

State of Minnesota Joint Availability and Disparity Study

FINAL REPORT



Submitted To:

Minnesota Department of Administration

Submitted By:



October 22, 2009

***State of Minnesota Joint Availability
and Disparity Study***

Minnesota Department of Administration

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Submitted by:



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TABLE OF CONTENTS

	PAGE
1.0 INTRODUCTION.....	1-1
1.1 Technical Approach	1-2
1.2 Report Organization.....	1-2
2.0 LEGAL REVIEW.....	2-1
2.1 Introduction	2-1
2.2 Standards of Review for Race- and Gender-Specific Programs	2-2
2.3 To Withstand Strict Scrutiny, a Race-Based Program Must Be Based on Thorough Evidence Showing a Compelling Governmental Interest	2-5
2.4 Sufficiently Strong Evidence of Significant Statistical Disparities Between Qualified Minorities Available and Minorities Utilized Will Satisfy Strict Scrutiny and Justify a Narrowly Tailored M/WBE Program	2-7
2.5 The Governmental Entity or Agency Enacting an M/WBE Program Must Be Shown to Have Actively or Passively Perpetuated the Discrimination.....	2-13
2.6 To Withstand Strict Scrutiny, an M/WBE Program Must Be Narrowly Tailored to Remedy Identified Discrimination.....	2-16
2.7 Small Business Procurement Preferences.....	2-20
2.8 Geographical Business Preferences.....	2-21
2.9 Conclusions.....	2-25
3.0 UTILIZATION AND AVAILABILITY ANALYSES	3-1
3.1 Methodology.....	3-1
3.2 Construction	3-7
3.3 Professional Services.....	3-14
3.4 Other Services	3-17
3.5 Goods and Supplies	3-19
3.6 Summary	3-21
4.0 DISPARITY ANALYSIS.....	4-1
4.1 Methodology.....	4-1
4.2 Disparity Indices Results.....	4-2

TABLE OF CONTENTS (Continued)

	PAGE
5.0 ANECDOTAL ANALYSIS	5-1
5.1 Methodology.....	5-1
5.2 Demographics	5-3
5.3 Barriers to Doing Business with the Governmental Units	5-8
5.4 Certification Process	5-17
5.5 Prompt Payment	5-20
5.6 Access to Capital	5-21
5.7 Bonding and Insurance Process	5-22
5.8 Discrimination.....	5-25
5.9 Other Focus Groups, Public Hearings, and Personal Interview Comments.....	5-30
5.10 Suggested Remedies.....	5-31
5.11 Conclusion	5-34
6.0 FINDINGS AND RECOMMENDATIONS	6-1
6.1 Findings for M/WBE Utilization and Availability.....	6-1
6.2 Findings for Admin Targeted Group Program (TGP)	6-5
6.3 Commendations and Recommendations	6-6

Glossary of Terms

APPENDICES

- Appendix A: Telephone Survey Instrument
- Appendix B: Telephone Survey Results
- Appendix C: Regression Analysis
- Appendix D: Personal Interview Guide
- Appendix E: Focus Group Guide
- Appendix F: US Census Survey of Business Owners
- Appendix G: Availability and Utilization of Firms Owned by Individuals with Disabilities
- Appendix H: Best Practices
- Appendix I: Targeted Group Participation Summary of Disparities by Governmental Unit
- Appendix J: Census Disparity Analysis

1.0 INTRODUCTION

1.0 INTRODUCTION

On August 4, 2008, the Commissioner of Administration for the state of Minnesota contracted MGT of America, Inc. (MGT), to conduct a Joint Availability and Disparity Study for the Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Council, Metropolitan Sports Facilities Commission, Metropolitan Mosquito Control District, and the Metropolitan Airports Commission, later referred to as the Governmental Units. The purpose of the disparity study was to:

- Examine what, if any, barriers may have resulted in disparities in the utilization of available minority-owned, woman-owned, and targeted group business enterprises (M/WBE and TGBs) and examine and summarize related findings from other studies that encompass each of the Governmental Units' relevant marketplaces.
- Identify from the most accurate sources the availability of M/WBEs and TGBs that are ready, willing, and able to do business with each of the Governmental Units' members in the relevant market areas.
- Analyze state funded contracting and procurement data of the Departments of Administration and Transportation and the non-federal funded contracting and procurement data of each of the Metropolitan Agencies to determine their respective utilization, as well as each of the Governmental Units member's utilization as a whole, of M/W/BEs and TGBs.
- Determine the extent to which any identified disparities in the utilization of available M/W/BEs and TGBs by each of the Governmental Units' members might be impacted by discrimination.
- Recommend programs to remedy the effects of any discrimination identified, and to reduce or eliminate any other marketplace barriers that adversely affect the contract participation of such M/W/BEs and TGBs.

Governmental entities like the members of the Governmental Units have authorized disparity studies in response to the *City of Richmond v. J. A. Croson Co.*¹ (*Croson*) decision to determine whether there is a compelling interest for remedial procurement programs. Recommendations resulting from such studies are used to narrowly tailor any resulting programs to specifically address findings of underutilization attributable to unfair business practices.

The findings, analyses, and recommendations of the Minnesota Department of Administration (Admin) study are presented in the chapters that follow. This chapter summarizes the objectives for the study; the technical approach used to accomplish the objectives, the major tasks undertaken, and provides an overview of the organization of the report.

¹ *City of Richmond v. J. A. Croson, Co.*, 488 U.S. 469 (1989).

1.1 Technical Approach

In conducting the study and preparing recommendations, MGT followed a carefully designed work plan that allowed MGT study team members to fully analyze availability, utilization, and disparity with regard to M/WBE and TGB participation. MGT's approach has been tested in over 125 jurisdictions and proven reliable to meet the study's objectives. The work plan consisted of, but was not limited to, the following major tasks:

- Conducting a legal review.
- Establishing data parameters and finalizing a work plan.
- Reviewing policies, procedures, and programs.
- Conducting market area and utilization analyses.
- Determining the availability of qualified firms.
- Analyzing the utilization and availability data for disparity and statistical significance.
- Conducting a telephone survey.
- Collecting and analyzing anecdotal information.
- Conducting a statistically valid regression analysis.
- Providing information on best practices related to small and M/WBE business development.
- Identifying narrowly tailored race- and gender-based and race- and gender-neutral remedies.
- Preparing the final report for this study.

1.2 Report Organization

The study for the Department of Administration reviewed Admin's contract and procurement data from the period of January 1, 2002, through December 31, 2007. In addition to this introductory chapter, this report contains the following sections:

- **Chapter 2.0** presents an overview of controlling legal precedents that impact remedial procurement programs and guide disparity study methodology.
- **Chapter 3.0** presents the methodology used to determine Admin's relevant market area and statistical analysis of vendor utilization by the Department of Administration as well as the availability of firms for procurement activities.

- **Chapter 4.0** provides a discussion of the levels of disparity for prime contractors and subcontractors and a review of the multivariate analysis used to determine levels of disparity for Admin.
- **Chapter 5.0** presents an analysis of anecdotal data and information based on the telephone survey, personal interviews, focus groups, and public hearing.
- **Chapter 6.0** provides a summary of the findings presented in this report with conclusions, commendations, and recommendations.²

MGT recommends reading the report in its entirety to understand the basis for the recommendations presented in **Chapter 6.0**.

² **Chapter 6.0** is designed to provide a summary of the overall report, conclusions drawn from the study, and MGT's recommendations. **Chapter 6.0** serves as an Executive Summary for the study.

2.0 LEGAL REVIEW

2.0 **LEGAL REVIEW**

2.1 Introduction

This chapter provides legal background for the State of Minnesota Joint Availability and Disparity Study. The material that follows does not constitute legal advice to the state of Minnesota on minority- and woman-owned business enterprise (M/WBE) programs, affirmative action, or any other matter. Instead, it provides a context for the statistical and anecdotal analyses that appear in subsequent chapters of this report.

The Supreme Court decisions in *City of Richmond v. J.A. Croson Company*¹ (*Croson*) and later cases have established and applied the constitutional standards for an affirmative action program. This chapter identifies and analyzes those decisions, summarizing how courts evaluate the constitutionality of race- and gender-specific programs. Decisions of the Eighth Circuit, which includes Minnesota, offer the most directly binding authority, but where those decisions leave issues unsettled, the review considers decisions from other circuits.

By way of a preliminary outline, the courts have determined that an affirmative action program involving governmental procurement of goods or services must meet the following standards:

- A remedial, race-conscious program is subject to strict judicial scrutiny under the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution.
 - Strict scrutiny has two basic components: a compelling governmental interest in the program and narrow tailoring of the program.
 - To survive the strict scrutiny standard, a remedial, race-conscious program must be based on a compelling governmental interest.
 - * “Compelling interest” means the government must prove past or present racial discrimination requiring remedial attention.
 - * There must be a specific “strong basis in the evidence” for the compelling governmental interest.
 - * Statistical evidence is preferred and possibly necessary as a practical matter; anecdotal evidence is permissible and can offer substantial support, but it more than likely cannot stand on its own.
 - A program designed to address the compelling governmental interest must be narrowly tailored to remedy the identified discrimination.
 - * “Narrow tailoring” means the remedy must fit the findings.
 - * The evidence showing compelling interest must guide the tailoring very closely.

¹ 488 U.S. 469 (1989).

- * Race-neutral alternatives must be considered first.
- A lesser standard, intermediate judicial scrutiny, applies to programs that establish gender preferences.
 - * To survive the intermediate scrutiny standard, a remedial, gender-conscious program must serve important governmental objectives and be substantially related to the achievement of those objectives.
 - * The evidence does not need to be as strong and the tailoring does not need to be as specific under the lesser standard.

2.2 Standards of Review for Race- and Gender-Specific Programs

2.2.1 Race-Specific Programs: The Croson Decision

Croson established the framework for testing the validity of programs based on racial discrimination. In 1983, the Richmond City Council (the Council) adopted a Minority Business Utilization Plan (the Plan) following a public hearing in which citizens testified about historical societal discrimination. In adopting the Plan, the Council also relied on a study indicating that “while the general population of Richmond was 50 percent black, only 0.67 percent of the City’s prime construction contracts had been awarded to minority businesses in the 5-year period from 1978 to 1983.”²

The evidence before the Council also established that a variety of state and local contractor associations had little or no minority business membership. The Council relied on statements by a Council member whose opinion was that “the general conduct of the construction industry in this area and the State, and around the nation, is one in which race discrimination and exclusion on the basis of race is widespread.”³ There was, however, no direct evidence of race discrimination on the part of the city in its contracting activities, and no evidence that the city’s prime contractors had discriminated against minority-owned subcontractors.⁴

The Plan required the city’s prime contractors to subcontract at least 30 percent of the dollar amount of each contract to one or more minority-owned business enterprise (MBE). The Plan did not establish any geographic limits for eligibility. Therefore, an otherwise qualified MBE from anywhere in the United States could benefit from the 30 percent set-aside.

J.A. Croson Company, a non-MBE mechanical plumbing and heating contractor, filed a lawsuit against the city of Richmond alleging that the Plan was unconstitutional because it violated the Equal Protection Clause of the Fourteenth Amendment. After a considerable record of litigation and appeals, the Fourth Circuit struck down the Richmond Plan and the Supreme Court affirmed this decision.⁵ The Supreme Court determined that strict scrutiny was the appropriate standard of judicial review for MBE programs, so that a race-conscious program must be based on a compelling governmental interest and be narrowly tailored to

² Id. at 479-80.

³ Id. at 480.

⁴ Id.

⁵ Id. at 511.

achieve its objectives. This standard requires a firm evidentiary basis for concluding that the underutilization of minorities is a product of past discrimination.⁶

2.2.2 Gender-Specific Programs

The Supreme Court has not addressed the specific issue of a gender-based classification in the context of a woman-owned business enterprise (WBE) program. *Croson* was limited to the review of an MBE program. In evaluating gender-based classifications, the Court has used what some call “intermediate scrutiny,” a less stringent standard of review than the “strict scrutiny” applied to race-based classifications. Intermediate scrutiny requires that classifying persons on the basis of sex “must carry the burden of showing an exceedingly persuasive justification for the classification.”⁷ The classification meets this burden “only by showing at least that the classification serves ‘important governmental objectives and that the discriminatory means employed’ are ‘substantially related to the achievement of those objectives.’”⁸

Several federal courts have applied intermediate scrutiny to WBE programs and yet have found the programs to be unconstitutional.⁹ Nevertheless, in *Coral Construction v. King County*, the Ninth Circuit upheld a WBE program under the intermediate scrutiny standard.¹⁰ Even using intermediate scrutiny, the court in *Coral Construction* noted that some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy may be instituted in that industry. As the court stated, “the mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny.”¹¹ Indeed, one court has questioned the concept that it might be easier to establish a WBE program than it is to establish an MBE program.¹²

More recently, the Tenth Circuit, on the second appeal in *Concrete Works of Colorado v. City of Denver (Concrete Works IV)*,¹³ approved the constitutionality of a WBE program based on evidence comparable to that supporting an MBE program that the court also upheld in the same decision. Unlike *Coral Construction*, however, *Concrete Works IV* offered no independent guidance on the level of evidence required to support a WBE program.

2.2.3 An Overview of the Applicable Case Law

Croson did not find a compelling justification for a complete MBE program, and more recent decisions of the Eighth Circuit have not had to address the question squarely. *Croson* found

⁶ *Id.* at 493.

⁷ *Mississippi Univ. for Women v. Hogan*, 458 U.S. 718, 724 (1982) (quoting *Kirchberg v. Feenstra*, 450 U.S. 455, 461 (1981)); see also *United States v. Virginia*, 518 U. S. 515, 531 (1996), *Tuan Anh Nguyen v. INS*, 533 U.S. 53, 60 (2001).

⁸ *Mississippi Univ. for Women*, *supra*, at 724 (quoting *Wengler v. Druggists Mut. Ins. Co.*, 446 U.S. 142, 150 (1980)); see also *Virginia*, *supra*, at 533, *Nguyen*, *supra*, at 60.

⁹ *See Assoc. Util. Contrs. v. Baltimore*, 83 F. Supp. 2d 613 (D Md 2000); *Eng'g Contrs. Ass'n of S. Florida, Inc. v. Dade County*, 122 F.3d 895 (11th Cir. 1997); *Builders Ass'n of Greater Chicago v. County of Cook*, 256 F.3d 642 (7th Cir. 2001). The Eighth Circuit did not address the application of intermediate scrutiny to WBE participation in the federal DBE program in *MnDOT*, 345 F.3d 964 (8th Cir. 2003); cert. denied, 158 L.Ed. 2d 729 (2004) – 541 U.S. 1041 *Sherbrooke Turf, Inc. v.*

¹⁰ *Coral Constr. Co. v. King County*, 941 F.2d 910 (9th Cir. 1991), cert. denied, 502 U.S. 1033 (1992).

¹¹ *Id.* at 932.

¹² *Builders Ass'n of Greater Chicago*, 256 F.3d at 644. See also *States Paving Co. v. Washington State DOT*, 407 F.3d 983, 991, n.6 (9th Cir. 2005) (rejecting need for separate analysis of WBE program under intermediate scrutiny).

¹³ 321 F.3d 950 (10th Cir. 2003).

the city of Richmond's evidence to be inadequate as a matter of law. Nevertheless, more recent cases in other federal circuits have addressed applications of the law that were not considered in *Croson*. Thus, it becomes necessary to look to the decisions of other federal circuits to predict what level of evidence might be required to establish an affirmative action program.

The discussion in this review will also attend closely to the most relevant decisions in the area of government contracting. Justice O'Connor, distinguishing her majority opinion on affirmative action in law school admissions from her opinions in government contracting cases, wrote:

*Context matters when reviewing race-based governmental action under the Equal Protection Clause. . . . Not every decision influenced by race is equally objectionable and strict scrutiny is designed to provide a framework for carefully examining the importance and the sincerity of the reasons advanced by the governmental decision maker for the use of race in that particular context.*¹⁴

Further, some caution must be exercised in relying upon opinions of the federal district courts, which make both findings of fact and holdings of law. As to holdings of law, the district courts are ultimately subject to rulings by their circuit courts. As to matters of fact, their decisions depend heavily on the precise record before them, in these cases frequently including matters such as evaluations of the credibility and expertise of witnesses. Such findings are not binding precedents outside of their districts, even if they indicate the kind of evidence and arguments that might succeed elsewhere.

Finally, the ways in which municipalities participate in national disadvantaged business enterprise (DBE) programs is a specialized issue distinct from that of supporting municipal programs, even if the same kinds of evidence and same levels of review apply. In *Adarand Constructors, Inc. v. Peña*,¹⁵ the Supreme Court did decide that federal DBE programs should be examined by the same strict scrutiny standard that *Croson* mandated for state and local programs. Nevertheless, cases considering national DBE programs have many important distinctions from cases considering municipal programs, particularly when it comes to finding a compelling governmental interest.¹⁶ The national DBE cases have somewhat more application in determining whether a local program is narrowly tailored (to be discussed in **Section 2.6**).¹⁷

Thus, the majority of this review will be based on decisions of the federal circuit courts applying *Croson* to city or county programs designed to increase participation by M/WBEs in government contracting. This is not a large body of case law. While other cases are useful as to particular points, only a small number of circuit court cases have reviewed strictly local

¹⁴ *Grutter v. Bollinger*, 539 U.S. 306, 327 (2003).

¹⁵ *Adarand Constructors, Inc. v. Peña*, 515 U.S. 200-227 (1995).

¹⁶ See *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147-1165 (10th Cir. 2000), cert. granted in part sub nom., *Adarand Constructors, Inc. v. Mineta*, 532 U.S. 967 (2001); cert. dismissed as improvidently granted, 534 U.S. 103 (2001); *Sherbrooke Turf*, 345 F.3d at 970-1.

¹⁷ Recently the Ninth Circuit ruled in *Western States Paving Co. v. Washington State DOT* that specific evidence of discrimination was necessary at a state level in order for the implementation of race-conscious goals to be narrowly tailored. *States Paving Co.*, 407 F.3d at 997-8. In *Northern Contracting v. Illinois DOT*, the district court, while not striking down the program, also required the Illinois DOT to develop local evidence of discrimination sufficient to justify the imposition of race-conscious goals. In this sense, for these cases narrow tailoring still requires factual predicate information to support race-conscious program elements in a DBE program. *N. Contr. v. Illinois*, No. 00 4515 (ND IL 2004), decided 3/3/04 (2004 U.S. Dist. LEXIS 3226) 139-160.

M/WBE programs and given clear, specific, and binding guidance about the adequacy of a complete factual record including thorough, local disparity studies with at least some statistical analysis. Further, in one of the three directly applicable circuit court cases, the Third Circuit evaded the issue of compelling justification after lengthy discussion, holding that the Philadelphia M/WBE program was unconstitutional because it was not narrowly tailored.¹⁸

Ultimately, only two circuit court decisions since *Croson* have passed definitively on thorough, strictly local disparity studies: *Engineering Contractors Association of South Florida, Inc.*,¹⁹ and *Concrete Works IV*.²⁰ In *Engineering Contractors*, the Eleventh Circuit ultimately upheld the district court finding that Dade County's disparity studies were not adequate to support an M/WBE program, at least in the face of rebuttal evidence.²¹ By contrast, in *Concrete Works IV*, the Tenth Circuit, after holding that the district court had used an improper standard for weighing the evidence, went on to evaluate the evidence and determine that it was adequate as a matter of law to establish a compelling justification for Denver's program. The Supreme Court refused to hear the appeal in *Concrete Works IV*,²² although the refusal in itself has no precedential effect. The dissent to that denial, written by Justice Scalia with the Chief Justice joining, argues that these cases may mark a split in approach among the circuits that will need to be reconciled.

The Eighth Circuit has not ruled on an M/WBE program supported by a disparity study. The most relevant case from the Eighth Circuit, *Sherbooke Turf*, involved the federal DBE program, and primarily discussed narrow tailoring rather than the necessary elements of a factual predicate study. Consequently, results from other circuit court decisions are discussed for the purpose of being instructive, although they are not binding on the Eighth Circuit.

2.3 To Withstand Strict Scrutiny, a Race-Based Program Must Be Based on Thorough Evidence Showing a Compelling Governmental Interest

For government contracting programs, courts have yet to find a compelling governmental interest for affirmative action other than remedying discrimination in the relevant marketplace. In other arenas, diversity has served as a compelling governmental interest for affirmative action. For example, the Ninth Circuit upheld race-based admission standards at an experimental elementary school in order to provide a more real world education experience.²³ More recently, in *Petit v. City of Chicago*, the Seventh Circuit relied on *Grutter v. Bollinger* in stating that urban police departments had "an even more compelling need for diversity" than universities and upheld the Chicago program "under the *Grutter* standards."²⁴

¹⁸ *Contractors Ass'n of E. Penn. Inc. v. City of Philadelphia*, 91 F.3d 586, 605 (3rd Cir. 1996).

¹⁹ 122 F.3d 895.

²⁰ 321 F.3d 950.

²¹ Compare *Cone Corp. v. Hillsborough County*, 908 F.2d 908 (11th Cir. 1990), an earlier decision of the Eleventh Circuit reversing summary judgment against an MBE program where more limited statistical evidence was found adequate to require a trial on the merits in the face of a relatively weak challenge.

²² *Concrete Works of Colo. v. City of Denver*, Scalia, J. dissenting, 540 U.S. 1027, 1027-35 (2003).

²³ *Hunter v. Regents of the Univ. of Cal.*, 190 F.3d 1061 (9th Cir. 1999).

²⁴ *Petit v. City of Chicago*, 352 F.3d 1111, 1114 (7th Cir. 2003).

The recent holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.²⁵ The Eighth Circuit in *Sherbrooke Turf v. Minnesota D.O.T.* did not consider any other compelling interests for the DBE program outside of remedying discrimination.²⁶

Croson identified two necessary factors for establishing racial discrimination sufficiently to demonstrate a compelling governmental interest in establishing an M/WBE program. First, there needs to be identified discrimination in the relevant market.²⁷ Second, “the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,”²⁸ either actively or at least passively with the “infusion of tax dollars into a discriminatory industry.”²⁹

Although the Supreme Court in *Croson* did not specifically define the methodology that should be used to establish the evidentiary basis required by strict scrutiny, the Court did outline governing principles. Lower courts have expanded the Supreme Court’s *Croson* guidelines and have applied or distinguished these principles when asked to decide the constitutionality of state, county, and city programs that seek to enhance opportunities for minorities and women.

