



# Shelby County Government

LEE HARRIS  
MAYOR

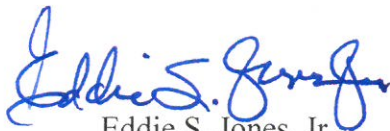
Dear Shelby County, Tennessee Local Business Owner or Community Member:

Shelby County commissioned Griffin & Strong, P.C. to conduct a Disparity Study. The Study will evaluate if there is equitable contracting by the County on the basis of race, ethnicity, and gender.

The study team will be reaching out to businesses to gather important data, as well as to interview local business owners and community members with regard to their experiences in doing business with Shelby County and in the broader Shelby County marketplace.

Shelby County is asking for your participation when contacted by Griffin & Strong, P.C. We believe that the more information this Study gathers about your experiences, the better the County will be able to serve all businesses in our marketplace. We are personally grateful for your support and cooperation in this important effort.

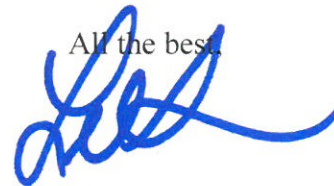
Sincerely,



Eddie S. Jones, Jr.

Chairman, Board of Commissioners

All the best,



Lee Harris  
Mayor