a "Cohesion Score," a weighted metric quantifying council voting alignment across policy decisions.

Third Session of the United Nations Permanent Forum on People of African Descent (Geneva, Switzerland) – presented on mapping the legislative landscape and reparative policymaking.

Mayor's Commission on Reparations (Kansas City, Missouri) – presented on reparative policymaking possibilities in Kansas City.

3rd Annual National Symposium for State and Local Reparations (Evanston, Illinois) – presented on the Slavery Disclosure and Redress Ordinance (SDRO) that I co-authored, a model bill that synthesized best practices from existing legislation and provided a template for municipal and state governments to adopt. See *Illinois State Legislature HB 1227*.

PUBLICATIONS

“RESTORATIVE JUSTICE FOR LAKELAND: A REPORT OF HISTORICAL HARMS, CONTEMPORARY IMPACTS, AND POLICIES FOR REDRESS” (2025) -- Contributing author to official city government report analyzing the impacts of urban renewal in the Lakeland community and recommending reparative policy

interventions.

“ADDRESSING RACIAL INEQUALITIES IN AMERICA: A United Nations Sustainable Development Goals Audit of US Black Communities” -- Authored “Reparative Policymaking” section for the official report of the Kansas City Mayor’s Commission on Reparations.

United Nations Permanent Forum on People of African Descent 4th Session – Submitted an official comment for the Reparatory justice for Africa and people of African descent panel

LANGUAGES

English (fluent), Spanish (conversant), French (beginner)

INTERESTS

Martial arts (amateur Muay Thai competitor), dance (10+ years of experience, instructor, performer, competitor), and solving Rubik’s cubes.

Vendor Outreach Program Ordinance

Human Rights & Equal Economic Opportunity

The goal of the Vendor Outreach Program (VOP) ordinance is to encourage contracting with local small businesses.

VOP helps local small (SBE), small minority-owned (MBE), and small woman-owned business enterprises (WBE) take part on City contracts. The Saint Paul Administrative Code (Chapter 84) governs VOP. Generally, VOP applies on contracts with a total cost of at least \$50,000.

VOP strives to award purchases of **goods, services, and construction** opportunities to eligible local SMWBEs. The Central (CERT) Certification Program certifies eligible businesses. Generally, there is a goal to award at least 25% of opportunities to certified businesses. The 25% business inclusion goal is broken down as follows:

- 5% to minority-owned business enterprises (MBE)
- 10% to woman-owned business enterprises (WBE)
- 10% to other small business enterprises (SBE)

VOP evaluates each project and contract on its own, and business inclusion goals may vary for several reasons, such as actual available business opportunity.

The federal DBE program will govern certain City contracts. If that is the case, you are subject to DBE requirements and not VOP. The U.S. Department of Transportation governs the DBE program under Chapter 49 of the Code of Federal Regulations Part 26. If DBE applies, information pertaining to those requirements will be included with this specification.

Procedure

Under VOP, you must seek vendors that are currently CERT certified. The searchable database of certified companies is at <https://cert.smwbe.com>. There is information on this page explaining how to get a Vendor List or access. CERT staff will attempt to respond to your request within 2 business days.

You will report on VOP compliance throughout your contract on our online Contract Compliance Monitoring Software, B2Gnow.

How a business can be certified

Generally, businesses can be certified if they are located in the eligible area and qualify as a small business. Once a business meets those two qualifications, they can also certify as being woman-owned or minority-owned.

Eligible businesses may be located in any of the following counties: Anoka, Benton, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Scott, Sherburne, Stearns, Washington Wright, Pierce (WI), St. Croix (WI).

Whether a business qualifies as small depends on their revenue for their applicable NAICS codes. Certain types of businesses (such as subsidiaries and franchisees) may not be eligible for certification.

For specific information please e-mail cert@ci.stpaul.mn.us or call 651-266-8900 and ask for CERT staff.

**City of Saint Paul
Vendor Outreach
Program Good Faith
Effort Standards**

Excerpted From Chapter 84 of the Saint Paul Administrative Code

The steps listed below are not a checklist, but rather a set of guidelines meant to provide various ways to exhibit good faith efforts. This is not an exhaustive list. To truly display a good faith efforts showing within the spirit of the Saint Paul Administrative Code good faith efforts will be evaluated throughout the life of the contract. If a contract fails to meet the VOP goals at the end of the contract, appropriate documentation must be submitted to the Vendor Outreach Coordinator explaining why.