2.3.1 Post-Enactment Evidence

The Supreme Court in *Croson* found pre-enactment evidence of discrimination insufficient to justify the program. The defendant in *Croson* did not seek to defend its program based on post-enactment evidence. However, following *Croson*, a number of circuits did defend the use of post-enactment evidence to support the establishment of a local public affirmative action program.³⁰ Some cases required both pre-enactment and post-enactment evidence.³¹

The Supreme Court case in *Shaw v. Hunt*³² raised anew the issue of post-enactment evidence in defending local public sector affirmative action programs. *Shaw* involved the use of racial factors in drawing voting districts in North Carolina. In *Shaw*, the Supreme Court rejected the use of reports providing evidence of discrimination in North Carolina because the reports were not developed before the voting districts were designed. Thus, the critical issue was whether the legislative body believed that discrimination had existed before the districts were drafted.³³ Following the *Shaw* decision, two districts courts rejected the use of post-enactment evidence in the evaluation of the constitutionality of local minority business programs.³⁴

²⁵ *Grutter v. Bollinger*, 539 U.S. 306 (2003). For an argument that other bases could serve as a compelling interest in public contracting, see Michael K. Fridkin, “The Permissibility of Non-Remedial Justifications for Racial Preferences in Public Contracting,” 24 N. Ill. U. L. Rev. 509-510 (Summer 2004).

²⁶ *Sherbrooke Turf Inc.*, 345 F.3d at 969-971.

²⁷ *Croson*, 488 U.S. at 492.

²⁸ *Coral Construction*, 941 F.2d at 916.

²⁹ *Id.*

³⁰ See *Eng’g Contrs. Ass’n of S. Florida, Inc. v. Dade County*, 122 F.3d 895, 911 (11th Cir. 1997); *Contrs. Ass’n of E. Philadelphia v. Philadelphia*, 6 F.3d 990, 1009 n.18 (2nd Cir. 1993); *Concrete Works of Colorado, Inc. v. City and County of Denver*, 36 F.3d 1513, 1521 (10th Cir. 1994).

³¹ See *Coral Construction Co. v. King County*, 941 F.2d 910-920 (9th Cir. 1991).

³² *Shaw v. Hunt*, 517 U.S. 899 (1996).

³³ *Id.* at 910.

³⁴ *AUC v. Baltimore*, 83 F. Supp. 2d 613, 620-22 (D. Md. 2000); *West Tenn. ABC v. Memphis City Schools*, 64 F. Supp. 2d 714, 718-21 (W.D. Tenn. 1999).

2.3.2 Agency Evidence

An agency contemplating an M/WBE program should have evidence expressly and specifically linked to the agency itself. The Fifth Circuit criticized the city of Jackson for commissioning a disparity study but not adopting the findings of the study.³⁵ A district court in New Jersey struck down a set-aside involving New Jersey casino licenses that was based on the factual predicate study for the state of New Jersey M/WBE program, which did not cover the casino industry.³⁶

2.4 Sufficiently Strong Evidence of Significant Statistical Disparities Between Qualified Minorities Available and Minorities Utilized Will Satisfy Strict Scrutiny and Justify a Narrowly Tailored M/WBE Program

The Supreme Court in *Croson* stated that “where gross statistical disparities can be shown, they alone in a proper case may constitute *prima facie* proof of a pattern or practice of discrimination.”³⁷ But the statistics must go well beyond comparing the rate of minority presence in the general population to the rate of prime construction contracts awarded to MBEs. The Court in *Croson* objected to such a comparison, indicating that the proper statistical evaluation would compare the percentage of qualified MBEs in the relevant market with the percentage of total municipal construction dollars awarded to them.³⁸

To meet this more precise requirement, courts have accepted the use of a disparity index.³⁹ The Supreme Court in *Croson* recognized statistical measures of disparity that compared the number of qualified and available M/WBEs with the rate of municipal construction dollars actually awarded to M/WBEs in order to demonstrate discrimination in a local construction industry.⁴⁰ The Ninth Circuit has stated, “In our recent decision [*Coral Construction*] we emphasized that such statistical disparities are ‘an invaluable tool’ in demonstrating the discrimination necessary to establish a compelling interest.”⁴¹

2.4.1 Determining Availability

To perform proper disparity analysis, the government must determine “availability”—the number of qualified minority contractors willing and able to perform a particular service for the municipality. In *Croson*, the Court stated:

*Where there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by the locality or the locality’s prime contractors, an inference of discriminatory exclusion could arise.*⁴²

³⁵ *Scott v. City Of Jackson*, 199 F.3d 206, 218 (1999).

³⁶ *Ass’n. for Fairness in Business, Inc. v. New Jersey*, 82 F. Supp. 2d 353, 361 (D.N.J. 2000).

³⁷ *Croson*, 488 U.S. at 501, quoting *Hazelwood School Division v. United States*, 433 U.S. 299, 307-308 (1977).

³⁸ *Id.* at 502.

³⁹ See *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 914; *Concrete Works IV*, 321 F.3d at 964-69.

⁴⁰ *Croson*, 488 U.S. at 503-504.

⁴¹ *Ass’d. General Contrs. of California, Inc. v. Coalition for Economic Equity*, 950 F.2d 1401, 1414 (9th Cir. 1991) (*AGCC II*) citing *Coral Construction*, 941 F.2d at 918; see also *Croson*, 488 U.S. at 509.

⁴² *Croson*, 488 U.S. at 509 (emphasis added).

An accurate determination of availability also permits the government to meet the requirement that it “determine the precise scope of the injury it seeks to remedy” by its program.⁴³ Following *Croson*’s statements on availability, lower courts have considered how legislative bodies may determine the precise scope of the injury sought to be remedied by an MBE program. Nevertheless, the federal courts have not provided clear guidance on the best data sources or techniques for measuring M/WBE availability.

Different forms of data used to measure availability give rise to particular controversies. Census data have the benefit of being accessible, comprehensive, and objective in measuring availability. In *Contractors Ass’n of Eastern Pennsylvania, Inc.*, the Third Circuit, while noting some of the limitations of census data, acknowledged that such data could be of some value in disparity studies.⁴⁴ In that case, the city of Philadelphia’s consultant calculated a disparity using data showing the total amount of contract dollars awarded by the City, the amount that went to MBEs, and the number of African American construction firms. The consultant combined these data with data from the Census Bureau on the number of construction firms in the Philadelphia Standard Metropolitan Statistical Area.⁴⁵ Despite the district court’s reservations about mixing data sources, the Third Circuit appeared to have been prepared to accept such data had it ruled on the showing of a compelling interest.

At least one commentator has suggested using bidder data to measure M/WBE availability,⁴⁶ but *Croson* does not require the use of bidder data to determine availability. In *Concrete Works*, in the context of the plaintiffs’ complaint that the city of Denver had not used such information, the Tenth Circuit noted that bid information also has its limits.⁴⁷ Firms that bid may not be qualified or able, and firms that do not bid may be qualified and able, to undertake agency contracts.

2.4.2 Racial Classifications

In determining availability, choosing the appropriate racial groups to consider becomes an important threshold interest.⁴⁸ In *Croson*, the Supreme Court criticized the city of Richmond’s inclusion of “Spanish speaking, Oriental, Indian, Eskimo, or Aleut persons” in its affirmative action program.⁴⁹ These groups had not previously participated in City contracting and “The random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggests that perhaps the City’s purpose was not in fact to remedy past discrimination.”⁵⁰ To evaluate availability properly, data must be gathered for each racial group in the marketplace. The Federal Circuit has also required that evidence as to the inclusion of particular groups be kept reasonably current.⁵¹

2.4.3 Relevant Market Area

Another issue in availability analysis is the definition of the relevant market area. Specifically, the question is whether the relevant market area should be defined as the area from which a

⁴³ *Id.* at 498.

⁴⁴ *Contractors Assn v. Philadelphia*, 91 F.3d 586, 604 (3rd Cir 1996).

⁴⁵ *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 604.

⁴⁶ LaNoue, George R., “Who Counts? Determining the Availability of Minority Businesses for Public Contracting After *Croson*,” 21 *Harv. J. L. and Pub. Pol.* 793, 833-834 (1998).

⁴⁷ *Concrete Works IV*, 321 F.3d at 983-84.

⁴⁸ Racial groups, as the term is used herein, include both racial and ethnic categories.

⁴⁹ 488 U.S. at 506.

⁵⁰ *Id.*

⁵¹ *Rothe Development Co. v. U.S. Dept. of Defense*, 262 F.3d 1306, 1323 (Fed. Cir. 2003).

specific percentage of purchases is made, the area in which a specific percentage of willing and able contractors may be located, or the area determined by a fixed geopolitical boundary.

The Supreme Court has not yet established how the relevant market area should be defined, but some circuit courts have done so, including the Tenth Circuit in *Concrete Works II*, the first appeal in the city of Denver litigation.⁵² *Concrete Works of Colorado*, a non-M/WBE construction company, argued that *Croson* precluded consideration of discrimination evidence from the six-county Denver Metropolitan Statistical Area (MSA), so Denver should use data only from within the city and county of Denver. The Tenth Circuit, interpreting *Croson*, concluded, “The relevant area in which to measure discrimination . . . is the local construction market, but that is not necessarily confined by jurisdictional boundaries.”⁵³ The court further stated, “It is important that the pertinent data closely relate to the jurisdictional area of the municipality whose program we scrutinize, but here Denver’s contracting activity, insofar as construction work is concerned, is closely related to the Denver MSA.”⁵⁴

The Tenth Circuit ruled that because more than 80 percent of Denver Department of Public Works construction and design contracts were awarded to firms located within the Denver MSA, the appropriate market area should be the Denver MSA, not the city and county of Denver alone.⁵⁵ Accordingly, data from the Denver MSA were “adequately particularized for strict scrutiny purposes.”⁵⁶

2.4.4 Firm Qualifications

Another availability consideration is whether M/WBE firms are qualified to perform the required services. In *Croson*, the Supreme Court noted that although gross statistical disparities may demonstrate *prima facie* proof of discrimination, “when special qualifications are required to fill particular jobs, comparisons to the general population (rather than to the smaller group of individuals who possess the necessary qualifications) may have little probative value.”⁵⁷ The Court, however, did not define the test for determining whether a firm is qualified.

Considering firm qualifications is important not only to assess whether M/WBEs in the relevant market area can provide the goods and services required, but also to ensure proper comparison between the number of qualified M/WBEs and the total number of similarly qualified contractors in the marketplace.⁵⁸ In short, proper comparisons ensure the required integrity and specificity of the statistical analysis. For instance, courts have specifically ruled that the government must examine prime contractors and subcontractors separately when the M/WBE program is aimed primarily at one or the other.⁵⁹

⁵² *Concrete Works II*, 36 F.3d at 1520.

⁵³ *Id.*

⁵⁴ *Id.*

⁵⁵ *Id.*

⁵⁶ *Id.*

⁵⁷ *Croson*, 488 U.S. at 501 (quoting *Hazelwood School Dist. v. United States*, 433 U.S. 299, 308, n.13 (1977)).

⁵⁸ See *Hazelwood School Dist.*, 433 U.S. at 308; *Contractors Ass’n*, 91 F.3d at 603.

⁵⁹ *W. H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 (5th Cir.1999).

2.4.5 Willingness

Croson requires that an “available” firm must be not only qualified but also willing to provide the required services.⁶⁰ In this context, it can be difficult to determine whether a business is willing. Courts have approved including businesses in the availability pool that may not be on the government’s certification list. In *Concrete Works II*, Denver’s availability analysis indicated that while most MBEs and WBEs had never participated in City contracts, “almost all firms contacted indicated that they were interested in [municipal work].”⁶¹ In *Contractors Association of Eastern Pennsylvania, Inc.*, the Third Circuit explained, “[i]n the absence of some reason to believe otherwise, one can normally assume that participants in a market with the ability to undertake gainful work will be ‘willing’ to undertake it.”⁶² The court went on to note:

*[P]ast discrimination in a marketplace may provide reason to believe the minorities who would otherwise be willing are discouraged from trying to secure the work. . . . [I]f there has been discrimination in City contracting, it is to be expected that [African American] firms may be discouraged from applying, and the low numbers [of African American firms seeking to prequalify for City-funded contracts] may tend to corroborate the existence of discrimination rather than belie it.*⁶³

2.4.6 Ability

Another availability consideration is whether the firms being considered are able to perform a particular service. Those who challenge affirmative action often question whether M/WBE firms have the “capacity” to perform particular services.

The Eleventh Circuit accepted a series of arguments that firm size has a strong impact on “ability” to enter contracts, that M/WBE firms tend to be smaller, and that this smaller size, not discrimination, explains the resulting disparity.⁶⁴ This emphasis of factoring in business capacity was reinforced in a recent case, *Rothe Development Corp v. Department of Defense*, in front of the Federal Circuit involving the Federal 1207 small, disadvantaged business (SDB) program. The *Rothe* decision criticized elements of factual predicate studies used to support the 1207 program that did not factor the size and capacity of firms in evaluating disparity.⁶⁵

By contrast, the Tenth Circuit in *Concrete Works II* and *IV* recognized the shortcomings of this treatment of firm size.⁶⁶ *Concrete Works IV* noted that the small size of such firms can itself be a result of discrimination.⁶⁷ The Tenth Circuit acknowledged the city of Denver’s argument that a small construction firm’s precise capacity can be highly elastic.⁶⁸ Under this view, the relevance of firm size may be somewhat diminished. Further, the Eleventh Circuit

⁶⁰ *Croson*, 488 U.S. at 509.

⁶¹ *Concrete Works II*, 36 F.3d at 1529, quoting, *Appellant’s Appendix*.

⁶² *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 603 (in original quotation marks).

⁶³ *Id.* at 603-04.

⁶⁴ *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d at 917-18, 924.

⁶⁵ *Rothe Development Corp v. Department of Defense*, 2008-1017 (Fed Cir 2008), at 34.

⁶⁶ *Concrete Works II*, 36 F.3d at 1528-29; *Concrete Works IV*, 321 F.3d at 980-92.

⁶⁷ *Concrete Works IV*, 321 F.3d at 982.

⁶⁸ *Id.* at 981.

was dealing with a statute which itself limited remedies to M/WBEs that were smaller firms by definition.⁶⁹

2.4.7 Statistical Evidence of Discrimination in Disparity Studies

While courts have indicated that anecdotal evidence may suffice without statistical evidence, no case without statistical evidence has been given serious consideration by any circuit court. In practical effect, courts require statistical evidence. Further, the statistical evidence needs to be held to appropriate professional standards.⁷⁰

The Eighth Circuit has stated that, “Numbers must be *statistically significant* before one can properly conclude that any apparent racial disparity results from some factor other than random chance.”⁷¹ The Eleventh Circuit has addressed the role of statistical significance in assessing levels of disparity in public contracting. Generally, disparity indices of 80 percent or higher—indicating close to full participation—are not considered significant.⁷² The court referenced the Equal Employment Opportunity Commission’s disparate impact guidelines, which establish the 80 percent test as the threshold for determining a *prima facie* case of discrimination.⁷³ According to the Eleventh Circuit, no circuit that has explicitly endorsed using disparity indices has held that an index of 80 percent or greater is probative of discrimination, but they have held that indices below 80 percent indicate “significant disparities.”⁷⁴

In support of the use of standard deviation analyses to test the statistical significance of disparity indices, the Eleventh Circuit observed that “[s]ocial scientists consider a finding of two standard deviations significant, meaning there is about one chance in 20 that the explanation for the deviation could be random and the deviation must be accounted for by some factor other than chance.”⁷⁵ With standard deviation analyses, the reviewer can determine whether the disparities are substantial or statistically significant, lending further statistical support to a finding of discrimination. On the other hand, if such analyses can account for the apparent disparity, the study will have little if any weight as evidence of discrimination.

Further, the interpretations of the studies must not assume discrimination has caused the disparities, but must account for alternative explanations of the statistical patterns.⁷⁶ The Third and Fifth Circuits have also indicated that statistics about prime contracting disparity have little, if any, weight when the eventual M/WBE program offers its remedies solely to subcontractors.⁷⁷

⁶⁹ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 900.

⁷⁰ See *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599-601.

⁷¹ *Kohlbeck v. City of Omaha*, 447 F.3d 552, 557 (8th Cir. 2006) quoting *Taylor v. Teletype Co.*, 648 F. 2d 1129, 1133 (8th Cir. 19 (emphasized in original)).

⁷² *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914.

⁷³ *Id.* at 914, citing 29 C.F.R. § 1607.4D (concerning the disparate impact guidelines and threshold used in employment cases).

⁷⁴ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914, citing *Contrs. Ass’n of E. Pennsylvania, Inc.*, 6 F.3d at 1005 (crediting disparity index of 4 percent) and *Concrete Works II*, 36 F.3d at 1524 (crediting disparity indices ranging from 0 percent to 3.8 percent).

⁷⁵ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914 quoting *Peightal v. Metropolitan Dade County*, 26 F.3d 1545, 1556 n.16 (11th Cir. 1994) (quoting *Waisome v. Port Authority*, 948 F.2d 1370, 1376 (2nd Cir. 1991)).

⁷⁶ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 922.

⁷⁷ *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599 (3rd Cir.); *W.H. Schott Constr. Co.*, 199 F. 3d at 218 (5th Cir.).

2.4.8 Anecdotal Evidence of Discrimination in Disparity Studies

Most disparity studies present anecdotal evidence along with statistical data. The Supreme Court in *Croson* discussed the relevance of anecdotal evidence and explained: “[E]vidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader remedial relief is justified.”⁷⁸ Although *Croson* did not expressly consider the form or level of specificity required for anecdotal evidence, the Ninth Circuit has addressed both issues.

In *Coral Construction*, the Ninth Circuit addressed the use of anecdotal evidence alone to prove discrimination. Although King County’s anecdotal evidence was extensive, the court noted the absence in the record of any statistical data in support of the program. Additionally, the court stated, “While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a *systemic pattern of discrimination necessary for the adoption of an affirmative action plan*.”⁷⁹ The court concluded, by contrast, that “the combination of convincing anecdotal and statistical evidence is potent.”⁸⁰

Regarding the appropriate form of anecdotal evidence, the Ninth Circuit in *Coral Construction* noted that the record provided by King County was “considerably more extensive than that compiled by the Richmond City Council in *Croson*.”⁸¹ The King County record contained “affidavits of at least 57 minority or [female] contractors, each of whom complain[ed] in varying degree[s] of specificity about discrimination within the local construction industry”⁸² The *Coral Construction* court stated that the M/WBE affidavits “reflect[ed] a broad spectrum of the contracting community” and the affidavits “certainly suggest[ed] that ongoing discrimination may be occurring in much of the King County business community.”⁸³

In *Associated General Contractors of California v. Coalition for Economic Equity (AGCC II)*, the Ninth Circuit discussed the specificity of anecdotal evidence required by *Croson*.⁸⁴ Seeking a preliminary injunction, the contractors contended that the evidence presented by the city of San Francisco lacked the specificity required by both an earlier appeal in that case and by *Croson*.⁸⁵ The court held that the City’s findings were based on substantially more evidence than the anecdotes in the two prior cases, and “were clearly based upon dozens of specific instances of discrimination that are laid out with particularity in the record, as well as significant statistical disparities in the award of contracts.”⁸⁶

The court also ruled that the City was under no burden to identify specific practices or policies that were discriminatory.⁸⁷ Reiterating the City’s perspective, the court stated that the City “must simply demonstrate the existence of past discrimination with specificity; there is no requirement that the legislative findings specifically detail each and every instance that

⁷⁸ *Croson*, 488 U.S. at 509.

⁷⁹ *Coral Construction*, 941 F.2d at 919 (emphasis added).

⁸⁰ *Id.* See also *AGCC II*, 950 F.2d at 1414-1415.

⁸¹ *Coral Construction*, 941 F.2d at 917.

⁸² *Id.* at 917-18.

⁸³ *Id.*

⁸⁴ *AGCC II*, 950 F.2d at 1414-1415.

⁸⁵ See *AGCC II*, 950 F.2d at 1403-1405.

⁸⁶ *AGCC II*, 950 F.2d. at 1416. This evidence came from 10 public hearings and “numerous written submissions from the public.” *Id.* at 1414.

⁸⁷ *Id.* at 1416, n.11.

the legislative body ha[d] relied upon in support of its decision that affirmative action is necessary.”⁸⁸

Not only have courts found that a municipality does not have to specifically identify all the discriminatory practices impeding M/WBE utilization, but the Tenth Circuit in *Concrete Works IV* also held that anecdotal evidence collected by a municipality does not have to be verified. The court stated:

*There is no merit to [the plaintiff's] argument that witnesses' accounts must be verified to provide support for Denver's burden. Anecdotal evidence is nothing more than a witness' narrative of an incident told from the witness' perspective and including the witness' perceptions...Denver was not required to present corroborating evidence and [the plaintiff] was free to present its own witnesses to either refute the incidents described by Denver's witnesses or to relate their own perceptions on discrimination in the Denver construction industry.*⁸⁹

2.5 The Governmental Entity or Agency Enacting an M/WBE Program Must Be Shown to Have Actively or Passively Perpetuated the Discrimination

In *Croson*, the Supreme Court stated, “It is beyond dispute that any public entity, state or federal, has a compelling interest in assuring that *public* dollars, drawn from the tax contributions of all citizens, do not serve to finance the evil of *private* prejudice.”⁹⁰ *Croson* provided that the government “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment.”⁹¹ The government agency’s active or passive participation in discriminatory practices in the marketplace may show the compelling interest. Defining passive participation, *Croson* stated:

*Thus, if the city could show that it had essentially become a “passive participant” in a system of racial exclusion practiced by elements of the local construction industry, we think it clear that the city could take affirmative steps to dismantle such a system.*⁹²

The Tenth Circuit decision in *Adarand* concluded that evidence of private sector discrimination provided a compelling interest for a DBE program.⁹³ Later cases have reaffirmed that the government has a compelling interest in avoiding the financing of private discrimination with public dollars.⁹⁴

Relying on this language in *Croson*, a number of local agencies have increased their emphasis on evidence of discrimination in the private sector. This strategy has not always

⁸⁸ *Id.* at 1416.

⁸⁹ *Concrete Works IV*, 321 F.3d at 989.

⁹⁰ *Croson*, 488 U.S. at 492 (emphasis added).

⁹¹ *Croson*, 488 U.S. at 492. See generally Ayres, Ian and Frederick E. Vars, “When Does Private Discrimination Justify Public Affirmative Action?” 98 *Columbia Law Review* 1577 (1998).

⁹² *Croson*, 488 U.S. at 492.

⁹³ *Adarand Contrs., Inc.*, 228 F.3d at 1155, 1164-65.

⁹⁴ *Associated Gen. Contrs. of Ohio, Inc. v. Drabik*, 214 F.3d 730, 734-35 (6th Cir. 2000). See also *Concrete Works II*, 36 F.3d at 1529; *Coral Constr. Co.*, 941 F.2d at 916.

succeeded. In the purest case, Cook County did not produce a disparity study but instead presented anecdotal evidence that M/WBEs were not solicited for bids in the private sector.⁹⁵ Cook County lost the trial and the resulting appeal.⁹⁶ Similarly, evidence of private sector discrimination presented in litigation was found inadequate in the Philadelphia and Dade County cases.⁹⁷ The Third Circuit stated, in discussing low MBE participation in a local contractors association in the city of Philadelphia, that “racial discrimination can justify a race-based remedy only if the city has somehow participated in or supported that discrimination.”⁹⁸ Nevertheless, recently in *Concrete Works IV*, the Tenth Circuit upheld the relevance of data from the private marketplace to establish a factual predicate for M/WBE programs.⁹⁹ That is, courts mainly seek to ensure that M/WBE programs are based on findings of active or passive discrimination in the government contracting marketplace, and not simply attempts to remedy general societal discrimination.