1. *Good faith efforts required.* On any contract with the City where a contracting party has failed to meet the established level of certified vendor participation, good faith efforts to meet such levels must be shown. Levels of certified vendor participation are evaluated throughout the duration of the contract.
2. *Factors to be considered.* When determining whether a good faith effort has been established the City will consider all relevant efforts, including but not limited to the following factors:
 - A. List each possible subcontract opportunity in the contract, indicating where possible the NAICS Code (or NIGP Code) of such work, seeking the assistance of the department in ascertaining such subcontract opportunities.
 - B. Obtain access to the CERT Certified Vendor Online Directory or an exported list of the CERT certified businesses from CERT staff and search for current CERT certified SBEs, MBEs and WBEs.
 - C. Attend all pre-bid and pre-construction conferences to obtain information about the Vendor Outreach Program, the levels of participation of CERT certified SBEs, MBEs, and WBEs, and the outreach requirements herein.
 - D. Request assistance from local small business related organization; minority and women community organizations; minority and women contractor groups; or other organizations that provide assistance in the recruitment and placement of SBEs, MBEs, and WBEs.
 - E. Solicit bids from CERT certified SBEs, MBEs and WBEs, which have been identified as being available and capable of performing the necessary work for the business opportunity within the contract within sufficient time for such business to provide a response, but at no time less than (10) business days prior to bid opening, by phone, fax, electronic mail, internet or other social media.
 - F. Advertising available business opportunities in local papers, minority publications, and women publications.
 - G. Solicit bids from a minimum of three (3) such certified businesses for each business opportunity available within the contract. Bidders who continuously list the same certified SBEs, MBEs and WBEs as having been contacted and listed as unavailable, when contact has previously been unsuccessful as a result of disconnected phone numbers or returned mail, will not be deemed to have made good faith efforts.
 - H. Provided plans and specifications; information regarding the location of plans and specifications; or other necessary information regarding the opportunity to SBEs, MBEs and WBEs in a timely manner.

- I. Where applicable, advise and make efforts to assist interested CERT certified SBEs, MBEs and WBEs to obtain bonds, lines of credit or insurance, or other potential capacity barriers required to perform the contract.
 - J. Submit documentation if responses from CERT certified SBEs, MBEs or WBEs were rejected, giving the complete basis for the rejection and evidence that the rejection was justified.
 - K. Encourage potential SBE, MBE and WBE candidates to become CERT certified.
3. *Failure to meet good faith efforts.*
- A. A contracting party who fails to meet established goals and provide sufficient good faith efforts shall be subject to a penalty, the amount of which shall be calculated as follows:

The difference between the established Vendor Outreach Program goal based off of the available business opportunity on the contract that failed to establish good faith efforts and the actual goal achieved/actual amount contracted with CERT certified businesses.
 - B. Additionally, a contracting party who fails to meet established goals and provide sufficient good faith efforts on a project will be deemed a non-responsible bidder and placed on a list of ineligible bidders for a period of one year. During the period of ineligibility, the contracting party may request a review of its subsequent efforts to work with SBEs, MBEs, and WBEs on projects with other entities within the Marketplace for the purpose of being removed from the list and reinstated as an eligible bidder.
 - C. A contracting party found to have failed to provide good faith efforts shall be notified in writing of the determination. The notice must contain the amount of penalty being imposed, the date upon which placement on the ineligible list occurs, and the method for appealing the determination.
 - D.



CITY OF SAINT PAUL
Vendor Outreach Program Ordinance Questionnaire
Business Inclusion Data – Mandatory Submission *

Company/Firm Name: The Trustees of Columbia University, City of New York

Street Address: 615 West 131st Street 6th Floor, Mail Code 8725 New York, NY 10027-7922

Contact Person: Linda J. Manr

E-Mail: ljm2184@columbia.edu Phone Number: 703-5829257

Project Name: The Saint Paul Recovery Act Commission on Reparations (SPRCOR)

Supplier Portal (stpaulbids) Event #: 1627-2

Failure to complete and include this questionnaire with the bid/quote/request for information/request for proposal/request for qualifications, or any other type of solicitation not listed herein, will deem it non-responsive and it will be rejected.



(check if applicable) At this time there are no subcontracting opportunities as we are self-performing all work. If the scope of our work changes and we will not be self-performing this work, we will (1) consult the CERT list to look for a qualified subcontractor to perform the work and (2) notify compliance of the change.

Anticipated percent of available business opportunity for this project that will be awarded to CERT certified businesses:

MBE 0 % SBE 0 % WBE 0 %

Percentages and estimated dollar amounts are required. Attach additional pages if necessary.

Name of Certified Vendor	MBE, SBE, or WBE	Type of Work or Supplies	Estimated Subcontract Dollar Amount

* I understand that, pursuant to Chapter 84 of the City of St. Paul Code of Ordinances, the Vendor Outreach Program applies to this bid, and under the Vendor Outreach Program, the City requires submission of the Vendor Outreach Program Questionnaire in order for the bid to be responsive. I further understand that I will have up until the time of award, or 10 days after bid opening, whichever occurs first, to complete and submit my Vendor Outreach Program Questionnaire. Failure to submit this form will result in my bid being treated as nonresponsive.

DR

J
City of Saint Paul
15 W Kellogg Blvd
Saint Paul, MN 55102

The Trustees of Columbia University in the City of New York
615 West 131st Street
6th Floor, Mail Code 8725
New York, NY 10027-7922

City:
This Agreement has been duly executed by the
City of Saint Paul via electronic approval

Contractor:  831F01D31FC64BE...

Signature

Maribel Respo

Printed Name

Senior Director of Research Operations

Title

4/6/2026

Date