Courts also seek to find a causal connection between a statistical disparity and actual underlying discrimination. In *Engineering Contractors*, one component of the factual predicate was a study comparing entry rates into the construction business for M/WBEs and non-M/WBEs.¹⁰⁰ The analysis provided statistically significant evidence that minorities and women entered the construction business at rates lower than would be expected, given their numerical presence in the population and human and financial capital variables. The study argued that those disparities persisting after the application of appropriate statistical controls were most likely the result of current and past discrimination. Even so, the Eleventh Circuit criticized this study for reliance on general census data and for the lack of particularized evidence of active or passive discrimination by Dade County, holding that the district court was entitled to find that the evidence did not show compelling justification for an M/WBE program.¹⁰¹

The Seventh Circuit has perhaps set a higher bar for connecting private discrimination with government action. The trial court in the Cook County case extensively considered evidence that prime contractors simply did not solicit M/WBEs as subcontractors and considered carefully whether this evidence on solicitation served as sufficient evidence of discrimination, or whether instead it was necessary to provide further evidence that there was discrimination in hiring M/WBE subcontractors.¹⁰² The Seventh Circuit held that this evidence was largely irrelevant.¹⁰³ Beyond being anecdotal and partial, evidence that contractors failed to solicit M/WBEs on Cook County contracts was not the same as evidence that M/WBEs were denied the opportunity to bid.¹⁰⁴ Furthermore, such activities on the part of contractors did not necessarily implicate the county as even a passive participant in such discrimination as might exist because there was no evidence that the county knew about it.¹⁰⁵

⁹⁵ *Builders Ass'n of Greater Chicago v. County of Cook*, 123 F. Supp. 2d 1087, 1117 (N.D. I.L. 2000).

⁹⁶ *Builders Ass'n of Greater Chicago v. County of Cook*, 123 F. Supp. 2d 1087 (N.D. I.L. 2000); 256 F.3d 642, 648 (7th Cir. 2001).

⁹⁷ *Contrs. Ass'n of E. Pennsylvania, Inc.*, 91 F.3d at 599-602; *Engineering Contrs. Ass'n of S. Florida, Inc.*, 122 F.3d at 920-926.

⁹⁸ *Contrs. Ass'n of E. Pennsylvania, Inc.*, 91 F.3d at 602; see also *Webster v. Fulton County*, 51 F. Supp. 2d 1354, 1363 (N.D. G.A. 1999).

⁹⁹ *Concrete Works IV*, 321 F.3d at 976.

¹⁰⁰ *Engineering Contractors Ass'n of South Florida, Inc.*, 122 F.3d at 921-22.

¹⁰¹ *Id.* at 922.

¹⁰² *Builders Ass'n of Chicago*, 123 F. Supp. 2d at 1112-1116.

¹⁰³ *Builders Ass'n of Greater Chicago*, 256 F.3d at 645.

¹⁰⁴ *Id.*

¹⁰⁵ *Id.*

Interestingly, some courts have been willing to see capital market discrimination as part of the required nexus between private and public contracting discrimination, even if capital market discrimination could arguably be seen as simply part of broader societal discrimination. In *Adarand v. Slater*, the Tenth Circuit favorably cited evidence of capital market discrimination as relevant in establishing the factual predicate for the federal DBE program.¹⁰⁶ The same court, in *Concrete Works IV*, found that barriers to business formation were relevant insofar as this evidence demonstrated that M/WBEs were “precluded from the outset from competing for public construction contracts.”¹⁰⁷ Along related lines, the court also found a regression analysis of census data to be relevant evidence showing barriers to M/WBE formation.¹⁰⁸ A recent district court case upheld the state of North Carolina MWBE program in road construction based largely on similar private sector evidence supplemented by evidence from databases covering private sector commercial construction.¹⁰⁹

Courts have come to different conclusions about the effects of M/WBE programs on the private sector evidence itself. For instance, is M/WBE participation in public sector projects higher than on private sector projects simply because the M/WBE program increases M/WBE participation in the public sector, or is such a pattern evidence of private sector discrimination? The Seventh Circuit raised the former concern in the recent Cook County litigation.¹¹⁰ *Concrete Works IV*, however, expressly cited as evidence of discrimination that M/WBE contractors used for business with the city of Denver were not used by the same prime contractors for private sector contracts.¹¹¹

Finally, is evidence of a decline in M/WBE utilization following a change in or termination of an M/WBE program relevant and persuasive evidence of discrimination? The Eighth Circuit in *Sherbrooke Turf* and the Tenth Circuit in *Concrete Works IV* did find that such a decline in M/WBE utilization was evidence that prime contractors were not willing to use M/WBEs in the absence of legal requirements.¹¹² Other lower courts have arrived at similar conclusions.¹¹³

2.6 To Withstand Strict Scrutiny, an M/WBE Program Must Be Narrowly Tailored to Remedy Identified Discrimination

The discussion of compelling interest in the court cases has been extensive, but narrow tailoring may be the more critical issue. Many courts have held that even if a compelling interest for the M/WBE program can be found, the program has not been narrowly tailored.¹¹⁴ Moreover, *Concrete Works IV*,¹¹⁵ a case that did find a compelling interest for a local M/WBE program, did not consider the issue of narrow tailoring. Instead, the Tenth

¹⁰⁶ *Adarand Contrs., Inc.*, 228 F.3d at 1169-70.

¹⁰⁷ *Concrete Works IV*, 321 F.2d at 977. The district court had rejected evidence of credit market discrimination as adequate to provide a factual predicate for an M/WBE program. *Concrete Works of Colorado, Inc. v. City of Denver*, 86 F.Supp. 2d 1042, 1072-73 (D Co. 2000) (*Concrete Works III*).

¹⁰⁸ *Id.* at 967.

¹⁰⁹ *H.B. Rowe v. North Carolina DOT*, No. 5:03-CV-278-BO(3) (ED NC 2008). The court, however, was very brief in discussing what factors the study accounted for in its ruling.

¹¹⁰ *Builders Ass'n of Greater Chicago*, 256 F.3d at 645.

¹¹¹ *Concrete Works IV*, 321 F.3d at 984-85.

¹¹² *Concrete Works IV*, 321 F.3d at 985; *Sherbrooke Turf, Inc.*, 345 F.3d at 973.

¹¹³ See *Northern Contracting, Inc. v. Illinois*, No. 00-4515 (ND IL 2004) – 2004 U.S. Dist. LEXIS 3226 150-1.

¹¹⁴ *Contrs. Ass'n of E. Pennsylvania, Inc.*, 91 F.3d at 606; *Eng'g Contrs. Ass'n of S. Florida, Inc.*, 122 F.3d at 926-929; *Verdi v. DeKalb County Sch. Dist.*, 135 Fed. Appx. 262, 268, 2005 WL 38942 (11th Cir. 2005).

¹¹⁵ *Concrete Works IV*, 321 F.3d at 992-93.

Circuit held that the plaintiffs had waived any challenge to the original ruling of the district court¹¹⁶ that the program was narrowly tailored.

Nevertheless, the federal courts in general, and the Eighth Circuit in particular, have found that the DBE program established pursuant to federal regulations (49 CFR, Part 26) and issued under the Transportation Equity Act (TEA-21) (1998) has been narrowly tailored to serve a compelling interest.¹¹⁷ The federal courts had previously ruled that there was a factual predicate for the federal Department of Transportation (DOT) DBE program, but that in its earlier versions the program was not narrowly tailored.¹¹⁸ The more recent rulings provide some guidance as to what program configurations the courts will judge to be narrowly tailored. The Eighth Circuit in particular has identified the following elements of narrow tailoring: “the efficacy of alternative remedies, the flexibility and duration of the race-conscious remedy, the relationship of the numerical goals to the relevant labor market, and the impact of the remedy on third parties”.¹¹⁹

2.6.1 Race-Neutral Alternatives

Concerning race-neutral alternatives, the Supreme Court in *Croson* concluded that a governmental entity must demonstrate that it has evaluated the use of race-neutral means to increase MBE participation in contracting or purchasing activities. In upholding the narrow tailoring of federal DBE regulations, the Eighth Circuit noted that those regulations “place strong emphasis on ‘the use of race-neutral means to increase minority business participation in government contracting’.”¹²⁰ The Tenth Circuit had noted that the DBE regulations provided that “if a recipient can meet its overall goal through race-neutral means, it must implement its program without the use of race-conscious contracting measures, and enumerate a list of race-neutral measures.”¹²¹ Those measures included “helping overcome bonding and financing obstacles, providing technical assistance, [and] establishing programs to assist start-up firms.”¹²²

Strict scrutiny does not mandate that every race-neutral measure be considered and found wanting. The Eighth Circuit also affirmed that “Narrow tailoring does not require exhaustion of every conceivable race neutral alternative,” but it does require “serious, good faith consideration of workable race-neutral alternatives.”¹²³

2.6.2 Flexibility and Duration of the Remedy

The Eighth Circuit also found that “the revised DBE program has substantial flexibility.”¹²⁴

¹¹⁶ *Concrete Works of Colo., Inc. v. City of Denver*, 823 F.Supp. 821, 844-845 (D.Co. 1993) (*Concrete Works I*).

¹¹⁷ *Adarand Constrs., Inc.*, 228 F.3d at 1158, 1187; *Sherbrooke Turf Inc.*, 345 F.3d at 968-969, 974; *W. States Paving Co. v. Wash. State DOT*, 407 F.3d 983 (9th Cir. 2005).

¹¹⁸ *Inre Sherbrooke Sodding*, 17 F. Supp. 2d 1026, 1034-35, 1037 (D.Minn. 1998) (*Sherbrooke I*) (finding the program was not narrowly tailored). In 1996, before the new DBE regulations, the district court in Colorado, upon remand from the 1995 U.S. Supreme Court, had made a similar ruling in *Adarand Constrs., Inc. v. Peña*, 965 F. Supp. 1556, 1581 (D.Co. 1997).

¹¹⁹ *Sherbrooke Turf, Inc.*, 345 F. 3d at 971, citing *U.S. v. Paradise*, 480 U.S. 149, 171, 187 (1987); see also *Kohlbeck v. City of Omaha*, 447 F.3d 552, 555 (8th Cir. 2006) (quoting *Sherbrooke Turf*).

¹²⁰ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, quoting *Adarand Constrs., Inc.*, 515 U.S. at 237-38.

¹²¹ *Adarand Constrs., Inc.*, 228 F.3d. at 1179 (parentheses removed).

¹²² *Id.*

¹²³ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, quoting *Grutter*, 123 S. Ct. at 2344-45. See also *Coral Constr. Co.*, 941 F.2d at 923; *AGCC II*, 950 F.2d at 1417.

¹²⁴ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972.

A State may obtain waivers or exemptions from any requirement and is not penalized for a good faith failure to meet its overall goal. In addition, the program limits preferences to small businesses falling beneath an earnings threshold, and any individual whose net worth exceeds \$ 750,000 cannot qualify as economically disadvantaged.¹²⁵

DBE and MWBE programs achieve flexibility by using waivers and variable project goals to avoid merely setting a quota. *Croson* favorably mentioned the contract-by-contract waivers in the federal DOT DBE program.¹²⁶ Virtually all successful MBE programs have this waiver feature in their enabling legislation. As for project goals, the approved DBE provisions set aspirational, nonmandatory goals; expressly forbid quotas; and use overall goals as a framework for setting local contract goals, if any, based on local data. All of these factors have impressed the courts that have upheld the constitutionality of the revised DOT DBE program.¹²⁷

With respect to program duration, in *Adarand Constructors, Inc. v. Peña*, the Supreme Court wrote that a program should be “appropriately limited such that it will not last longer than the discriminatory effects it is designed to eliminate.”¹²⁸ The Eighth Circuit also noted the limits in the DBE program, stating that “the DBE program contains built-in durational limits,” in that a “State may terminate its DBE program if it meets its annual overall goal through race-neutral means for two consecutive years.”¹²⁹ The Eighth Circuit also found durational limits in the fact that “TEA-21 is subject to periodic congressional reauthorization. Periodic legislative debate assures all citizens that the deviation from the norm of equal treatment of all racial and ethnic groups is a temporary matter, a measure taken in the service of the goal of equality itself.”¹³⁰

Other appellate courts have noted several possible mechanisms for limiting program duration: such as required termination if goals have been met,¹³¹ decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.¹³² Governments thus have some duty to ensure that they update their evidence of discrimination regularly enough to review the need for their programs and to revise programs by narrowly tailoring them to fit the fresh evidence.¹³³ It is still an open question whether all of these provisions are necessary in every case.

2.6.3 Relationship of Goals to Availability

Narrow tailoring under the *Croson* standard requires that remedial goals be in line with measured availability. Merely setting percentages without a carefully selected basis in statistical studies, as the city of Richmond did in *Croson* itself, has played a strong part in decisions finding other programs unconstitutional.¹³⁴

¹²⁵ *Id.* at 972, citing, 49 C.F.R. § 26.67(b).

¹²⁶ *Croson*, 488 U.S. at 488-489. *Coral Constr. Co.*, 941 F.2d at 924-925.

¹²⁷ See *Coral Constr. Co.*, 941 F. 2d at 924-925.

¹²⁸ 515 U.S. at 238 (internal quotations and citations omitted).

¹²⁹ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, citing 49 C.F.R. § 26.51(f)(3).

¹³⁰ *Id.*, quoting, *Grutter*, 123 S. Ct. at 2346.

¹³¹ *Sherbrooke Turf, Inc.*, 345 F.3d at 972.

¹³² *Adarand Constrs. Inc.*, 228 F.3d at 1179-1180.

¹³³ *Rothe Dev. Co.*, 262 F.3d at 1323-1324 (commenting on the possible staleness of information after seven, 12, and 17 years).

¹³⁴ See *Builders Ass'n of Greater Chicago*, 256 F.3d at 647; *Kohlbeck*, 447 F.3d at 556-557.

By contrast, the Eighth, Ninth, and Tenth Circuits have approved the goal-setting process for the DOT DBE program, as revised in 1999.¹³⁵ The approved DOT DBE regulations require that goals be based on one of several methods for measuring DBE availability.¹³⁶ The Eighth Circuit noted that the “DOT has tied the goals for DBE participation to the relevant labor markets,” insofar as the “regulations require grantee States to set overall goals based upon the likely number of minority contractors that would have received federally assisted highway contracts but for the effects of past discrimination.”¹³⁷ The Eighth Circuit acknowledged that goal setting was not exact, but nevertheless, the exercise...

*requires the States to focus on establishing realistic goals for DBE participation in the relevant contracting markets. This stands in stark contrast to the program struck down in Croson, which rested upon the completely unrealistic assumption that minorities will choose a particular trade in lockstep proportion to their representation in the local population.*¹³⁸

Moreover, the approved DBE regulations use built-in mechanisms to ensure that DBE goals are not set excessively high relative to DBE availability. For example, the approved DBE goals are to be set-aside if the overall goal has been met for two consecutive years by race-neutral means. The approved DBE contract goals also must be reduced if overall goals have been exceeded with race-conscious means for two consecutive years. The Eighth Circuit courts found these provisions to be narrowly tailored, particularly when implemented according to local disparity studies that carefully calculate the applicable goals.¹³⁹

2.6.4 Burden on Third Parties

Narrow tailoring also requires minimizing the burden of the program on third parties. The Eighth Circuit stated the following with respect to the revised DBE program:

*Congress and DOT have taken significant steps to minimize the race based nature of the DBE program. Its benefits are directed at all small businesses owned and controlled by the socially and economically disadvantaged. While TEA21 creates a rebuttable presumption that members of certain racial minorities fall within that class, the presumption is rebuttable, wealthy minority owners and wealthy minority-owned firms are excluded, and certification is available to persons who are not presumptively disadvantaged but can demonstrate actual social and economic disadvantage. Thus, race is made relevant in the program, but it is not a determinative factor.*¹⁴⁰

Waivers and good faith compliance are also tools that serve this purpose of reducing the burden on third parties.¹⁴¹ The DOT DBE regulations have also sought to reduce the program burden on non-DBEs by avoiding DBE concentration in certain specialty areas.¹⁴²

¹³⁵ *Adarand Constrs. Inc.*, 228 F.3d at 1181-1182; *Sherbrooke Turf, Inc.*, 345 F.3d at 971-973. *W. States Paving Co.*, 407 F.3d at 994-995.

¹³⁶ 49 C.F.R. § 26.45 (2006).

¹³⁷ *Sherbrooke Turf, Inc.*, at 972, 345 F. 3d citing, 49 C.F.R. § 26.45(c)-(d) (Steps 1 and 2).

¹³⁸ *Id.* at 972, quoting, *Croson*, 488 U.S. at 507.

¹³⁹ *Id.* at 973-974.

¹⁴⁰ *Sherbrooke Turf, Inc.* 345 F. 3d at 972-73, citing, *Grutter*, 123 S. Ct. at 2345-46; *Gratz v. Bollinger*, 123 S. Ct. 2411, 2429 (2003)

¹⁴¹ See 49 CFR, § 26.53 (2006).

¹⁴² See 49 CFR, § 26.33 (2006).

These features have gained the approval of the only circuit court to have discussed them at length as measures of lowering impact on third parties.¹⁴³

2.6.5 *Over-Inclusion*

Narrow tailoring also involves limiting the number and type of beneficiaries of the program. As noted above, there must be evidence of discrimination to justify a group-based remedy, and over-inclusion of uninjured individuals or groups can endanger the entire program.¹⁴⁴ Federal DBE programs have succeeded in part because regulations covering DBE certification do not provide blanket protection to minorities.¹⁴⁵

Critically, the MBE program must be limited in its geographical scope to the boundaries of the enacting government's marketplace. The Supreme Court indicated in *Croson* that a local agency has the power to address discrimination only within its own marketplace. One fault of the Richmond MBE programs was that minority firms were certified from around the United States.¹⁴⁶

In *Coral Construction*, the Ninth Circuit concluded that the King County MBE program failed this part of the narrow tailoring test because the definition of MBEs eligible to benefit from the program was overbroad. The definition included MBEs that had had no prior contact with King County if the MBE could demonstrate that discrimination occurred "in the particular geographic areas in which it operates."¹⁴⁷ This MBE definition suggested that the program was designed to eradicate discrimination not only in King County but also in the particular area in which a non-local MBE conducted business. In essence, King County's program focused on the eradication of society-wide discrimination, which is outside the power of a state or local government. "Since the County's interest is limited to the eradication of discrimination within King County, the only question that the County may ask is whether a business has been discriminated against in King County."¹⁴⁸

In clarifying an important aspect of the narrow tailoring requirement, the court defined the issue of eligibility for MBE programs as one of participation, not location. For an MBE to reap the benefits of an affirmative action program, the business must have been discriminated against in the jurisdiction that established the program.¹⁴⁹ As a threshold matter, before a business can claim to have suffered discrimination, it must have attempted to do business with the governmental entity.¹⁵⁰ It was found significant that "if the County successfully proves malignant discrimination within the King County business community, an MBE would be presumptively eligible for relief if it had previously sought to do business in the County."¹⁵¹

To summarize, according to the Ninth Circuit, the presumptive rule requires that the enacting governmental agency establish that systemic discrimination exists within its jurisdiction and that the MBE is, or has attempted to become, an active participant in the agency's marketplace.¹⁵² Since King County's definition of an MBE permitted participation by those with no prior contact with King County, its program was overbroad. By useful contrast,

¹⁴³ *Adarand Constrs. Inc.*, 228 F.3d at 1183.

¹⁴⁴ See *Builders Ass'n of Greater Chicago*, 256 F.3d at 647-648.

¹⁴⁵ *Sherbrooke Turf, Inc.*, 345 F.3d 972-73.

¹⁴⁶ *Croson*, 488 U.S. at 508.

¹⁴⁷ *Coral Constr. Co.*, 941 F. 2d at 925 (internal modifications and citations omitted).

¹⁴⁸ *Id.* (emphasis omitted).

¹⁴⁹ *Id.*

¹⁵⁰ *Id.*

¹⁵¹ *Id.*

¹⁵² *Id.*

Concrete Works II held that the more extensive but still local designation of the entire Denver MSA constituted the marketplace to which the programs could apply.¹⁵³

2.7 Small Business Procurement Preferences

Small business procurement preferences have existed since the 1940s. The first small business program had its origins in the Smaller War Plants Corporation (SWPC), established during World War II.¹⁵⁴ The SWPC was created to channel war contracts to small business. In 1947, Congress passed the Armed Forces Procurement Act, declaring that “[i]t is the policy of Congress that a fair proportion of the purchases and contracts under this chapter be placed with small business concerns.”¹⁵⁵ Continuing this policy, the 1958 Small Business Act requires that government agencies award a “fair proportion” of procurement contracts to small business concerns.¹⁵⁶

Section 8(b)(11) of the Small Business Act authorizes the Small Business Administration (SBA) to set-aside contracts for placement with small business concerns. The SBA has the power:

*to make studies and recommendations to the appropriate Federal agencies to insure that a fair proportion of the total purchases and contracts for property and services for the Government be placed with small-business enterprises, to insure that a fair proportion of Government contracts for research and development be placed with small-business concerns, to insure that a fair proportion of the total sales of Government property be made to small-business concerns, and to insure a fair and equitable share materials, supplies, and equipment to small-business concerns.*¹⁵⁷

Every acquisition of goods and services anticipated to be between \$3,000 and \$100,000 is set aside exclusively for small business unless the contracting officer has a reasonable expectation of fewer than two bids by small businesses.¹⁵⁸

There has been only one constitutional challenge to the long-standing federal small business enterprise (SBE) programs. In *J.H. Rutter Rex Manufacturing Co. v. United States*,¹⁵⁹ a federal vendor unsuccessfully challenged the Army’s small business set-aside program as in violation of the due process clause of the Fifth Amendment to the U.S. Constitution, as well as the Administrative Procedures Act and the Armed Forces Procurement Act.¹⁶⁰ The court held that classifying businesses as small was not a “suspect classification” subject to strict scrutiny. Instead the court ruled:

¹⁵³ *Concrete Works II*, 36 F.3d at 1520.

¹⁵⁴ See, generally, Hasty III, Thomas J., “Minority Business Enterprise Development and the Small Business Administration’s 8(a) Program: Past, Present, and (Is There a) Future?” 145 Mil. L. Rev. I.

¹⁵⁵ 10 U.S.C. § 2301 (1976) quoting, *J.H. Rutter Rex Mfg. Co. v. United States*, 706 F. 2d 702, 704 (5th Cir. 1983).

¹⁵⁶ 15 USC 631(a).

¹⁵⁷ 15 U.S.C. § 637(b)(11).

¹⁵⁸ 18 C.F.R. § 19.502-2 (2006).

¹⁵⁹ 706 F.2d 702 (5th Cir. 1983), cert. denied, 464 U.S. 1008 (1983).

¹⁶⁰ *J.H. Rutter Rex Mfg. Co. v. United States*, 534 F. Supp. 331, 332 (E.D. La. 1982), app’d 706 F. 2d 702 (“Administrative Procedures Act, 5 U.S.C. §§ 552(a)(1)(E) (1976) and the “fair proportion” language of the Armed Forces Procurement Act, 10 U.S.C. § 2301 et seq. (1976), and the Small Business Act, 15 U.S.C. § 631 et seq. (1976)”).

Since no fundamental rights are implicated, we need only determine whether the contested socio-economic legislation rationally relates to a legitimate governmental purpose. Our previous discussion adequately demonstrates that the procurement statutes and the regulations promulgated thereunder are rationally related to the sound legislative purpose of promoting small businesses in order to contribute to the security and economic health of this Nation.¹⁶¹

A large number of state and local governments have maintained small business preference programs for many years.¹⁶² No district court cases were found overturning a state or local small business preference program. One reason for the low level of litigation in this area is that there is significant organizational opposition to SBE programs. There are no reported cases of Associated General Construction (AGC) litigation against local SBE programs. And the legal foundations that have typically sued M/WBE programs have actually promoted SBE procurement preference programs as a race-neutral substitute for M/WBE programs.

There has been one state court case in which an SBE program was struck down as unconstitutional. The Cincinnati SBE program called for maximum practical M/WBE participation and required bidders to use good faith effort requirements to contract with M/WBEs up to government-specified M/WBE availability. Failure to satisfy good faith effort requirements triggered an investigation of efforts to provide opportunities for M/WBE subcontractors. In *Cleveland Construction v. Cincinnati*,¹⁶³ the state court ruled that the Cincinnati SBE program had race and gender preferences and had deprived the plaintiff of constitutionally protected property interest without due process of law. The city acknowledged that it had not offered evidence to satisfy strict scrutiny because it felt that it had been operating a race-neutral program.

2.8 Geographical Business Preferences

The constitutional analysis of geographical business preferences is somewhat less clear than SBE programs. Again, local business preferences are widespread and some have been in place for almost two decades (for example, the City of Oakland Local Business Enterprise (LBE) program started in 1979).¹⁶⁴ More common is the preference for small local businesses, which is an even more widespread practice. While called small business programs, these programs often set-aside contracts for bidding by local SBEs.

There are no federal court cases expressly stating that local business preference programs are unconstitutional. However, local business preferences should be distinguished from preferences for hiring local residents, which have been struck down on constitutional grounds. But LBE programs could be subject to some doubt on constitutional grounds. The three bases for constitutional challenges are the Equal Protection Clause, Dormant Commerce Clause, and the Privileges and Immunities Clause.

¹⁶¹ *J.H. Rutter Rex Mfg. Co.*, 706 F.2d at 713 (internal citations omitted and emphasis added). See also *Dandridge v. Williams*, 397 U.S. 471, 485-86 (1970).

¹⁶² See Fla. Stat. § 287.001 et req. (starting small business program in 1985); Minn. Stat. § 137.31 (Univ. of Minn. Started in 1979); N.J. Stat. § 52:32-17 et req. (small business program started in 1983).

¹⁶³ See instead *Cleveland Constr. Inc. v. Cincinnati*, 2006 Ohio App. LEXIS 6410, *P1-*P19 (Ohio Ct. App. Dec. 8, 2006).

¹⁶⁴ See, e.g., City of Detroit's Detroit-Based Business Program (Executive Order No. 2003-4), City of San Francisco Minority/Women Local Business Enterprise Program (San Francisco Ordinance, CHAPTER 12D), City of Oakland Local Business Enterprise Program (City Ordinance 9739), City of New York Local Business Enterprise Program (New York Administrative Code § 6-108.1).

2.8.1 Equal Protection Clause

A challenge to an LBE program under the Equal Protection Clause is straightforward. The content of the Equal Protection Clause has been discussed above. All challenges to local purchasing preferences based on the Equal Protection Clause have failed. Federal courts have ruled that programs to favor local companies do not involve a suspect classification, and can be justified as having a rational basis under the Equal Protection Clause. For example, Pennsylvania enacted a statute requiring the purchase of Pennsylvania steel.¹⁶⁵ A challenge was made to the Pennsylvania Steel Products Procurement Act, as a “blatant attempt at economic protectionism,” in violation of the Equal Protection Clause. But the federal court found that Pennsylvania’s distinction between domestic and foreign steel products was “rationally related to a legitimate governmental purpose,” that is, to support a struggling industry that contributed significant employment and tax revenue to the State.

2.8.2 The Dormant Commerce Clause

The next objection to LBE programs comes from the Commerce Clause. Article One of the Constitution confers upon Congress the power to regulate interstate commerce.¹⁶⁶ The Supremacy Clause of the Constitution grants to the federal government the power to preempt state laws that conflict with federal laws. The Supreme Court has found implicit in the Constitution “a self-executing limitation on the power of the States to enact laws imposing substantial burdens on such commerce.”¹⁶⁷ Consequently, a state statute is unconstitutional under what has become known as the Dormant Commerce Clause if it poses undue burdens on interstate commerce.¹⁶⁸ It follows that under the Dormant Commerce Clause, “discrimination against interstate commerce in favor of local business or investment is *per se* invalid, save in a narrow class of cases in which the municipality can demonstrate, under rigorous scrutiny, that it has no other means to advance a legitimate local interest.”¹⁶⁹

The Dormant Commerce Clause has been justified on both economic and political grounds. On economic grounds the Dormant Commerce Clause “prohibits economic protectionism.”¹⁷⁰ From a political standpoint, a state law that only harms interests from other states “is not likely to be subjected to those political restraints which are normally exerted on legislation where it affects adversely some interests within the state.”¹⁷¹

Historically, the Supreme Court employed a two-part test for the Dormant Commerce Clause: (1) does the state regulation discriminate against interstate commerce on its face; or, (2) are the burdens imposed on interstate commerce excessive relative to the alleged local benefits.¹⁷² A statute that fails either part of this test (the “Pike test”) is invalid under the Dormant Commerce Clause. LBE programs facially discriminate against interstate commerce and, thus, should fail the Pike test.

¹⁶⁵ *Trojan Technologies v. Pennsylvania*, 916 F.2d 903 (3d Cir 1990).

¹⁶⁶ U.S. Const., art. I., 8 (reading, “Congress shall have Power ... to regulate Commerce with foreign Nations, and among the several States, and with the Indian Tribes ...”).

¹⁶⁷ *S.-C. Timber Dev., Inc. v. Wunnicke*, 467 U.S. 82, 87 (1984); see also *New Energy Co. of Ind. v. Limbach*, 486 U.S. 269, 273 (1988).

¹⁶⁸ See *Big Country Foods, Inc. v. Bd. of Educ. Anchorage Sch. Dist.*, 952 F.2d 1173, 1177 (9th Cir. 1992).

¹⁶⁹ *C & A Carbone v. Town of Clarkstown*, 511 U.S. 383, 392 (1994).

¹⁷⁰ *New Energy Co. of Ind. v. Limbach*, 486 U.S. 269, 274 (1988).

¹⁷¹ *S.C. St. Hwy. Dept. v. Barnwell Bros., Inc.*, 303 U.S. 177, 185 n. 2 (1938).

¹⁷² *Pike v. Bruce Church, Inc.*, 397 U.S. 137 (1970).

But there is an important exception to the Dormant Commerce Clause relevant to an LBE program. The “Market Participant” doctrine allows a state to pass ‘protectionist’ legislation so long as the state is participating in the market as a buyer or seller of goods and services, rather than regulating the market.¹⁷³ Thus, the Commerce Clause was not intended to prohibit a state from favoring its own citizens over others when acting as a market participant. The U.S. Supreme Court has ruled that governments enjoy unrestricted ability to select their trading partners.¹⁷⁴ Indeed, in light of “the long recognized right of trader or manufacturer, engaged in an entirely private business, freely to exercise his own independent discretion as to parties with whom he will deal” and that “when acting as proprietors, States should similarly share existing freedoms from federal constraints, including the inherent limits of the Commerce Clause.”¹⁷⁵

The U.S. Supreme Court has clarified, however, that the Market Participant doctrine does not allow a state to impose conditions “that have a substantial regulatory effect outside of that particular market.”¹⁷⁶ Note that the line between market participant and market regulator has not always been clear. Nevertheless, under the Market Participant Exception, LBE programs should pass constitutional hurdles.

Finally, under the Commerce Clause, the U.S. Supreme Court has ruled that when local preferences are required under federal grants there is no Dormant Commerce Clause issue, ruling that “where state or local government action is specifically authorized by Congress, it is not subject to the Commerce Clause even if it interferes with interstate commerce.”¹⁷⁷

Given these results, it is not surprising that no federal court case was found overturning, or even challenging, an LBE program under the Dormant Commerce Clause.

2.8.3 *Privileges and Immunities Clause*

The most serious risk to an LBE program comes from the Privileges and Immunities Clause. The U.S. Supreme Court has identified the original purpose of the Privileges and Immunities Clause as prohibiting discrimination on the basis of state citizenship. Historically, the U.S. Supreme Court has applied a two-part test under the Privileges and Immunities Clause: (1) did the state or local government violate a fundamental right, and (2) did the state or local government have a substantial reason for doing so.¹⁷⁸

While similar and interrelated with the Dormant Commerce Clause, the Immunities Clause and the Commerce Clause provide different constitutional protections. The Dormant Commerce Clause is a judicially-created doctrine designed to prevent economic protectionism while the Privileges and Immunities Clause is a Constitutional provision created to protect individual rights.

A clarification of the application of the Immunities Clause to a local preference came in *United Building & Constr. Trades v. Camden*.¹⁷⁹ In *Camden*, a municipal ordinance required

¹⁷³ *S.-C. Timber Dev., Inc.*, 467 U.S. at 93 (holding that “if a state is acting as a market participant, rather than as a market regulator, the dormant Commerce Clause places no limitation on its activities”).

¹⁷⁴ *Perkins v. Lukens Steel*, 310 U.S. 113, 127 (1940).

¹⁷⁵ *Reeves, Inc. v. Stake*, 447 U.S. 429, 439 (1980).

¹⁷⁶ *S.-C. Timber Dev., Inc. v. Wunnicke*, 467 U.S. 82, 97 (1984).

¹⁷⁷ *White v. Massachusetts Council of Construction Employers, Inc.* 460 U.S. 204, 213 (1983).

¹⁷⁸ *Toomer v. Witsell*, 334 U.S. 385, 395-96 (1948).

¹⁷⁹ *United Building & Constr. Trades v. Camden*, 465 U.S. 208 (1984).

that at least 40 percent of the employees of contractors and subcontractors working on city construction projects be Camden residents. The Court devised a three-part test to evaluate the constitutionality of such an ordinance under the Privileges and Immunities Clause:

- The jurisdiction must document “substantial reason” for the preference.
- The jurisdiction must demonstrate that non-residents can be held partly responsible for the documented problem.
- The proposed remedy must be narrowly tailored.

The U.S. Supreme Court held that the *Camden* ordinance might be unconstitutional and remanded the case for consideration under the specified legal standard. There were three significant element of the Court’s holding. First, the *Camden* Court ruled that the Market Participant exception does not apply to Privileges and Immunities analysis. Second, the Court ruled that the Immunities Clause does apply to laws that discriminate on the basis of municipal residency, not simply state residency. Third, the Court ruled that only those rights fundamental to interstate harmony were protected by the Immunities Clause. In *Camden*, the Court found that employment was a fundamental right under the Immunities Clause, but direct public employment was not.¹⁸⁰ Hence, employment by a city vendor was a fundamental right while employment by the city itself was not a fundamental right. All of these results would seem to operate against a constitutional finding sustaining an LBE program.

The application of *Camden* can be seen in *Hudson County Building and Construction v. Jersey City*,¹⁸¹ which involved a program requiring city vendors to make good faith efforts to hire 51 percent city residents. The district court again noted that there is no fundamental right to direct government employment, but there is a fundamental right to private employment with government contractors. Consequently, the program did unduly burden out-of-state residents. While Jersey City provided data on unemployment and poverty in Jersey City, the evidence did not show “that out-of-state workers [were] a cause of unemployment and poverty within its borders.” Thus, just reciting data on unemployment and poverty will not be enough to overcome an Immunities Clause challenge.

But note that *Camden* involved a preference for hiring city residents, not a local business enterprise program. Arguably, there should be no distinction between public contracting and direct government hiring under the Privileges and Immunities Clause; that is, public contracts are like public jobs, public works and other government benefits that are owned by the residents. Public contracts are not a fundamental right for Immunities Clause analysis.

In addition, while local hiring programs may face challenge under the Immunities Clause, the Supreme Court has held that the Privileges and Immunities Clause does not protect corporations.¹⁸² Consequently, an Immunities Clause challenge should only arise relative to an individual seeking to contract with a local government. But local contracting programs can and should have a clear statement of the economic basis of the program to protect it from challenge by an individual vendor on the basis of the Immunities Clause.

¹⁸⁰ *McCarthy v. Philadelphia Civil Service Commission*, 424 U.S. 645 (1976) (upholding a municipal ordinance that required all Philadelphia city government employees to be residents of the city).

¹⁸¹ 960 F.Supp. 823, 831 (Dist Ct D NJ 1996).

¹⁸² *Paul v. Virginia*, 75 U.S. (8 Wall.) 168, 177, 181, (1869);) This result was reaffirmed by the Supreme Court in *Western & Southern Life Ins. Co. v. State Bd. of Equalization*, 451 U.S. 648, (1981).

It is worth observing that no case was found overturning, or even challenging, an LBE program based upon the Immunities Clause.¹⁸³ Only municipal resident hiring programs have been challenged on Immunities Clause grounds.

2.8.4 Implications for Geographical Preferences

In conclusion, no constitutional challenges have succeeded with regard to an LBE program. An LBE program should survive: (1) a challenge under the Equal Protection Clause because LBE programs generally have a rational basis for their existence, (2) a challenge under the Dormant Commerce Clause based upon the Market Participant exception, and (3) a challenge under the Immunities Clause because the clause does not apply to corporations, public contracts are not a fundamental right, and an agency should be able to provide economic justification for an LBE program. No cases were found overturning preferences based on firm location in a distressed area, such as the federal HUBZone program.

2.9 Conclusions

As summarized earlier, when governments develop and implement a contracting program that is sensitive to race and gender, they must understand the case law that has developed in the federal courts. These cases establish specific requirements that must be addressed so that such programs can withstand judicial review for constitutionality and prove to be just and fair. Under the developing trends in the application of the law, state governments must engage in specific fact-finding processes to compile a thorough, accurate, and specific evidentiary foundation to determine whether there is, in fact, discrimination sufficient to justify an affirmative action plan. Further, state governments must continue to update this information and revise their programs accordingly.

While the Supreme Court has yet to return to this exact area of law to sort out some of the conflicts, the circuit courts have settled on the core standards. Though there are differences among the circuits in the level of deference granted to the finder of fact, these differences do not appear to be profound. The differences in the individual outcomes have been overwhelmingly different in the level of evidence, mostly concerning the rigor with which disparity studies have been conducted and then used as the foundation for narrowly tailored remedies. Most significantly, nationally and in the Eighth Circuit, the DBE program has been consistently upheld as a narrowly tailored remedial program. Ultimately, MBE and WBE programs can withstand challenges if state governments comply with the requirements outlined by the courts.

¹⁸³ One state court case challenging an LBE program, argued that an Illinois School Board did not have the authority under state statutes to authorize an LBE program. *Best Bus Joint Venture v. The Board of Education of the City of Chicago*, First District Appellate Court No. 1-96-2927 (May 9, 1997).

3.0 UTILIZATION AND AVAILABILITY ANALYSES

3.0 RELEVANT MARKET AREA, UTILIZATION, AND AVAILABILITY ANALYSES

This chapter presents the results of MGT's analysis of the Minnesota Department of Administration (Admin) procurement activity occurring between January 1, 2002, and December 31, 2007. In this chapter, MGT analyzes the utilization of firms by Admin in comparison to the availability of firms to do business with Admin. The results of the utilization and availability analyses ultimately determine whether minority-, woman-, or nonminority-owned businesses were underutilized or overutilized in these procurements.

This chapter consists of the following sections:

- 3.1 Methodology
- 3.2 Construction
- 3.3 Professional Services (*which includes Architecture and Engineering*)
- 3.4 Other Services
- 3.5 Goods and Supplies
- 3.6 Summary

3.1 Methodology

This section presents the methodology for the collection and analysis of utilization and availability data of minority-, woman-, and nonminority-owned firms for this study. The descriptions of business categories and minority- and woman-owned business enterprise (M/WBE) classifications are also presented in this section. In addition, the procedures for determining the utilization and availability of firms are presented herein.

3.1.1 Business Categories

The Admin prime utilization and availability of M/WBEs were analyzed for four business categories: construction, professional services (which includes architecture and engineering), other services, and goods and supplies. A description of each business category follows.

Construction

Construction refers to any construction-related services including, but not limited to:

- General building contractors engaged primarily in the construction of commercial buildings.
- Heavy construction such as sewers and roadways.
- Light maintenance construction services such as carpentry work; electrical work; installation of carpeting; air conditioning repair, maintenance, and installation; plumbing; and renovation.
- Other related services such as water-lining and maintenance, asbestos abatement, drainage, dredging, grading, hauling, landscaping (for large construction projects such as boulevards and highways), paving, roofing, and toxic waste clean-up.

Professional Services (includes Architecture and Engineering)

This business category encompasses all services performed by a:

- State-licensed architect.
- Professional engineer.
- Firm owned by parties with such designations.
- Financial services.
- Legal services.
- Medical services.
- Educational services.
- Information Technology Consulting.
- Other professional services.

Other Services

Other services include:

- Janitorial and maintenance services.
- Uniformed guard services.
- Computer services (such as repairs).
- Certain job shop services.
- Printing.
- Graphics, photographic services.
- Landscaping.
- Other nontechnical or unlicensed services.

Goods and Supplies

This business category includes:

- Office goods.
- Medical supplies.
- Miscellaneous building materials.
- Equipment.
- Vehicles.
- Computers.

Certain purchases were excluded from analysis in this study. Examples include:

- Administrative items such as utility payments, leases for real estate, and insurance or banking transactions.
- Salary and fringe benefits and payments for food, parking, or conference fees.
- Government entities including nonprofit local organizations, state agencies, and federal agencies.

Firms were assigned to a particular category based on the Admin's chart of accounts, as well as the Admin's financial management systems.

3.1.2 M/WBE Classifications

In this study, businesses classified as M/WBEs are firms at least 51 percent owned and controlled by members of one of five groups: African Americans, Hispanic Americans, Asian Americans, Native Americans, and nonminority women. These groups were defined according to the United States (U.S.) Census Bureau as follows:

- **African Americans:** U.S. citizens or lawfully admitted permanent residents having an origin in any of the black racial groups of Africa.
- **Hispanic Americans:** U.S. citizens or lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese cultures or origins regardless of race.
- **Asian Americans:** U.S. citizens or lawfully admitted permanent residents who originate from the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.
- **Native Americans:** U.S. citizens or lawfully admitted permanent residents who originate from any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
- **Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white females. Minority women were included in their respective minority category.

The M/WBE determinations reflected in this report were based on the source data discussed below in **Section 3.1.3**. If the business owner classification was unclear in the source data, MGT conducted additional research to determine the proper business owner classification. This additional research included requesting assistance from business organizations and industry trade associations that maintain membership lists. Firms that were identified in the source data as non-M/WBEs and firms for which there was no indication of M/WBE classification in the source data were considered to be nonminority-owned firms in the analysis conducted for this study.

3.1.3 Collection and Management of Data

Electronic-copy procurement data within the study period for the business categories mentioned above were reviewed and collected.

Payment Data Collection

Using the electronic data provided by Admin and the additional data (such as subcontractor and bidder data) collected onsite (where available), MGT developed a master database of Admin's contracting and procurement activity during the study period. The master database was comprised of data sets obtained from Admin, and contained Admin payment data. These files were as follows:

- **Expenditures Data Files:** data files obtained from Admin's MAPS system containing payments made to firms from January 1, 2002, through December 31, 2007.

- **CIS Data Files:** data files obtained from Admin's contracting system containing contracts awarded to firms for the study period.
- **Agency Table Data File:** a file list agency code and agency text description of the agencies maintained in the expenditures data files.
- **MAPS Object Code Chart of Accounts:** a list of the Admin's expenditure data by object code and object code text description.

Data from the expenditures data electronic files were combined to create the master file of Admin's procurement activity for the study period. The electronic list provided the following data that MGT used for analysis:

- Name of firm paid.
- Payment amount of the transaction.
- Payment post and close date of the purchase order and/or payment.
- A description of the purchase order and/or payment from which the business category of the procurement could be derived.

Once collected and transferred into the MGT database, the data were processed as follows:

- Exclusion of records not relevant to the study. Examples of procurement activity excluded from analysis include duplicate procurement records; contracts outside of the time frame of the study; contracts awarded to nonprofits and government entities; and utility payments such as water, gas, and electricity.
- Identification of the state in which the vendor operated. To accomplish this, the ZIP code of the vendor was matched against an MGT ZIP code database of all United States counties and states.
- Identification of the vendor's business category.

The total number of procurement records analyzed for the study period is shown in **Exhibit 3-1**.

EXHIBIT 3-1
MINNESOTA DEPARTMENT OF ADMINISTRATION
NUMBER OF ANALYZED RECORDS
WITHIN THE ELECTRONIC PROCUREMENT DATA
JANUARY 2002 THROUGH DECEMBER 2007

Business Category	# of Records
Construction	52,418
Professional Services (includes Architecture & Engineering)	38,447
Other Services	422,537
Goods and Supplies	1,341,055

Source: Procurement activity compiled from Admin's data.

Availability (Vendor) Data Collection

Determining the availability of firms is a critical element in developing disparity analyses. Therefore, MGT analyzes the availability of firms at the prime contractor and subcontractor level.

For the purposes of this study, MGT defines prime contractors as firms that (1) have performed prime contract work for Admin; (2) have bid on or been notified about prime contract work for Admin; or (3) have registered to do business with Admin (vendor list). These firms are considered to be available because they have either performed or indicated their willingness to perform prime contract work for the state of Minnesota market area.

In addition, MGT's subconsultant, The Innovative Edge, LLC, collected numerous lists from local area agencies (such as chambers of commerce, business development agencies) to assist with the development of MGT's master M/WBE list. This list is used to update and cross reference ethnic/gender/racial classification information.

The vendor data generated a listing of 94,126 entries; however, a significant number of the entries were nonprofit organizations, governmental agencies, vendors located outside of the state of Minnesota, utility-related entries, and duplicate entries. These entries were identified and excluded from further analysis. MGT also excluded business listings for firms where there was incomplete data. As a result, the availability analyses were based on a pool of 62,022 firms.

3.1.4 Market Area Methodology

In order to establish the appropriate geographic boundaries for the statistical analysis, market areas were determined for each of the business categories included in the study by using every county in the state of Minnesota.

Overall Market Area

A United States county is the geographical unit of measure selected for determining market area. The use of counties as geographical units is based on the following considerations:

- The courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis.
- County boundaries are externally determined and, thus, free from any researcher bias that might result from any arbitrary determinations of geographical units of analysis.
- Census and other federal and state data are routinely collected and reported by county.

The counties that constituted Admin's overall market area were determined by evaluating the total dollars expended by Admin in each business category. The results were then summarized by county according to the location of each firm that provided goods or services to Admin.

Relevant Market Area

Next, relevant market area was determined for each business category. The first step was to sum the dollars awarded in each of the counties included in Admin's procurement data. The counties were listed according to the number of firms awarded gross value dollars, and then by the dollar amounts paid. All Minnesota counties is the relevant market.

The data used to determine the overall and relevant market areas for Admin business categories were as follows:

- Number of unique firms.
- Percentage of total firms.
- Number of contracts let.
- Percentage of total contracts let.
- Contracts awarded.
- Payments made.
- Percentage of total dollars.

3.1.5 Utilization Methodology

The prime level utilization analyses of construction, professional services (including architecture and engineering), other services, and goods and supplies firms were based on information derived from Admin's financial management system for activity occurring from January 1, 2002, through December 31, 2007.

MGT's analysis shows that Admin's relevant market area includes the entire state of Minnesota.

3.1.6 Availability Methodology

To evaluate disparate impact, if any, it is necessary to identify available M/WBEs in the local area for each business category. This determination, referred to as “availability,” has been an issue in recent court cases. If the availability of minority- and woman-owned firms is overstated or understated, a distortion of the disparity determination will result. This distortion occurs because the quantitative measure of disparity is a direct ratio between utilization and availability.

Several methodologies may be used to determine availability, including analysis of vendor data and bidder data. The use of bidder data is preferable to vendor data because it considers firms that have expressed a readiness, willingness, and ability to provide goods and/or services to procuring entities, even when they have not been successful in doing so. Discriminatory barriers may, under certain circumstances, preclude such firms from submitting bids. For this analysis, MGT used firms from Admin’s vendor data, as well as firms who bid to perform work on Admin projects for the prime analyses. For the subcontractor analyses, MGT used firms that (1) bid with prime contractors on Admin projects; (2) have been awarded a subcontractor on Admin projects; (3) have been awarded as a subcontractor on other Governmental Units’ projects; or (4) bid with prime contractors on other Governmental projects.

As indicated previously in this chapter, MGT utilized various sources to determine prime and subcontractor availability in order to develop the appropriate availability data within the relevant market area. All of the data were then compiled into the database (specific to each agency) for analysis.

3.2 Construction

This section presents MGT’s analysis of Admin’s utilization in the construction business category, as well as the utilization and availability of firms.

3.2.1 Utilization Analysis

For firms located in the Admin’s relevant market area, the following analyses were conducted:

- Utilization analysis of all M/WBE and non-M/WBE prime contractors’ payments by year for the study period.
- Utilization analysis of the number of unique prime contractors payments, according to race/ethnicity/gender classifications.
- Utilization analysis of all identified M/WBE and non-M/WBE subcontractors’ awards for the study period.
- Utilization analysis of M/WBE and non-M/WBE subcontractors’ payments and number of purchase orders by dollar threshold range.

The utilization analysis of prime construction contractors in the Admin’s relevant market area is shown in **Exhibit 3-2**. M/WBEs were paid 3.02 percent of the total prime

construction dollars expended by Admin during the review period. Admin paid over \$512.2 million for construction services during the study period. Asian American-owned firms received over \$1.5 million, accounting for 0.31 percent of the 3.02 percent paid to M/WBEs. Among M/WBEs, nonminority women-owned firms had the highest share, receiving over \$11 million, 2.15 percent of the 3.02 percent paid to firms.

EXHIBIT 3-2
MINNESOTA DEPARTMENT OF ADMINISTRATION
CONSTRUCTION
UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE RELEVANT MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2002	\$27,018.92	0.06%	\$0.00	0.00%	\$431,106.55	0.89%	\$478,740.00	0.99%	\$426,550.23	0.88%	\$1,363,415.70	2.82%	\$46,916,567.01	97.18%	\$48,279,982.71
2003	\$42,673.43	0.06%	\$0.00	0.00%	\$167,887.55	0.24%	\$181,416.68	0.26%	\$1,348,006.39	1.96%	\$1,739,984.05	2.53%	\$66,990,926.92	97.47%	\$68,730,910.97
2004	\$41,622.69	0.04%	\$40.00	0.00%	\$89,211.04	0.09%	\$1,518,459.62	1.46%	\$1,113,233.55	1.07%	\$2,762,566.90	2.66%	\$100,973,502.80	97.34%	\$103,736,069.70
2005	\$48,435.04	0.07%	\$4,810.00	0.01%	\$386,741.11	0.57%	\$214,326.21	0.32%	\$2,081,745.31	3.08%	\$2,736,057.67	4.05%	\$64,809,156.20	95.95%	\$67,545,213.87
2006	\$83,041.49	0.09%	\$25,280.00	0.03%	\$317,570.89	0.36%	\$61,775.00	0.07%	\$3,369,603.02	3.80%	\$3,857,270.40	4.35%	\$84,815,955.68	95.65%	\$88,673,226.08
2007	\$92,411.59	0.07%	\$1,220.00	0.00%	\$198,404.66	0.15%	\$8,974.29	0.01%	\$2,693,040.98	1.99%	\$2,994,051.52	2.21%	\$132,244,043.81	97.79%	\$135,238,095.33
Total	\$335,203.16	0.07%	\$31,350.00	0.01%	\$1,590,921.80	0.31%	\$2,463,691.80	0.48%	\$11,032,179.48	2.15%	\$15,453,346.24	3.02%	\$496,750,152.42	96.98%	\$512,203,498.66

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percent of total dollars paid annually to prime contractors.

In 2006, M/WBEs, as a whole, received their greatest percentage (4.35%) of Admin's total prime contract payments. In terms of absolute dollars paid, M/WBEs were most successful as prime contractors in the year 2006, generating \$3.86 million from Admin's construction payments.

Exhibit 3-3 shows the number of prime construction firms utilized over the entire the study period. In **Exhibit 3-3**, MGT shows that 59 M/WBE firms (2.23%) were paid for construction projects at the prime contractor level. In comparison, 2,591 non-M/WBEs (97.77%) were paid during the same period.

EXHIBIT 3-3
MINNESOTA DEPARTMENT OF ADMINISTRATION
CONSTRUCTION
NUMBER OF UTILIZED UNIQUE PRIME CONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	1	0.10%	0	0.00%	4	0.40%	1	0.10%	18	1.82%	24	2.42%	966	97.58%	990
2003	4	0.37%	0	0.00%	4	0.37%	2	0.18%	21	1.94%	31	2.87%	1,051	97.13%	1,082
2004	3	0.27%	1	0.09%	5	0.45%	4	0.36%	20	1.81%	33	2.99%	1,072	97.01%	1,105
2005	3	0.27%	1	0.09%	3	0.27%	2	0.18%	18	1.64%	27	2.46%	1,069	97.54%	1,096
2006	3	0.30%	1	0.10%	4	0.40%	1	0.10%	13	1.29%	22	2.19%	982	97.81%	1,004
2007	3	0.29%	1	0.10%	3	0.29%	1	0.10%	18	1.74%	26	2.51%	1,008	97.49%	1,034
Unique Firms over Six Years ²	5	0.19%	3	0.11%	5	0.19%	5	0.19%	41	1.55%	59	2.23%	2,591	97.77%	2,650

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of total firms.

² "Unique Firms" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Unique Firms" for the entire study period may not equal the sum of all years.

3.2.2 Subcontractor Analysis

Where available, subcontractor data were collected from hard copy files maintained by Admin. Due to the incompleteness of the available subcontractor data, the analysis of M/WBE subcontractor utilization is based on the subcontract dollars awarded within the prime contractor's relevant market area¹ derived from the data collected.

As stated in **Section 3.1.6**, for the subcontractor availability analyses, MGT used firms that (1) bid with prime contractors on Admin projects; (2) have been awarded a subcontractor on Admin projects; (3) have been awarded as a subcontractor on other Governmental Units' projects; or (4) bid with prime contractors on other Governmental Unit's projects.

Based on the available data, non-M/WBE firms received 98.27 percent (\$117.6 million) of the construction subcontract dollars awarded during the study period. M/WBE firms received less than 2 percent (1.73%), with Asian American-owned firms receiving over 1.6 percent (1.61%) of the subcontract award dollars. The subcontractor utilization analysis for based on Admin prime awards is shown in **Exhibit 3-4** as dollar amounts awarded and percentage of M/WBE dollars.

¹ Please refer to **Section 3.1.4** for a detailed discussion of how the relevant market area was determined.

EXHIBIT 3-4
MINNESOTA DEPARTMENT OF ADMINISTRATION
UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE RELEVANT MARKET AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS AWARDED
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2002	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$3,916,839.00	100.00%	\$3,916,839.00
2003	\$0.00	0.00%	\$0.00	0.00%	\$346,500.00	1.20%	\$0.00	0.00%	\$0.00	0.00%	\$346,500.00	1.20%	\$28,466,474.00	98.80%	\$28,812,974.00
2004	\$11,720.00	0.05%	\$0.00	0.00%	\$385,100.00	1.63%	\$0.00	0.00%	\$0.00	0.00%	\$396,820.00	1.68%	\$23,181,059.00	98.32%	\$23,577,879.00
2005	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$51,250.00	1.14%	\$51,250.00	1.14%	\$4,451,487.00	98.86%	\$4,502,737.00
2006	\$0.00	0.00%	\$0.00	0.00%	\$616,139.00	2.14%	\$0.00	0.00%	\$0.00	0.00%	\$616,139.00	2.14%	\$29,434,455.00	97.95%	\$30,050,594.00
2007	\$0.00	0.00%	\$0.00	0.00%	\$572,925.00	1.99%	\$0.00	0.00%	\$87,342.00	0.30%	\$660,267.00	2.29%	\$28,120,443.00	97.71%	\$28,780,710.00
Total	\$11,720.00	0.01%	\$0.00	0.00%	\$1,920,664.00	1.61%	\$0.00	0.00%	\$138,592.00	0.12%	\$2,070,976.00	1.73%	\$117,570,757.00	98.27%	\$119,641,733.00

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of subcontract awards.

Exhibits 3-5 and 3-6 show the number of subcontract awards (with award amounts provided) and subcontractor construction firms awarded during the study period. In **Exhibit 3-5**, MGT shows that 11 subcontracts were awarded to subcontractors, with 7.64 percent of those awards going to M/WBE firms. In **Exhibit 3-6**, MGT shows that four M/WBE firms (4.94%) were awarded projects at the subcontractor level.

EXHIBIT 3-5
MINNESOTA DEPARTMENT OF ADMINISTRATION
NUMBER OF SUBCONTRACTOR AWARDS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Subcontracts
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	15	100.00%	15
2003	0	0.00%	0	0.00%	1	4.35%	0	0.00%	0	0.00%	1	4.35%	22	95.65%	23
2004	1	5.26%	0	0.00%	1	5.26%	0	0.00%	0	0.00%	2	10.53%	17	89.47%	19
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	5.88%	1	5.88%	16	94.12%	17
2006	0	0.00%	0	0.00%	2	4.44%	0	0.00%	0	0.00%	2	4.44%	23	92.00%	25
2007	0	0.00%	0	0.00%	4	8.89%	0	0.00%	1	2.22%	5	11.11%	40	88.89%	45
Total	1	0.69%	0	0.00%	8	5.56%	0	0.00%	2	1.39%	11	7.64%	133	92.36%	144

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of total payments.

EXHIBIT 3-6
MINNESOTA DEPARTMENT OF ADMINISTRATION
NUMBER OF AWARDED UNIQUE SUBCONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	14	100.00%	14
2003	0	0.00%	0	0.00%	1	5.00%	0	0.00%	0	0.00%	1	5.00%	19	95.00%	20
2004	1	5.26%	0	0.00%	1	5.26%	0	0.00%	0	0.00%	2	10.53%	17	89.47%	19
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	6.67%	1	6.67%	14	93.33%	15
2006	0	0.00%	0	0.00%	1	3.23%	0	0.00%	0	0.00%	1	5.26%	18	94.74%	19
2007	0	0.00%	0	0.00%	2	6.45%	0	0.00%	1	3.23%	3	9.68%	28	90.32%	31
Unique Firms over Six Years²	1	1.23%	0	0.00%	2	2.47%	0	0.00%	1	1.23%	4	4.94%	77	95.06%	81

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of total firms.

Threshold Analysis

MGT analyzed the utilization of M/WBE subcontractors in the construction industry by examining payments in the specific dollar ranges shown below:

- Less than or equal to \$50,000.
- Between \$50,001 and \$100,000.
- Between \$100,001 and \$250,000.
- Between \$250,001 and \$500,000.
- Between \$500,001 and \$1 million.
- Greater than \$1,000,000.

As **Exhibit 3-7** illustrates, M/WBEs received 7.38 percent of the award dollars in amounts up to \$50,000. However, based on the available data, M/WBEs were not awarded any subcontracts above the threshold categories of \$500,000. Among M/WBEs, and based on percentage utilization, firms owned by Asian Americans were awarded the highest share of subcontract award dollars.

EXHIBIT 3-7
MINNESOTA DEPARTMENT OF ADMINISTRATION
CONSTRUCTION SUBCONTRACT AWARD AMOUNTS BY THRESHOLD
IN THE RELEVANT MARKET AREA
JANUARY 2002 THROUGH DECEMBER 2007

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
Up to \$50,000	\$11,720.00	0.95%	\$0.00	0.00%	\$78,925.00	6.42%	\$0.00	0.00%	\$0.00	0.00%	\$90,645.00	7.38%	\$1,137,789.00	92.62%	\$1,228,434.00
Between \$50,001 and \$100,000	\$0.00	0.00%	\$0.00	0.00%	\$78,000.00	3.52%	\$0.00	0.00%	\$138,592.00	6.25%	\$216,592.00	9.77%	\$1,999,621.00	90.23%	\$2,216,213.00
Between \$100,001 and \$250,000	\$0.00	0.00%	\$0.00	0.00%	\$199,750.00	4.17%	\$0.00	0.00%	\$0.00	0.00%	\$199,750.00	4.17%	\$4,587,431.00	95.83%	\$4,787,181.00
Between \$250,001 and \$500,000	\$0.00	0.00%	\$0.00	0.00%	\$1,563,989.00	22.97%	\$0.00	0.00%	\$0.00	0.00%	\$1,563,989.00	22.97%	\$5,245,840.00	77.03%	\$6,809,829.00
Between \$500,001 and \$1,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$4,512,198.00	100.00%	\$4,512,198.00
Greater than \$1,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$100,087,878.00	100.00%	\$100,087,878.00
Total	\$11,720.00	0.01%	\$0.00	0.00%	\$1,920,664.00	1.61%	\$0.00	0.00%	\$138,592.00	0.12%	\$2,070,976.00	1.73%	\$117,570,757.00	98.27%	\$119,641,733.00

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of dollars awarded by threshold.

As **Exhibit 3-8** illustrates, M/WBEs received 8.33 percent of the subcontract awards in amounts up to \$50,000. M/WBEs received the highest share of subcontract awards in the threshold category between \$250,001 and \$500,000.

EXHIBIT 3-8
MINNESOTA DEPARTMENT OF ADMINISTRATION
CONSTRUCTION NUMBER SUBCONTRACT AWARDS BY THRESHOLD
IN THE RELEVANT MARKET AREA
JANUARY 2002 THROUGH DECEMBER 2007

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Subcontracts
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
Up to \$50,000	1	2.78%	0	0.00%	2	5.56%	0	0.00%	0	0.00%	3	8.33%	33	91.67%	36
Between \$50,001 and \$100,000	0	0.00%	0	0.00%	1	3.23%	0	0.00%	2	6.45%	3	9.68%	28	90.32%	31
Between \$100,001 and \$250,000	0	0.00%	0	0.00%	1	3.23%	0	0.00%	0	0.00%	1	3.23%	30	96.77%	31
Between \$250,001 and \$500,000	0	0.00%	0	0.00%	4	22.22%	0	0.00%	0	0.00%	4	22.22%	14	77.78%	18
Between \$500,001 and \$1,000,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	100.00%	6
Greater than \$1,000,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	22	100.00%	22
Total	1	0.69%	0	0.00%	8	5.56%	0	0.00%	2	1.39%	11	7.64%	133	92.36%	144

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of number of subcontract awards by threshold.

3.2.3 Availability

The availability of prime construction firms was derived from the list of firms who bid on Admin projects and firms that performed work for Admin, as well as firms (construction and construction-related services) obtained from Admin's vendor data. As shown in **Exhibit 3-9**, there were 3,192 firms available in the construction business category. Of the 3,192 firms, 80 (2.51%) were M/WBEs. For M/WBE prime contractor availability, by race/ethnicity/gender classification, Asian American-owned firms represented 0.22 percent, Native American-owned firms 0.28 percent, nonminority women-owned firms 1.69 percent, Hispanic American-owned firms 0.09 percent, and African American-owned firms 0.22 percent.

EXHIBIT 3-9
MINNESOTA DEPARTMENT OF ADMINISTRATION
CONSTRUCTION
AVAILABILITY OF PRIME CONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	7	0.22%	3	0.09%	7	0.22%	9	0.28%	54	1.69%	80	2.51%	3,112	97.49%	3,192

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Minority women-owned firms are included in their respective minority classifications.

Exhibit 3-10 displays availability percentages for subcontractors. M/WBEs accounted for 4.84 percent of construction subcontractors available to do business with Admin. Nonminority women-owned firms were the largest group, accounting for 2.28 percent of the total M/WBE construction contractors. The data for subcontractors was based on available data collected from hard copy files, which included firms who were awarded work at a subcontractor level, as well as firms who were proposed to be utilized by a prime contractor on projects for all Governmental Units. For M/WBE subcontractor availability, by individual race/ethnicity/ gender classification, African American-owned firms represented 1.14 percent, Hispanic American-owned firms 0.28 percent, Asian American-owned firms 1.14 percent, and nonminority women-owned firms 2.28 percent.

EXHIBIT 3-10
MINNESOTA DEPARTMENT OF ADMINISTRATION
CONSTRUCTION
AVAILABILITY OF SUBCONTRACTORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	4	1.14%	1	0.28%	4	1.14%	0	0.00%	8	2.28%	17	4.84%	334	95.16%	351

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Minority women-owned firms are included in their respective minority classifications.

3.3 Professional Services (including Architecture and Engineering)

This section presents MGT's analysis for the professional services (including architecture and engineering) business category. This analysis is based on Admin's payments to firms for providing professional services. In this section, the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as prime professional

service consultants in the relevant market area are shown. Based on Admin payment data, M/WBEs received 3.21 percent of the \$331.75 million spent in professional services. **Exhibit 3-11** shows that nonminority women-owned firms received 1.60 percent, followed by African American-owned firms with 1.55 percent. Hispanic American-, Native American-, and Asian American-owned firms also received payments for providing professional services to Admin, each were less than 1 percent.

EXHIBIT 3-11
MINNESOTA DEPARTMENT OF ADMINISTRATION
PROFESSIONAL SERVICES (INCLUDING ARCHITECTURE AND ENGINEERING)
UTILIZATION ANALYSIS OF PRIME CONSULTANTS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2002	\$745,322.95	1.82%	\$553.00	0.00%	\$1,295.00	0.00%	\$89,152.00	0.22%	\$510,856.39	1.25%	\$1,347,179.34	3.30%	\$39,523,335.84	96.70%	\$40,870,515
2003	\$511,086.39	0.81%	\$0.00	0.00%	\$1,395.00	0.00%	\$62,652.00	0.10%	\$579,646.31	0.92%	\$1,154,779.70	1.83%	\$61,806,195.79	98.17%	\$62,960,975
2004	\$851,592.26	1.55%	\$0.00	0.00%	\$1,615.00	0.00%	\$12,843.00	0.02%	\$491,635.83	0.89%	\$1,357,686.09	2.46%	\$53,758,592.68	97.54%	\$55,116,279
2005	\$664,555.15	1.16%	\$0.00	0.00%	\$0.00	0.00%	\$849.90	0.00%	\$777,925.33	1.36%	\$1,443,330.38	2.52%	\$55,897,676.20	97.48%	\$57,341,007
2006	\$902,439.21	1.53%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,410,718.37	2.38%	\$2,313,157.58	3.91%	\$53,980,823.41	91.23%	\$56,293,981
2007	\$1,478,755.00	2.50%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,544,376.32	2.61%	\$3,023,131.32	5.11%	\$56,146,627.73	94.89%	\$59,169,759
Total	\$5,153,750.96	1.55%	\$553.00	0.00%	\$4,305.00	0.00%	\$165,496.90	0.05%	\$5,315,158.55	1.60%	\$10,639,264.41	3.21%	\$321,113,251.65	96.79%	\$331,752,516.06

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percent of total dollars paid annually to prime consultants.

Exhibit 3-12 shows the distribution of unique professional services prime level consultants that performed work for Admin during the study period. Non-M/WBE professional service firms were utilized in greater proportions than M/WBEs and accounted for 95.07 percent of paid firms. The analysis of the number of firms utilized showed that African American-, Hispanic American-, Asian American-, Native American- and nonminority women-owned firms accounted for 4.93 percent combined.

EXHIBIT 3-12
MINNESOTA DEPARTMENT OF ADMINISTRATION
PROFESSIONAL SERVICES (INCLUDING ARCHITECTURE AND ENGINEERING)
NUMBER OF UNIQUE PRIME CONSULTANTS IN THE
RELEVANT MARKET AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	3	1.00%	1	0.33%	1	0.33%	1	0.33%	10	3.34%	16	5.35%	283	94.65%	299
2003	4	1.25%	0	0.00%	1	0.31%	1	0.31%	10	3.13%	16	5.00%	304	95.00%	320
2004	4	1.25%	0	0.00%	2	0.63%	1	0.31%	10	3.13%	17	5.33%	302	94.67%	319
2005	2	0.74%	0	0.00%	0	0.00%	1	0.37%	11	4.07%	14	5.19%	256	94.81%	270
2006	2	0.82%	0	0.00%	0	0.00%	0	0.00%	10	4.12%	12	4.94%	231	95.06%	243
2007	2	0.83%	0	0.00%	0	0.00%	0	0.00%	12	4.98%	14	5.81%	227	94.19%	241
Unique Firms over Six Years²	4	0.60%	1	0.15%	2	0.30%	2	0.30%	24	3.58%	33	4.93%	637	95.07%	670

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of Total Firms.

² "Unique Firms counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Unique Firms" for the entire study period may not equal the sum of all years.

3.3.1 Availability

The availability of professional services firms was derived from the list of firms who in obtained from Admin's vendor data. In **Exhibit 3-13**, it shows that of the 2,280 professional service (including architecture and engineering) consultants, of which 0.18 percent were African Americans, 0.13 percent were Asian Americans, 0.04 percent were Hispanic Americans, 0.13 percent were Native Americans, and 1.62 percent were nonminority women-owned firms. M/WBEs represented 2.11 percent of available professional services firms.

EXHIBIT 3-13
MINNESOTA DEPARTMENT OF ADMINISTRATION
PROFESSIONAL SERVICES (INCLUDING ARCHITECTURE AND ENGINEERING)
AVAILABILITY OF PRIME CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	4	0.18%	1	0.04%	3	0.13%	3	0.13%	37	1.62%	48	2.11%	2,232	97.89%	2,280

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Minority women-owned firms are included in their respective minority classifications.

3.4 Other Services

The utilization and availability of other services procurements are examined in this section. The other services data that was analyzed was obtained from Admin.

3.4.1 Utilization Analysis

This section presents the utilization analysis of other services firms, which includes an analysis of the number of unique firms utilized by race/ethnicity/gender classifications. As shown in **Exhibit 3-14**, M/WBEs received 8.05 percent of the other services payments made by Admin during the study period.

Of the M/WBE groups, firms owned by Asian Americans were the most successful, receiving \$5.10 million (2.71%) of the \$188 million spent on other services.

EXHIBIT 3-14
MINNESOTA DEPARTMENT OF ADMINISTRATION
OTHER SERVICES
UTILIZATION ANALYSIS OF FIRMS
IN THE RELEVANT MARKET AREA
PAYMENTS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2002	\$475,953.66	1.75%	\$16,962.74	0.06%	\$661,414.82	2.43%	\$163,282.27	0.60%	\$870,826.07	3.20%	\$2,188,439.56	8.04%	\$25,041,927.55	91.96%	\$27,230,367
2003	\$909,576.48	3.15%	\$33,160.99	0.11%	\$731,306.21	2.53%	\$231,809.36	0.80%	\$532,247.60	1.84%	\$2,438,100.64	8.44%	\$26,460,597.55	91.56%	\$28,898,698
2004	\$703,126.00	2.39%	\$29,690.34	0.10%	\$1,273,693.43	4.33%	\$241,918.41	0.82%	\$495,761.32	1.68%	\$2,744,189.50	9.32%	\$26,694,374.11	90.68%	\$29,438,564
2005	\$1,058,458.40	3.22%	\$19,403.65	0.06%	\$384,049.29	1.17%	\$196,974.28	0.60%	\$522,840.28	1.59%	\$2,181,725.90	6.64%	\$30,674,417.94	93.36%	\$32,856,144
2006	\$884,923.72	2.44%	\$16,210.02	0.04%	\$478,909.14	1.32%	\$251,424.06	0.69%	\$552,877.52	1.53%	\$2,184,344.46	6.03%	\$31,158,414.57	85.95%	\$33,342,759
2007	\$790,890.88	2.18%	\$18,850.80	0.05%	\$1,574,727.04	4.34%	\$270,245.50	0.75%	\$741,283.56	2.04%	\$3,395,997.78	9.37%	\$32,856,368.24	90.63%	\$36,252,366
Total	\$4,822,929.14	2.57%	\$134,278.54	0.07%	\$5,104,099.93	2.71%	\$1,355,653.88	0.72%	\$3,715,836.35	1.98%	\$15,132,797.84	8.05%	\$172,886,099.96	91.95%	\$188,018,897.80

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percent of total dollars paid annually to firms.

Exhibit 3-15 shows that there were 167 unique M/WBE firms utilized that provided other services to Admin. There were a total of 8,130 unique firms that provided other services to Admin.

EXHIBIT 3-15
MINNESOTA DEPARTMENT OF ADMINISTRATION
OTHER SERVICES
NUMBER OF UNIQUE FIRMS
IN THE RELEVANT MARKET AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	10	0.23%	5	0.12%	5	0.12%	6	0.14%	64	1.50%	90	2.11%	4,180	97.89%	4,270
2003	12	0.30%	5	0.12%	5	0.12%	7	0.17%	67	1.67%	96	2.40%	3,907	97.60%	4,003
2004	11	0.28%	8	0.20%	4	0.10%	7	0.18%	62	1.58%	92	2.34%	3,842	97.66%	3,934
2005	8	0.21%	7	0.18%	5	0.13%	6	0.16%	61	1.58%	87	2.26%	3,765	97.74%	3,852
2006	7	0.20%	7	0.20%	5	0.14%	4	0.11%	62	1.74%	85	2.39%	3,472	97.61%	3,557
2007	6	0.17%	6	0.17%	8	0.23%	7	0.20%	62	1.75%	89	2.51%	3,450	97.49%	3,539
Unique Firms over Six Years²	18	0.22%	9	0.11%	9	0.11%	11	0.14%	120	1.48%	167	2.05%	7,963	97.95%	8,130

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of total firms.

² "Unique Firms" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Unique Firms" for the entire study period may not equal the sum of all years.

3.4.2 Availability

The availability of firms is derived from firms located within the state of Minnesota that were obtained from Admin's vendor data. **Exhibit 3-16** shows the available other services firms located in the relevant market area. Of the 9,154 available other services firms, 2.12 percent were M/WBE firms. Among the M/WBE firms, African Americans represented 0.23 percent, Hispanic Americans 0.10 percent, Asian Americans 0.13 percent, Native Americans 0.12 percent, and nonminority women 1.54 percent.

EXHIBIT 3-16
MINNESOTA DEPARTMENT OF ADMINISTRATION
OTHER SERVICES
AVAILABILITY OF FIRMS
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Total	21	0.23%	9	0.10%	12	0.13%	11	0.12%	141	1.54%	194	2.12%	8,960	97.88%	9,154

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Minority women-owned firms are included in their respective minority classifications.

3.5 Goods and Supplies

The utilization and availability of goods and supplies procurements are examined in this section. The goods and supplies data that was analyzed was obtained from Admin.

3.5.1 Utilization Analysis

This section presents the utilization analysis of goods and supplies firms, which includes an analysis of the number of unique firms utilized by race/ethnicity/gender classifications. The utilization analysis of payments made is presented in **Exhibit 3-17**. As shown, M/WBEs received more than 3.9 percent (3.95%) of the goods and supplies payments made by Admin during the study period.

Of the M/WBE groups, firms owned by nonminority women were the most successful, receiving \$11.1 million (2.21%) of the \$501.37 million spent on goods and supplies.

EXHIBIT 3-17
MINNESOTA DEPARTMENT OF ADMINISTRATION
GOODS AND SUPPLIES
UTILIZATION ANALYSIS OF FIRMS
IN THE RELEVANT MARKET AREA
PAYMENTS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2002	\$378,196.97	0.50%	\$283,093.17	0.37%	\$588,841.35	0.77%	\$37,491.61	0.05%	\$1,362,093.07	1.79%	\$2,649,716.17	3.48%	\$73,496,355.89	96.52%	\$76,146,072
2003	\$639,756.93	0.74%	\$139,441.60	0.16%	\$691,644.14	0.80%	\$52,763.50	0.06%	\$1,645,319.11	1.89%	\$3,168,925.28	3.65%	\$83,756,547.33	96.35%	\$86,925,473
2004	\$372,669.37	0.45%	\$187,460.69	0.23%	\$546,332.04	0.66%	\$82,381.01	0.10%	\$1,683,897.76	2.04%	\$2,872,740.87	3.47%	\$79,838,125.70	96.53%	\$82,710,867
2005	\$239,241.10	0.28%	\$145,443.79	0.17%	\$761,867.32	0.88%	\$35,521.96	0.04%	\$2,527,425.67	2.91%	\$3,709,499.84	4.27%	\$83,201,208.57	95.73%	\$86,910,708
2006	\$521,597.37	0.59%	\$102,296.19	0.12%	\$1,076,831.12	1.23%	\$38,949.96	0.04%	\$1,793,399.38	2.04%	\$3,533,074.02	4.02%	\$77,247,919.70	87.89%	\$80,780,994
2007	\$344,656.77	0.39%	\$78,367.37	0.09%	\$1,327,531.94	1.51%	\$48,645.56	0.06%	\$2,091,501.60	2.38%	\$3,890,703.24	4.43%	\$84,003,019.31	95.57%	\$87,893,723
Total	\$2,496,118.51	0.50%	\$936,102.81	0.19%	\$4,993,047.91	1.00%	\$295,753.60	0.06%	\$11,103,636.59	2.21%	\$19,824,659.42	3.95%	\$481,543,176.50	96.05%	\$501,367,835.92

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percent of total dollars paid annually to firms.

Exhibit 3-18 shows that there were 289 unique M/WBE firms utilized that provided good and supplies to Admin. There were a total of 16,794 unique firms that provided goods and supplies to Admin.

EXHIBIT 3-18
MINNESOTA DEPARTMENT OF ADMINISTRATION
GOODS AND SUPPLIES
NUMBER OF UNIQUE FIRMS
IN THE RELEVANT MARKET AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2002	11	0.12%	9	0.10%	9	0.10%	10	0.11%	117	1.30%	156	1.73%	8,861	98.27%	9,017
2003	11	0.14%	8	0.10%	9	0.11%	9	0.11%	117	1.46%	154	1.92%	7,857	98.08%	8,011
2004	11	0.14%	9	0.11%	8	0.10%	10	0.13%	119	1.52%	157	2.00%	7,687	98.00%	7,844
2005	9	0.12%	7	0.09%	8	0.11%	8	0.11%	114	1.51%	146	1.94%	7,394	98.06%	7,540
2006	8	0.11%	11	0.16%	8	0.11%	10	0.14%	110	1.56%	147	2.08%	6,921	97.92%	7,068
2007	5	0.07%	8	0.12%	8	0.12%	8	0.12%	108	1.57%	137	1.99%	6,739	98.01%	6,876
Unique Firms over Six Years²	21	0.13%	13	0.08%	16	0.10%	17	0.10%	222	1.32%	289	1.72%	16,505	98.28%	16,794

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Percentage of total firms.

² "Unique Firms counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Unique Firms" for the entire study period may not equal the sum of all years.

3.5.2 Availability

The availability of firms is derived from firms located within the state of Minnesota that were obtained from Admin's vendor data. **Exhibit 3-19** shows the available goods and supplies firms located in the relevant market area. Of the 22,602 available goods and supplies firms, 1.58 percent were M/WBE firms. Among the M/WBE firms, African Americans represented 0.13 percent, Hispanic Americans 0.07 percent, Asian Americans 0.08 percent, Native Americans 0.08 percent, and nonminority women 1.23 percent.

EXHIBIT 3-19
MINNESOTA DEPARTMENT OF ADMINISTRATION
GOODS AND SUPPLIES
AVAILABILITY OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
JANUARY 2002 THROUGH DECEMBER 2007

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Total	29	0.13%	15	0.07%	17	0.08%	18	0.08%	277	1.23%	356	1.58%	22,246	98.42%	22,602

Source: MGT developed a procurement and vendor database for Admin covering the period from January 2002 through December 2007.

¹ Minority women-owned firms are included in their respective minority classifications.

3.6 Summary

Exhibit 3-20 summarizes the analysis results presented in this chapter.

EXHIBIT 3-20
SUMMARY OF M/WBE UTILIZATION AND AVAILABILITY
BY BUSINESS CATEGORY

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Prime Contractors						
Utilization Dollars	\$335,203	\$31,350	\$1,590,922	\$2,463,692	\$11,032,179	\$15,453,346
Utilization Percent	0.07%	0.01%	0.31%	0.48%	2.15%	3.02%
Availability Percent	0.22%	0.09%	0.22%	0.28%	1.69%	2.51%
Construction Subcontractors						
Utilization Dollars	\$11,720	\$0	\$1,920,664	\$0	\$138,592	\$0
Utilization Percent	0.01%	0.00%	1.61%	0.00%	0.12%	1.73%
Availability Percent	1.14%	0.28%	1.14%	0.00%	2.28%	4.84%
Professional Services Prime Consultants						
Utilization Dollars	\$5,153,751	\$553	\$4,305	\$165,497	\$5,315,159	\$10,639,264
Utilization Percent	1.55%	0.00%	0.00%	0.05%	1.60%	3.21%
Availability Percent	0.18%	0.04%	0.13%	0.13%	1.62%	2.11%
Other Services Firms						
Utilization Dollars	\$4,822,929	\$134,279	\$5,104,100	\$1,355,654	\$3,715,836	\$15,132,798
Utilization Percent	2.57%	0.07%	2.71%	0.72%	1.98%	8.05%
Availability Percent	0.23%	0.10%	0.13%	0.12%	1.54%	2.12%
Goods and Supplies Vendors						
Utilization Dollars	\$2,496,119	\$936,103	\$4,993,048	\$295,754	\$11,103,637	\$19,824,659
Utilization Percent	0.50%	0.19%	1.00%	0.06%	2.21%	3.95%
Availability Percent	0.13%	0.07%	0.08%	0.08%	1.23%	1.58%

Source: **Chapter 3.0, Analysis Results.**

4.0 DISPARITY ANALYSIS

4.0 DISPARITY ANALYSIS

This chapter examines the issue of disparity within each business category of procurement. Disparity, in this context, is the analysis of the differences between the utilization of minority- and nonminority women-owned business enterprises (M/WBEs) and the availability of those firms. Accordingly, MGT of America, Inc. (MGT), used disparity indices to examine whether M/WBEs received a proportional share of dollars based on the availability of M/WBEs in the relevant market area.

This chapter consists of the following sections:

- Section 4.1 describes the methodology used by MGT to test for the presence or absence of disparity in each of the business categories.
- Section 4.2 applies the disparity indices to the business categories and determines the presence or absence of statistically significant disparity in the Minnesota Department of Administration (Admin) procurement activity.

4.1 Methodology

MGT used the results of the availability and utilization analyses presented in **Chapter 3.0** of this report as the basis to determine if M/WBEs received a proportional share of payments and other procurements by Admin. This determination is made primarily through the disparity index calculation which compares the availability of firms with the utilization of those firms. The disparity index also provides a value that can be given a commonly accepted substantive interpretation.

4.1.1 Disparity Index

MGT pioneered the use of disparity indices as a means of quantifying the disparity in utilization relative to availability. The use of a disparity index for such calculations is supported by several post-Croson cases, most notably *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*.¹ Although a variety of similar indices could be utilized, MGT's standard for choosing its particular index methodology is that it must yield a value that is easily calculable, understandable in its interpretation, and universally comparable such that a disparity in utilization within M/WBE categories can be assessed with reference to the utilization of non-M/WBEs.

¹ *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

For this study, the ratio of the percentage of utilization² to the percentage of availability multiplied by 100 serves as the measure of choice, as shown in the formula:

$$(1) \text{ Disparity Index} = \frac{\%Um_1p_1}{\%Am_1p_1} \times 100$$

Where: Um_1p_1 = utilization of M/WBE₁ for procurement₁
 Am_1p_1 = availability of M/WBE₁ for procurement₁

Due to the mathematical properties involved in the calculations, a disparity index value of 0.00 for a given race, ethnicity, or gender category of firm indicates absolutely no utilization and, therefore, absolute disparity. An index of 100 indicates that vendor utilization is perfectly proportionate to availability for a particular group in a given business category, indicating the absence of disparity—that is, the proportion of utilization relative to availability one would expect, all things being equal. In general, firms within a business category are considered underutilized if the disparity indices are less than 100, and overutilized if the indices are above 100.

Since there is no standardized measurement to evaluate the levels of underutilization or overutilization within a procurement context, MGT has appropriated the Equal Employment Opportunity Commission's (EEOC) "80 percent rule" in *Uniform Guidelines on Employee Selection Procedures*. In context of employment discrimination, an employment disparity ratio below 80 indicates a "substantial disparity" in employment. The Supreme Court has accepted the use of the 80 percent rule in *Connecticut v. Teal (Teal)*, 457 U.S. 440 (1982), and in *Teal* and other affirmative action cases, the terms "adverse impact," "disparate impact," and "discriminatory impact" are used interchangeably to characterize values of 80 and below.

4.2 Disparity Indices

Tables showing disparity indices results for construction, professional services (which includes architecture and engineering services), other services, and goods and supplies are analyzed in this section. As mentioned before, the tables are based on the utilization and availability of M/WBEs and non-M/WBEs in Admin's relevant market area as shown in **Chapter 3.0**.

4.2.1 Construction

Disparity Analysis of Construction Prime Contractors

Exhibit 4-1 shows the disparity indices for prime construction based on Admin's payments data. Over the study period for Admin, among M/WBE firms, Hispanic Americans and African Americans were substantially underutilized from 2002 to 2007, resulting in a disparity index for all years of 0.96 and 31.16, respectively. Based on construction and construction-related prime payments, firms owned by Asian Americans, Native Americans, and nonminority women resulted in overall overutilization resulting in disparity indices of 141.64, 170.59, and 127.32, respectively.

² Percentage of utilization is based on procurement dollars and the percentage of availability is based on the number of firms.

EXHIBIT 4-1
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF CONSTRUCTION PRIME CONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JANUARY 2002 THROUGH DECEMBER 2007

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2002				
African Americans	0.06%	0.22%	25.52	* Underutilization
Hispanic Americans	0.00%	0.09%	0.00	* Underutilization
Asian Americans	0.89%	0.22%	407.18	Overutilization
Native Americans	0.99%	0.28%	351.68	Overutilization
Nonminority Women	0.88%	1.69%	52.22	* Underutilization
Non-M/WBE Firms	97.18%	97.49%	99.67	Underutilization
2003				
African Americans	0.06%	0.22%	28.31	* Underutilization
Hispanic Americans	0.00%	0.09%	0.00	* Underutilization
Asian Americans	0.24%	0.22%	111.39	Overutilization
Native Americans	0.26%	0.28%	93.62	Underutilization
Nonminority Women	1.96%	1.69%	115.93	Overutilization
Non-M/WBE Firms	97.47%	97.49%	99.97	Underutilization
2004				
African Americans	0.04%	0.22%	18.30	* Underutilization
Hispanic Americans	0.00%	0.09%	0.04	* Underutilization
Asian Americans	0.09%	0.22%	39.22	* Underutilization
Native Americans	1.46%	0.28%	519.15	Overutilization
Nonminority Women	1.07%	1.69%	63.43	* Underutilization
Non-M/WBE Firms	97.34%	97.49%	99.84	Underutilization
2005				
African Americans	0.07%	0.22%	32.70	* Underutilization
Hispanic Americans	0.01%	0.09%	7.58	* Underutilization
Asian Americans	0.57%	0.22%	261.09	Overutilization
Native Americans	0.32%	0.28%	112.54	Overutilization
Nonminority Women	3.08%	1.69%	182.18	Overutilization
Non-M/WBE Firms	95.95%	97.49%	98.42	Underutilization
2006				
African Americans	0.09%	0.22%	42.70	* Underutilization
Hispanic Americans	0.03%	0.09%	30.33	* Underutilization
Asian Americans	0.36%	0.22%	163.31	Overutilization
Native Americans	0.07%	0.28%	24.71	* Underutilization
Nonminority Women	3.80%	1.69%	224.62	Overutilization
Non-M/WBE Firms	95.65%	97.49%	98.11	Underutilization
2007				
African Americans	0.07%	0.22%	31.16	* Underutilization
Hispanic Americans	0.00%	0.09%	0.96	* Underutilization
Asian Americans	0.15%	0.22%	66.90	* Underutilization
Native Americans	0.01%	0.28%	2.35	* Underutilization
Nonminority Women	1.99%	1.69%	117.71	Overutilization
Non-M/WBE Firms	97.79%	97.49%	100.30	Overutilization
All Years				
African Americans	0.07%	0.22%	29.84	* Underutilization
Hispanic Americans	0.01%	0.09%	6.51	* Underutilization
Asian Americans	0.31%	0.22%	141.64	Overutilization
Native Americans	0.48%	0.28%	170.59	Overutilization
Nonminority Women	2.15%	1.69%	127.32	Overutilization
Non-M/WBE Firms	96.98%	97.49%	99.48	Underutilization

Source: MGT developed a procurement and vendor database for Admin from January 2002 through December 2007.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0**.

² The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

Disparity Analysis of Subcontractors

Exhibit 4-2 shows the disparity indices, based on awarded contractors proposed to be utilized on Admin projects, for subcontractor awards based on hard copy files (where data was available). Based on the study period, all awarded M/WBE groups, except for

firms owned by Asian Americans, were underutilized for construction subcontractor awards. Firms owned by African Americans and nonminority women were substantially underutilized with a disparity index of 0.86 and 5.08, respectively. Firms owned by Hispanic Americans and Native Americans were not awarded any dollars, based on available data reviewed for the study period.

EXHIBIT 4-2
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF SUBCONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JANUARY 2002 THROUGH DECEMBER 2007

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.00%	1.14%	0.00	* Underutilization
Hispanic Americans	0.00%	0.28%	0.00	* Underutilization
Asian Americans	0.00%	1.14%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	2.28%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	95.16%	105.09	Overutilization
2003				
African Americans	0.00%	1.14%	0.00	* Underutilization
Hispanic Americans	0.00%	0.28%	0.00	* Underutilization
Asian Americans	1.20%	1.14%	105.53	Overutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	2.28%	0.00	* Underutilization
Non-M/WBE Firms	98.80%	95.16%	103.83	Overutilization
2004				
African Americans	0.05%	1.14%	4.36	* Underutilization
Hispanic Americans	0.00%	0.28%	0.00	* Underutilization
Asian Americans	1.63%	1.14%	143.32	Overutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	2.28%	0.00	* Underutilization
Non-M/WBE Firms	98.32%	95.16%	103.32	Overutilization
2005				
African Americans	0.00%	1.14%	0.00	* Underutilization
Hispanic Americans	0.00%	0.28%	0.00	* Underutilization
Asian Americans	0.00%	1.14%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	1.14%	2.28%	49.94	* Underutilization
Non-M/WBE Firms	98.86%	95.16%	103.89	Overutilization
2006				
African Americans	0.00%	1.14%	0.00	* Underutilization
Hispanic Americans	0.00%	0.28%	0.00	* Underutilization
Asian Americans	2.14%	1.14%	187.86	Overutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	2.28%	0.00	* Underutilization
Non-M/WBE Firms	97.95%	95.16%	102.94	Overutilization
2007				
African Americans	0.00%	1.14%	0.00	* Underutilization
Hispanic Americans	0.00%	0.28%	0.00	* Underutilization
Asian Americans	1.99%	1.14%	174.68	Overutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.30%	2.28%	13.31	* Underutilization
Non-M/WBE Firms	97.71%	95.16%	102.68	Overutilization
All Years				
African Americans	0.01%	1.14%	0.86	* Underutilization
Hispanic Americans	0.00%	0.28%	0.00	* Underutilization
Asian Americans	1.61%	1.14%	140.87	Overutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.12%	2.28%	5.08	* Underutilization
Non-M/WBE Firms	98.27%	95.16%	103.27	Overutilization

Source: MGT developed a procurement and vendor database for Admin from January 2002 through December 2007.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0**.

² The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

N/A denotes that in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization in this category. Because the utilization percentage is the denominator in the final calculation, the existence of disparity can be inferred due to the *prima facie* evidence of zero utilization levels.

4.2.2 Professional Services (includes Architecture and Engineering)

This section presents the results of the disparity analysis for the professional services (*includes Architecture & Engineering*) business category for prime consultants.

Professional Services Consultants

Exhibit 4-3 shows the disparity indices for professional services (includes architecture and engineering) consultants. Overall, M/WBE firms were underutilized as professional services consultants during the study period. Firms owned by Hispanic Americans, Asian Americans, and Native Americans were substantially underutilized. M/WBE disparity indices were as follows: 0.38 for Hispanic Americans, 0.99 for Asian Americans, and 37.91 for Native Americans. Overall, nonminority women were underutilized at a disparity index of 98.73. Overall, African Americans firms were overutilized at a disparity index of 885.49.

EXHIBIT 4-3
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF PROFESSIONAL SERVICES
(INCLUDES ARCHITECTURE AND ENGINEERING) CONSULTANTS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JANUARY 2002 THROUGH DECEMBER 2007

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	1.82%	0.18%	1,039.46	Overutilization
Hispanic Americans	0.00%	0.04%	3.08	* Underutilization
Asian Americans	0.00%	0.13%	2.41	* Underutilization
Native Americans	0.22%	0.13%	165.78	Overutilization
Nonminority Women	1.25%	1.62%	77.02	* Underutilization
Non-M/WBE Firms	96.70%	97.89%	98.78	Underutilization
2003				
African Americans	0.81%	0.18%	462.70	Overutilization
Hispanic Americans	0.00%	0.04%	0.00	* Underutilization
Asian Americans	0.00%	0.13%	1.68	* Underutilization
Native Americans	0.10%	0.13%	75.63	* Underutilization
Nonminority Women	0.92%	1.62%	56.73	* Underutilization
Non-M/WBE Firms	98.17%	97.89%	100.28	Overutilization
2004				
African Americans	1.55%	0.18%	880.70	Overutilization
Hispanic Americans	0.00%	0.04%	0.00	* Underutilization
Asian Americans	0.00%	0.13%	2.23	* Underutilization
Native Americans	0.02%	0.13%	17.71	* Underutilization
Nonminority Women	0.89%	1.62%	54.97	* Underutilization
Non-M/WBE Firms	97.54%	97.89%	99.63	Underutilization
2005				
African Americans	1.16%	0.18%	660.60	Overutilization
Hispanic Americans	0.00%	0.04%	0.00	* Underutilization
Asian Americans	0.00%	0.13%	0.00	* Underutilization
Native Americans	0.00%	0.13%	1.13	* Underutilization
Nonminority Women	1.36%	1.62%	83.60	Underutilization
Non-M/WBE Firms	97.48%	97.89%	99.58	Underutilization
2006				
African Americans	1.53%	0.18%	869.35	Overutilization
Hispanic Americans	0.00%	0.04%	0.00	* Underutilization
Asian Americans	0.00%	0.13%	0.00	* Underutilization
Native Americans	0.00%	0.13%	0.00	* Underutilization
Nonminority Women	2.38%	1.62%	146.92	Overutilization
Non-M/WBE Firms	91.23%	97.89%	93.19	Underutilization
2007				
African Americans	2.50%	0.18%	1,424.53	Overutilization
Hispanic Americans	0.00%	0.04%	0.00	* Underutilization
Asian Americans	0.00%	0.13%	0.00	* Underutilization
Native Americans	0.00%	0.13%	0.00	* Underutilization
Nonminority Women	2.61%	1.62%	160.84	Overutilization
Non-M/WBE Firms	94.89%	97.89%	96.93	Underutilization
All Years				
African Americans	1.55%	0.18%	885.49	Overutilization
Hispanic Americans	0.00%	0.04%	0.38	* Underutilization
Asian Americans	0.00%	0.13%	0.99	* Underutilization
Native Americans	0.05%	0.13%	37.91	* Underutilization
Nonminority Women	1.60%	1.62%	98.73	Underutilization
Non-M/WBE Firms	96.79%	97.89%	98.87	Underutilization

Source: MGT developed a procurement and vendor database for Admin from January 2002 through December 2007.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 3.0.

² The percentage of available contractors is taken from the availability exhibit previously shown in Chapter 3.0.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

4.2.3 Other Services

In **Exhibit 4-4**, the analysis shows that of the M/WBE groups, all groups were overutilized overall, except firms owned by Hispanic Americans. Firms owned by Hispanic Americans were substantially underutilized at a disparity index of 72.54.

EXHIBIT 4-4
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF OTHER SERVICES VENDORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JANUARY 2002 THROUGH DECEMBER 2007

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	1.75%	0.23%	761.91	Overutilization
Hispanic Americans	0.06%	0.10%	63.36	* Underutilization
Asian Americans	2.43%	0.13%	1,852.89	Overutilization
Native Americans	0.60%	0.12%	499.00	Overutilization
Nonminority Women	3.20%	1.54%	207.62	Overutilization
Non-M/WBE Firms	91.96%	97.88%	93.95	Underutilization
2003				
African Americans	3.15%	0.23%	1,372.00	Overutilization
Hispanic Americans	0.11%	0.10%	116.71	Overutilization
Asian Americans	2.53%	0.13%	1,930.41	Overutilization
Native Americans	0.80%	0.12%	667.53	Overutilization
Nonminority Women	1.84%	1.54%	119.57	Overutilization
Non-M/WBE Firms	91.56%	97.88%	93.55	Underutilization
2004				
African Americans	2.39%	0.23%	1,041.14	Overutilization
Hispanic Americans	0.10%	0.10%	102.58	Overutilization
Asian Americans	4.33%	0.13%	3,300.49	Overutilization
Native Americans	0.82%	0.12%	683.87	Overutilization
Nonminority Women	1.68%	1.54%	109.33	Overutilization
Non-M/WBE Firms	90.68%	97.88%	92.64	Underutilization
2005				
African Americans	3.22%	0.23%	1,404.26	Overutilization
Hispanic Americans	0.06%	0.10%	60.07	* Underutilization
Asian Americans	1.17%	0.13%	891.66	Overutilization
Native Americans	0.60%	0.12%	498.90	Overutilization
Nonminority Women	1.59%	1.54%	103.31	Overutilization
Non-M/WBE Firms	93.36%	97.88%	95.38	Underutilization
2006				
African Americans	2.44%	0.23%	1,064.05	Overutilization
Hispanic Americans	0.04%	0.10%	45.48	* Underutilization
Asian Americans	1.32%	0.13%	1,007.74	Overutilization
Native Americans	0.69%	0.12%	577.15	Overutilization
Nonminority Women	1.53%	1.54%	99.01	Underutilization
Non-M/WBE Firms	85.95%	97.88%	87.81	Underutilization
2007				
African Americans	2.18%	0.23%	950.98	Overutilization
Hispanic Americans	0.05%	0.10%	52.89	* Underutilization
Asian Americans	4.34%	0.13%	3,313.59	Overutilization
Native Americans	0.75%	0.12%	620.36	Overutilization
Nonminority Women	2.04%	1.54%	132.75	Overutilization
Non-M/WBE Firms	90.63%	97.88%	92.59	Underutilization
All Years				
African Americans	2.57%	0.23%	1,118.15	Overutilization
Hispanic Americans	0.07%	0.10%	72.64	* Underutilization
Asian Americans	2.71%	0.13%	2,070.84	Overutilization
Native Americans	0.72%	0.12%	600.02	Overutilization
Nonminority Women	1.98%	1.54%	128.31	Overutilization
Non-M/WBE Firms	91.95%	97.88%	93.94	Underutilization

Source: MGT developed a procurement and vendor database for Admin from January 2002 through December 2007.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0**.

² The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

4.2.4 Goods and Supplies

In **Exhibit 4-5** the analysis shows that of the MBE groups, all groups were overutilized overall, except for firms owned by Native Americans which were substantially underutilized at a disparity index of 74.07. Firms owned by African Americans, Asian Americans, Hispanic Americans, and nonminority women were overutilized.

EXHIBIT 4-5
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF GOODS AND SUPPLIES VENDORS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JANUARY 2002 THROUGH DECEMBER 2007

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.50%	0.13%	387.10	Overutilization
Hispanic Americans	0.37%	0.07%	560.19	Overutilization
Asian Americans	0.77%	0.08%	1,028.13	Overutilization
Native Americans	0.05%	0.08%	61.82	* Underutilization
Nonminority Women	1.79%	1.23%	145.96	Overutilization
Non-M/WBE Firms	96.52%	98.42%	98.06	Underutilization
2003				
African Americans	0.74%	0.13%	573.61	Overutilization
Hispanic Americans	0.16%	0.07%	241.71	Overutilization
Asian Americans	0.80%	0.08%	1,057.87	Overutilization
Native Americans	0.06%	0.08%	76.22	* Underutilization
Nonminority Women	1.89%	1.23%	154.44	Overutilization
Non-M/WBE Firms	96.35%	98.42%	97.90	Underutilization
2004				
African Americans	0.45%	0.13%	351.16	Overutilization
Hispanic Americans	0.23%	0.07%	341.51	Overutilization
Asian Americans	0.66%	0.08%	878.20	Overutilization
Native Americans	0.10%	0.08%	125.07	Overutilization
Nonminority Women	2.04%	1.23%	166.12	Overutilization
Non-M/WBE Firms	96.53%	98.42%	98.07	Underutilization
2005				
African Americans	0.28%	0.13%	214.54	Overutilization
Hispanic Americans	0.17%	0.07%	252.16	Overutilization
Asian Americans	0.88%	0.08%	1,165.48	Overutilization
Native Americans	0.04%	0.08%	51.32	* Underutilization
Nonminority Women	2.91%	1.23%	237.29	Overutilization
Non-M/WBE Firms	95.73%	98.42%	97.26	Underutilization
2006				
African Americans	0.59%	0.13%	462.52	Overutilization
Hispanic Americans	0.12%	0.07%	175.37	Overutilization
Asian Americans	1.23%	0.08%	1,628.87	Overutilization
Native Americans	0.04%	0.08%	55.64	* Underutilization
Nonminority Women	2.04%	1.23%	166.49	Overutilization
Non-M/WBE Firms	87.89%	98.42%	89.29	Underutilization
2007				
African Americans	0.39%	0.13%	305.62	Overutilization
Hispanic Americans	0.09%	0.07%	134.35	Overutilization
Asian Americans	1.51%	0.08%	2,008.10	Overutilization
Native Americans	0.06%	0.08%	69.50	* Underutilization
Nonminority Women	2.38%	1.23%	194.16	Overutilization
Non-M/WBE Firms	95.57%	98.42%	97.10	Underutilization
All Years				
African Americans	0.50%	0.13%	388.02	Overutilization
Hispanic Americans	0.19%	0.07%	281.33	Overutilization
Asian Americans	1.00%	0.08%	1,324.06	Overutilization
Native Americans	0.06%	0.08%	74.07	* Underutilization
Nonminority Women	2.21%	1.23%	180.71	Overutilization
Non-M/WBE Firms	96.05%	98.42%	97.58	Underutilization

Source: MGT developed a procurement and vendor database for Admin from January 2002 through December 2007.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown in Chapter 3.0.

² The percentage of available contractors is taken from the availability exhibit previously shown in Chapter 3.0.

³ The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

4.2.5 Conclusions Based on Disparity Indices

This chapter used disparity indices to compare the availability and utilization findings from **Chapter 3.0**. The disparity indices for each of the business categories indicate whether disparity exists for each ethnic or gender group.

Exhibit 4-6 summarizes the findings of M/WBE underutilization.

EXHIBIT 4-6
MINNESOTA DEPARTMENT OF ADMINISTRATION
SUMMARY OF M/WBE UNDERUTILIZATION
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JANUARY 2002 THROUGH DECEMBER 2007

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors	YES *	YES *	NO	NO	NO
Construction Subcontractors	YES *	YES *	NO	N/A	YES *
Professional Services Prime Consultants	NO	YES *	YES *	YES *	YES
Other Services Firms	NO	YES *	NO	NO	NO
Goods and Supplies Vendors	NO	NO	NO	YES *	NO

Source: MGT developed a procurement and vendor database for the Minnesota Department of Administration from January 2002 through December 2007.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

N/A denotes that in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization in this category.

5.0 ANECDOTAL ANALYSIS

5.0 ANECDOTAL ANALYSIS

Anecdotal research is a widely accepted research methodology that is based upon observations, interviews, and surveys. The collection and analysis of anecdotal data are performed to determine whether underutilization of minority- and woman-owned firms results from objective, nonbiased bidding and purchasing procedures or from discriminatory practices. It is used in conjunction with other research tools to foster clarity and as support for findings.

Unlike other chapters in this report, the conclusions derived from anecdotal analysis do not rely solely on quantitative data. Anecdotal analysis also utilizes qualitative data to describe the context of the examined social, political, and economic environment in which all businesses and other relevant entities applicable to the study operate.

The following sections present MGT's approach to collecting anecdotal data, the methods employed in collecting these data, and the quantitative and qualitative results of the data collected.

This chapter is organized into the following sections:

- 5.1 Methodology
- 5.2 Demographics
- 5.3 Barriers to Doing Business with the Governmental Units
- 5.4 Certification Process
- 5.5 Prompt Payment
- 5.6 Access to Capital
- 5.7 Bonding and Insurance
- 5.8 Discrimination
- 5.9 Other Focus Group, Public Hearing, and Personal Interview Responses
- 5.10 Suggestions
- 5.11 Conclusions

5.1 Methodology

The blueprint for collecting and analyzing anecdotal information for this study was identified by the U.S. Supreme Court in *City of Richmond v. J.A. Croson*, 488 U.S. 469, 109 S.Ct. 706 (1989) (Croson). Specifically, race-conscious programs must be supported by strong documentation of discrimination, including evidentiary findings that go beyond the demographics of a community. Anecdotal information can bolster the quantitative analyses of contract expenditures to explain whether or not minority business creation, growth, and retention are negatively affected by discrimination. In *Croson*, the Court held that anecdotal accounts of discrimination could help establish a compelling interest for a local government to institute a race-conscious remedy. Moreover, such information can provide a local entity with a firm basis for fashioning a program that is narrowly tailored to remedy identified forms of marketplace discrimination and other barriers to minority- and woman-owned business enterprise (M/WBE) participation in contract opportunities. However, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in **Chapter 2.0 Legal Review**.

MGT's experience conducting disparity studies has shown that multiple methods of anecdotal data collection provide more comprehensive information than methodologies using a single-pronged approach. For this reason, MGT used a combination of surveys, focus groups, public hearing, and face-to-face interviews to collect anecdotal information and to identify issues that were common to businesses in the market area. MGT was also able to draw inferences from these data as to the prevalence of obstacles perceived as limiting the participation of M/WBEs in the Governmental Units procurement transactions.

The focus of the telephone survey, face-to-face interviews, focus groups, and public hearing was to identify the respondents' experiences conducting business with the Governmental Units. MGT solicited participation and responses from businesses that have done, or attempted to do, business with the Governmental Units between the years 2002 and 2007.

5.1.1 Telephone Survey

During the months of March through May 2009, MGT surveyed firms listed in the master vendor database to solicit responses from business owners and representatives about their firms and their experiences doing business with the Governmental Units. MGT attempted to collect data in proportion to the distribution of M/WBEs and non-M/WBEs in the relevant market area. Oppenheim Research, LLC, completed telephone interviews with owners and representatives from 552 firms.

Disparity study surveys are commonly plagued by sample size limitations, especially in the case of attempting to gather a representative sample from minority populations where low minority population numbers pose problems. (For example, Native American-owned business populations in most municipalities are insufficient in number to permit a valid and representative sample.) This problem is compounded when analyses are stratified further by business type. Insufficient sample sizes can pose problems for the statistical confidence of the results. Although MGT's goal is to report data samples that can satisfy the 95 percent confidence level, this does not mean that data should not be reported because of slightly reduced confidence intervals, especially when extreme due diligence has been exercised in attempting to meet the 95 percent standard. **Exhibit 5-1** reveals that the effort was, indeed, diligent for this study and shows the disposition of the telephone canvassing efforts.

EXHIBIT 5-1 STATE OF MINNESOTA DISPOSITION OF TELEPHONE CALLS

Result	Number
Firms Called	1,073
Disconnected/Wrong Number	135
Refused	85
Answer Machine	31
Completed Interviews	552

Source: Oppenheim Research Services, 2007.

5.1.2 Focus Groups and Public Hearing

A total of four focus groups were conducted in Saint Paul in January 2009. The focus groups were conducted in the Lake Superior conference room at the State Administration Building. Focus groups were voice recorded after all participants agreed to be recorded.

MGT conducted one public hearing with owners and representatives of firms located throughout the state. The public hearing was held January 27, 2009. There were 42 attendees and a total of 14 speakers gave testimony. MGT facilitated the hearing with Kasdan Communications, a Minnesota-based minority business that provided administrative support, coordination, and assistance during the hearing.

Each attendee was given an agenda that included the purpose of the public hearing and the public testimony process. Speakers were given a public hearing testimony form for completion and submission prior to being called to testify. All testimony was documented by a professional court reporter. Testimony transcription service was provided by Shaddix & Associates, a Minnesota-based nonminority woman-owned firm.

5.1.3 Personal Interviews

The personal interview guide used in interviewing businesses included questions designed to establish a business profile for each business. Interviewers gathered information concerning the primary line of business, ethnicity of the owner, organizational status, number of employees, the year the business was established, gross revenues during selected calendar and/or fiscal years, and the owner's current level of education. The guide also included questions that tried to determine information about the firms' experiences attempting and conducting business with the Governmental Units (both directly and as a subcontractor); as well as experiences related to the Targeted Group Business program, and instances of discrimination experienced by the firm while attempting to do business with the Governmental Units. The interviewers made no attempt to prompt or guide responses from the participants, although follow-up questions were asked to obtain further clarification or information as necessary. At the conclusion of the interviews, each participant was asked to sign an affidavit attesting that their responses were given freely and were true and accurate reflections of their experience with the Governmental Units.

The personal interviews were conducted during the months of April through June 2009 with a cross-section of the business community around the state. Study participants were randomly selected from MGT's Master Vendor Database. Using the Master Vendor list and other resources available, 65 firms participated. Kasdan Communications e-mailed, telephoned, or faxed confirmation letters to all firms that agreed to be interviewed. The interviews were conducted either at the firm owner's office, at a location designated by the firm owner, or over the phone as requested by the firm owner. Interviews ranged in length from 25 to 45 minutes.

5.2 Demographics

The survey instruments created for this study contained items requesting information on the business owners' demographic characteristics, the companies' experience when

attempting to do business with the Governmental Units, and their experiences related to access to capital, insurance, and bonding to support business activities.

Using the telephone survey (**Appendix A**), MGT reached a broader segment of a population in a more cost-effective and time-efficient manner than possible through face-to-face interviews. However, the face-to-face interviews—which are structured settings where an interviewer uses an interview guide (**Appendix D**) to solicit input from participants—provided more latitude for additional information gathering on issues that are unique to the respondents' experiences.

5.2.1 *Characteristics of the Sample Telephone Survey*

As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

Exhibit 5-2 provides an ethnic and gender profile of those business owners who participated in the telephone survey.

EXHIBIT 5-2 STATE OF MINNESOTA SURVEY DEMOGRAPHICS BY RACE/ETHNICITY/GENDER OF OWNER

Q1. Respondent's Gender										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	MWBE	Nonminority Male	Other	No Response	Total
Male	10	19	7	3	31	70	281	15	9	375
	66.67%	73.08%	70.00%	33.33%	23.31%	36.27%	85.41%	78.95%	81.82%	67.93%
	2.67%	5.07%	1.87%	0.80%	8.27%	18.67%	74.93%	4.00%	2.40%	100.00%
Female	5	7	3	6	102	123	48	4	2	177
	33.33%	26.92%	30.00%	66.67%	76.69%	63.73%	14.59%	21.05%	18.18%	32.07%
	2.82%	3.95%	1.69%	3.39%	57.63%	69.49%	27.12%	2.26%	1.13%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

As demonstrated in **Exhibit 5-3**, business owners and representatives who participated in the telephone survey represented mainly construction or construction-related services (45 percent or 251 of 552 firms) and 117 of 552 firms (21 percent) reported that their businesses provided goods, equipment, and supplies to the Governmental Units. Based upon these responses, 108 of 552 respondents (20 percent) categorized their business as providing professional services, and 74 of 552 respondents (13 percent) reported that their businesses were other services firms.

EXHIBIT 5-3
STATE OF MINNESOTA
SURVEY DEMOGRAPHICS
BUSINESS INDUSTRY
BY RACE/ETHNICITY/GENDER OF OWNER

Q7. Company's primary line of business										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Building Construction	4	4	1	3	12	24	87	4	1	116
	26.67%	15.38%	10.00%	33.33%	9.02%	12.44%	26.44%	21.05%	9.09%	21.01%
	3.45%	3.45%	0.86%	2.59%	10.34%	20.69%	75.00%	3.45%	0.86%	100.00%
Special Trade Contractor	2	1	1	2	36	42	88	1	4	135
	13.33%	3.85%	10.00%	22.22%	27.07%	21.76%	26.75%	5.26%	36.36%	24.46%
	1.48%	0.74%	0.74%	1.48%	26.67%	31.11%	65.19%	0.74%	2.96%	100.00%
Professional Services	4	8	2	1	32	47	56	3	2	108
	26.67%	30.77%	20.00%	11.11%	24.06%	24.35%	17.02%	15.79%	18.18%	19.57%
	3.70%	7.41%	1.85%	0.93%	29.63%	43.52%	51.85%	2.78%	1.85%	100.00%
General/Personal Services	5	11	4	3	20	43	25	4	2	74
	33.33%	42.31%	40.00%	33.33%	15.04%	22.28%	7.60%	21.05%	18.18%	13.41%
	6.76%	14.86%	5.41%	4.05%	27.03%	58.11%	33.78%	5.41%	2.70%	100.00%
Supplies and Equipment	0	2	2	0	32	36	72	7	2	117
	0.00%	7.69%	20.00%	0.00%	24.06%	18.65%	21.88%	36.84%	18.18%	21.20%
	0.00%	1.71%	1.71%	0.00%	27.35%	30.77%	61.54%	5.98%	1.71%	100.00%
No Response	0	0	0	0	1	1	1	0	0	2
	0.00%	0.00%	0.00%	0.00%	0.75%	0.52%	0.30%	0.00%	0.00%	0.36%
	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Source: Responses from Telephone Survey, Oppenheim Research, 2007.

CAT denotes calculation based on category and DEMO findings denotes calculation based on demographic (such as ethnicity/gender) findings.

Exhibit 5-4 shows that firms that responded to the survey generated varying levels of revenue. About 27 percent (151 of 552) of the firms reported revenue of \$1 million or less and almost 70 percent (384 of 552) of firms reported revenues greater than \$1 million.

Regarding company gross revenues, 71 M/WBE respondents reported annual earnings of \$1 million or less. Of the 71 respondents, nonminority women represented 57, seven were African American, and six were Asian Americans.

EXHIBIT 5-4
STATE OF MINNESOTA
SURVEY RESPONDENTS
REVENUE
BY RACE/ETHNICITY/GENDER OF OWNER

Q25. Which category best approximates your company's 2006 gross revenues?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Up to \$50,000	2	0	0	0	17	19	11	0	0	30	
	DEMOGRAPHIC%	13.33%	0.00%	0.00%	56.67%	25.00%	36.67%	0.00%	0.00%	5.43%	
	CATEGORY%	6.67%	0.00%	0.00%	12.78%	63.33%	3.34%	0.00%	0.00%	100.00%	
\$50,001 to \$100,000	2	0	0	0	6	8	12	0	1	21	
	DEMOGRAPHIC%	13.33%	0.00%	0.00%	28.57%	10.53%	57.14%	0.00%	9.09%	3.80%	
	CATEGORY%	9.52%	0.00%	0.00%	4.51%	38.10%	3.65%	0.00%	4.76%	100.00%	
\$100,001 to \$300,000	0	3	0	0	8	11	16	0	0	27	
	DEMOGRAPHIC%	0.00%	11.54%	0.00%	29.63%	14.47%	59.26%	0.00%	0.00%	4.89%	
	CATEGORY%	0.00%	11.11%	0.00%	6.02%	40.74%	4.86%	0.00%	0.00%	100.00%	
\$300,001 to \$500,000	1	2	0	0	14	17	7	0	0	24	
	DEMOGRAPHIC%	6.67%	7.69%	0.00%	58.33%	22.37%	29.17%	0.00%	0.00%	4.35%	
	CATEGORY%	4.17%	8.33%	0.00%	10.53%	70.83%	2.13%	0.00%	0.00%	100.00%	
\$500,001 to \$1,000,000	2	1	1	0	12	16	29	1	3	49	
	DEMOGRAPHIC%	13.33%	3.85%	10.00%	0.00%	24.49%	21.05%	59.18%	5.26%	27.27%	8.88%
	CATEGORY%	4.08%	2.04%	2.04%	0.00%	9.02%	32.65%	8.81%	2.04%	6.12%	100.00%
\$1,000,001 to \$3,000,000	2	3	1	0	25	31	48	1	1	81	
	DEMOGRAPHIC%	13.33%	11.54%	10.00%	0.00%	30.49%	40.79%	58.54%	5.26%	9.09%	14.67%
	CATEGORY%	2.47%	3.70%	1.23%	0.00%	18.80%	38.27%	14.59%	1.23%	1.23%	100.00%
\$3,000,001 to \$5,000,000	2	6	1	4	24	37	42	0	3	82	
	DEMOGRAPHIC%	13.33%	23.08%	10.00%	44.44%	29.27%	48.68%	51.22%	0.00%	27.27%	14.86%
	CATEGORY%	2.44%	7.32%	1.22%	4.88%	18.05%	45.12%	12.77%	0.00%	3.66%	100.00%
\$5,000,001 to \$10,000,000	0	4	4	2	13	23	32	3	0	58	
	DEMOGRAPHIC%	0.00%	15.38%	40.00%	22.22%	22.41%	30.26%	55.17%	15.79%	0.00%	10.51%
	CATEGORY%	0.00%	6.90%	6.90%	3.45%	9.77%	39.66%	9.73%	5.17%	0.00%	100.00%
Over \$10 million	3	7	2	2	9	23	125	13	2	163	
	DEMOGRAPHIC%	20.00%	26.92%	20.00%	22.22%	5.52%	30.26%	76.69%	68.42%	18.18%	29.53%
	CATEGORY%	1.84%	4.29%	1.23%	1.23%	6.77%	14.11%	37.99%	7.98%	1.23%	100.00%
No Response/DK	1	0	1	1	5	8	7	1	1	17	
	DEMOGRAPHIC%	6.67%	0.00%	10.00%	11.11%	29.41%	10.53%	41.18%	5.26%	9.09%	3.08%
	CATEGORY%	5.88%	0.00%	5.88%	5.88%	3.76%	47.06%	2.13%	5.88%	5.88%	100.00%
Total	15	26	10	9	133	193	329	19	11	552	
	DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	24.05%	253.95%	59.49%	100.00%	100.00%	100.00%
	CATEGORY%	2.72%	4.71%	1.81%	1.63%	100.00%	34.96%	100.00%	3.44%	1.99%	100.00%

Source: Responses from Telephone Survey, Oppenheim Research, 2009.

CAT denotes calculation based on category and DEMO findings denotes calculation based on demographic (such as ethnicity/gender) findings.

5.2.2 Focus Group and Public Hearing Demographics

Ideally the most desired demographics of participants would include a composite of female and male, minority and nonminority business owners that had contracted with or attempted to contract with the Governmental Units. Of the total focus groups, there were ten African Americans, two Hispanic Americans, four Asian Americans, one Native American, and four nonminority women participants. The makeup of the focus group sessions included firms that provided construction remodeling, structural engineering, surveying, excavating, asphalt paving, market research, and computer and electrical

supplies. The sessions were organized using the format and questions as shown in **Appendix E**.

To solicit participants, the focus group sessions were promoted to the following organizations, and groups:

- Certified vendors in the Targeted Group Business (TGB) directory
- Minnesota American Indian Chamber of Commerce (MAICC)
- Minnesota Hmong Chamber of Commerce
- Metropolitan Economic Development Association
- National Association of Minority Contractors, Upper Midwest Chapter (NAMC)
- Minnesota Minority Supplier Development Council (MMSDC)
- Asian American Chamber of Commerce
- Asian American Press
- African Development Center
- American Indian Neighborhood Development Corp.
- Diversity Information Resources
- Latino Communications Network
- Latino Midwest News
- Metropolitan Consortium of Community Developers
- National Black MBA Assoc., Twin City Chapter
- Neighborhood Development Center
- Northside Residents Redevelopment Council
- Riverview Economic Development Association
- SCORE Minnesota District Office
- WomenVenture
- Minnesota Chamber of Commerce
- Associated General Contractors of Minnesota
- Economic Growth Center

Follow-up telephone calls were made to the above organizations to confirm they had received the announcement and forwarded it electronically. Confirmation letters were sent via e-mail to those business owners who agreed to participate. All confirmed participants had done business or attempted to do business with the one or more of the Governmental Units.

The focus group session was formatted as an open discussion. The questions focused on how to obtain information about Governmental Units procurement opportunities such as the state's website, networking/word-of-mouth, etc., and whether the information is helpful. In addition, participants were asked, "What do you feel interferes with your ability to do business with the Governmental Units?", and "What are your recommendations for improving the process?"

5.2.3 Public Hearing Demographics

The following industries were represented: building construction, architectural and engineering, special trade contractors, professional services, other services, and goods and equipment suppliers. Of the individuals providing testimony during the public hearing, two were African American, one was Asian American, one was Native American, six were nonminority women, and four were nonminority males.

5.2.4 Personal Interview Demographics

From the pool of firms contacted, a total of 65 interviews occurred. Both minority and nonminority firms agreed to participate in the structured interviews. Firms included in the pool of firms contacted were randomly selected from the Governmental Units vendor lists.

5.3 Barriers to Doing Business with the Governmental Units

In the normal course of business, entrepreneurs may face certain barriers when establishing and operating a business enterprise. Several factors may also prevent a business from being selected for a contract or purchase order. In this section, MGT reviews participant responses concerning barriers they faced in the procurement process and factors that frequently prevented them from winning contracts or purchase orders.

5.3.1 Procurement Process

Questions in the telephone survey were designed to gather business owners' perceptions about the Governmental Units' procurement process and their experiences doing business with the Governmental Units. Analysis of the responses showed that the majority of firms responded to questions about barriers to doing business with the Governmental Units.

Listed below are a few of the key issues reported by M/WBE respondents regarding each Governmental Unit. M/WBE firms overwhelmingly responded that performance bond requirements were a barrier to doing business with each Governmental Unit. Detailed results for each Governmental Unit are located in **Appendix B**.

- Department of Administration
 - Slow payment or nonpayment, 81 percent or 26 of 32 respondents
 - Selection process, 52 percent or 51 of 98 respondents
- Metropolitan Airports Commission
 - Prequalification requirements, 50 percent or 22 of 44 respondents
 - Performance bond requirements, 72 percent or 26 of 36 respondents
- Metropolitan Council
 - Financing, 81 percent or 21 of 26 respondents
 - Contracts too large, 59 percent or 39 of 66 respondents
- Department of Transportation
 - Slow payment or nonpayment, 75 percent or 27 of 36 respondents
 - Financing, 73 percent or 19 of 26 respondents

- Metropolitan Sports Facilities Commission
 - Insurance requirements, 65 percent or 15 of 23 respondents
 - Limited knowledge of purchasing policies, 57 percent or 25 of 44 respondents
- Metropolitan Mosquito Control
 - Compete with large companies, 55 percent or 58 of 106 respondents
 - Limited time given to prepare bid package, 59 percent or 22 of 37 respondents

5.3.1.1 Survey Responses

In the survey, respondents were requested to provide their opinions and perceptions about the Governmental Units' bid and payment processes. The results presented below detail aggregate responses by race, ethnicity, and gender of business ownership for those items.

5.3.1.2 Focus Group, Public Hearing, and Personal Interview Responses

As in the telephone survey, questions in the focus groups and public hearing were designed to gather business owners' perceptions and opinions of the Governmental Units procurement process and their experiences doing business with the Governmental Units.

As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

Obstacles in the Procurement Process are noted as excessive procedures that create problems in the business owners' attempts to comply with the requirements of the procurement process.

- A nonminority woman electrical contractor indicated that the state of Minnesota has caps on electrical contracts. She said that if a business generates under \$34 million a year, it is considered a small business in the state of Minnesota, which she thinks is kind of outrageous. In her opinion, a small business should be under a million dollars. She said that her small business cannot compete with a business that generates \$34 million a year.
- A nonminority woman professional services firm owner submitted a grant to the Metropolitan Council and the Metropolitan Council cancelled our bid without providing an explanation and stated that the bidding process is really an unfair closed process. She said that, "we have inquired very nicely asking the contract manager to see the bids, to see the cost proposals, to see who won

the bid and learn what was allocated?" She stated that she is told by the contract manager, "...sure you can, but it has to be contracted first, the contract has to be signed. "The consultant is frustrated because her queries are "put off and put off and put off."

- A nonminority-owned professional services firm testified that as a targeted vendor his business has experienced problems with bidding process. He stated that his business is supposed to receive the six percent discount, however, when his business bids on some projects and when the bid opening comes, he is told, "Oh, we don't recognize targeted vendors."
- A nonminority woman supplier of small procurement items that has been awarded purchase orders through Minnesota Department of Administration, Minnesota Department of Transportation, and the private sector said that the Governmental Units expect vendors to bid low. In some cases, the vendors have bid so low that the margin of profit is all but diminished.
- A nonminority woman owner of a small business architectural firm who has contracted with the Department of Administration, the Department of Transportation, and the Metropolitan Council stated that competition of firms, her firm's size, and fees, most often prevent her firm from winning contracts.
- A nonminority woman owner of a small business professional services firm said that it's not as easy to approach the government as it is private industry.
- A nonminority male president of a company that supplies construction equipment to the Department of Administration, the Department of Transportation and the Metropolitan Sports Facilities Commission said that the State of Minnesota has gotten away from qualifying bidders. Out of state companies bid lower, but don't meet the OSHA safety requirements and don't provide the mandated training that is to take place at the time of delivery of supplied equipment.
- A nonminority woman owner of a small business architectural firm who has contracted with the Department of Administration, the Department of Transportation, and the Metropolitan Council said that the Governmental Units request financial statements, but don't guarantee privacy of information.
- An African American male special construction services business owner who has provided services as a prime contractor for the Minnesota Department of Administration and the Metropolitan Airports Commission said that the biggest obstacle faced by TGBs in the state of Minnesota is getting prime contractors to give them a chance to work on projects with them.
- A nonminority woman owner of an IT consulting firm who has contracted as a prime contractor with the Minnesota Department of Administration said that an obstacle that prevents her firm from winning contract is low bids. Her firm can't go below a certain rate and make a profit.

- An Asian professional services business owner said that an obstacle for targeted businesses in the State of Minnesota is not having access to the decision makers in the procurement process.
- A nonminority woman owner of a small business professional services IT staffing firm said that RFP response time interferes with her firm's ability to bid on Governmental Units projects. The RFPs entail an overwhelming amount of extra work. You have to answer yes to 8 out of 10 – 15 qualifying questions. Unless you know the managers, you're not going.
- A nonminority woman owner of a small business professional services IT consulting firm said that name recognition and size is an obstacle faced by her firm.
- A nonminority woman owner of a small business professional services graphic design firm who has contracted with the Department of Administration said that several factors frequently prevent her firm from winning contracts and listed the following reasons: 1) General Contractors want to work with larger agencies, 2) Contract ceiling at \$100,000. – probably designed for a specific agency, and 3) Budgetary companies; would rather do the work internally.
- A nonminority woman owner of a small business professional services transportation firm said that charging for reviews of bids online is a practice that has prevented her from bidding. In addition, most projects are multi-level projects (under one umbrella), you have to be connected to bid on the project. In addition, she said that small businesses struggle with balancing time and don't have time to do procurement searches. You have to be part of a network to learn about projects.

Contract Bundling is noted as a problem when projects with a variety of scopes are packaged into one large contract. This practice places the project out of the reach of small business and relegates them to the status of a subcontractor.

- A nonminority male founder of a professional services firm that has been a prime contractor to the Department of Administration, Metropolitan Council, and the private sector said that the larger size projects has been an obstacle conducting business with the Governmental Units.
- A nonminority woman specialty trades contractor that has been a prime contractor with the Metropolitan Airports Commission and a subcontractor on projects with Department of Administration and the Metropolitan Council said that project size and lack of unbundling has prevented her company from bidding on certain Governmental Units projects. The Governmental Units leave it up to the primes to breakdown the projects, but the primes don't.

Competing with Large Companies is noted as a barrier where small and local firm compete on the few opportunities available with larger firms from out of state.

- A nonminority woman professional services firm owner said that her company is a technical company and competes with large companies, and many of the projects are outsourced.
- A nonminority male supplier services firm owner stated that his firm has six employees and they all pay their fair share of State of Minnesota sales tax, income tax, and other taxes. However, unfortunately, a lot of orders (bids) are awarded to targeted vendors and some business goes out of state. He thinks that a preference should be given to Minnesota corporations. Business should be kept in Minnesota where the company pays Minnesota income tax and sales tax.
- A nonminority male founder of a professional services firm that has been a prime contractor to the Minnesota Department of Administration, Metropolitan Council, and the private sector said that his firm doesn't bid on projects – it's more a situation of quality selection, i.e. "Have you handled that size of project before?"

Specifications and Qualifications is noted as a barrier where excessive requirements or poorly defined project requirements can create problems for bidders.

- A nonminority male professional services firm testified that as a woman-owned business his wife owns it and works in the business full time- his business is forced to order all of their supplies through MINNCOR.
- A nonminority woman owner of a professional services marketing firm who has bid to the Department of Administration and the Department of Transportation said that requests for proposals (RFP) are poorly written.
- A nonminority male partner in his Native American wife's professional services business testified that sometimes lack of knowledge by people that are writing the RFPs is a factor.. For example in some state bids; there is copying and pasting of information and terminology into the RFP that doesn't fit the job. The information is inaccurate, necessitating calls to the government department to clarify information. In this person's opinion, the RFP process is overcomplicated and there's nobody in the contracting office with any technical expertise.
- A nonminority woman sales and marketing manager for a female owned firm that provides small procurement items said that her business product doesn't have an existing category in the specifications that buyers use. .
- A nonminority male professional service provider said, "What's been echoed here and what's been said a lot here tonight is the size of the RFPs. We would recommend that less is more. Forty to 80 pages is a ridiculous size and length. And we would argue, as professional writers, that what can be -- what is currently said in 40 to 80 pages can frankly be done, frankly, in under ten

pages. Lack of specifics in the RFP, what actually is being asked, and what the contract is actually for.” The firm owner went on to say, “when we have not won or when we saw the projects that we did not win executed, it was completely different than what the RFP asked for”..

- A nonminority woman professional services business owner that has contracted with the Department of Administration, Department of Transportation, and the Metropolitan Council said that the Governmental Units can improve the procurement and selection process by looking more at a company’s qualifications rather than size.

TGB Subcontracting Goals are related experiences of businesses trying to achieve goals through the Targeted Group Business Program.

- A nonminority woman professional services business owner that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, and the Metropolitan Council said that she doesn’t believe that prime contractor will work with TGBs without an incentive. “They’re watching their bottom-line.”
- A nonminority male professional services firm stated that he has lost a significant amount of business to the Targeted Group Businesses with the bid preference at six percent. Therefore, when his firm loses business to a targeted group that gets a six percent preferential treatment, it’s very difficult to do business. He said that he lost a quarter of a million dollars in this last quarter to Targeted Groups. There were some possible \$30,000 contracts he lost by \$1.
- A nonminority woman professional services business owner that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, and the Metropolitan Council said that she has noticed primes willing to work with TGBs; however believes that sometimes they won’t if they can to go with someone bigger or do it themselves.
- A nonminority woman special trade contractor that has been a subcontractor on a project with the Department of Administration and the Metropolitan Council said you can tell the prime contractors who feel forced to use TGBs. You can also tell the ones embracing it, tolerating it, or totally against it and feel as though the program is being pushed on them. If there were no TGB programs or goals, she doesn’t think that primes would use TGBs on purpose because the primes feel as though they have pulled themselves up by their bootstraps. They view the program as a slight and have the attitude that they won’t be told what to do. The Good Faith Effort is too confusing and not enforced. It could be unenforceable. The terms are too gray – should be mandatory, or why bother having a program. There are too many loopholes. She said that she has been told by nonminority male prime contractors that it was better when it was mandatory. You had to reach a certain goal within a certain period; it leveled the playing field. Half the time, it seems as though the primes are making the bids just for the good faith effort. In addition, there is a lot of paperwork for the good faith effort without good results. It’s not a win-win situation.

- A nonminority woman special trade contractor that has contracted with the private sector but not the Governmental Units said that most primes don't use firms because of goals – they use the firm because it does good business.
- A nonminority woman supplier of small procurement items that has been awarded purchase orders through Minnesota Department of Administration, Minnesota Department of Transportation, and the private sector said that primes will go with pricing and service no matter what – if you're a small or minority owned firm.
- A Native American specialty trades contractor that has subcontracted on projects for Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Sports Facilities Commission, and the private sector said that goals are sometimes set at 11 percent for women and 3 percent for minorities, which prevented him from receiving a contract. Case in point is the Waste Water Treatment Plant administrated by the Metropolitan Council.
- A Native American specialty trades contractor that has subcontracted on projects for Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Sports Facilities Commission, and the private sector said he doesn't think that primes will utilize TGBs without programs and goals because they would have no reason to do so. They always make a good faith effort – then go with the lowest price. They will be less likely to comply.
- A nonminority woman professional services business owner who has not contracted with the Governmental Units said that she does get more calls from primes but it hasn't resulted in work. She added that "Yes and no – to primes doing business with TGBs without goals – It's easy to overlook people who don't have resources to market themselves."

Restrictive Selection Process was viewed as a problem when the specifications are too rigid and appear to eliminate competition in the bidding or selection process.

- A nonminority woman professional services business owner that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, and the Metropolitan Council said that combined with procurement restrictions that all services to be performed by the prime contractor make it impossible for a female or minority firm to compete.
- A nonminority woman professional services business owner that has been awarded contracts and purchase orders from the Minnesota Department of Administration, Minnesota Department of Transportation and the private sector said that Minnesota Department of Administration sold the Minnesota Department of Corrections the Governmental Units printing equipment – now the inmates do most of the printing for State agencies. She stated that the inmates doing the work aren't trained to run the presses. The printing equipment at Minnesota Department of Corrections doesn't have a four-color process, therefore Minnesota Department of Corrections forces State agencies

to contract printing with them and once Minnesota Department of Corrections receives the printing orders, they outsource the printing.

- A Hispanic male professional services business owner who has not contracted with the Governmental Units said that the certification criteria related to personal and business information has prevented him from contracting with the Governmental Units. In addition, he said that timelines to submit RFPs is too quick. i.e. within 5 business days. It's as if the RFPs are designed for a specific company in mind.

Practices Primes Use to Avoid Using TGBs refers to tactics prime contractors use to avoid utilizing TGBs on state projects.

- A nonminority male specialty trades contractor who has supplied goods and services to the Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission said that prime contractors avoid using TGBs by requiring a specific talent or need that the TGB can't fill. For instance, the prime will request a number 22 item and there's only one company that provides the number 22 item.
- A nonminority male founder of a professional services firm that has been a prime contractor to the Minnesota Department of Administration, Metropolitan Council, and the private sector said that primes have gotten around using small, minority, disadvantaged, disabled or woman businesses by using their associates instead.
- A nonminority woman professional services business owner that has contracted with the Department of Administration, Department of Transportation, and the Metropolitan Council said that primes are awarded contracts by the Metropolitan Council and the Metropolitan Airports Commission with TGBs subcontractors; however after the contract is awarded, the primes don't use the TGB firms.

Favoritism is noted when firms have a perception that some firms are given advantages over other firms.

- A nonminority woman business owner who provides landscaping services stated that a top Department of Transportation person once told her "I must protect "his landscapers". The nonminority female was on the plan-holders list also.
- A Hispanic male professional services business owner who has not contracted with the Governmental Units said favoritism is shown to those firms that have had business relationships in the past.
- A nonminority woman professional services business owner that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, and the Metropolitan Council said that once a person has left the Governmental Units to work for a private company,

opportunities or contracts follow them. They are selected by former colleagues of the Governmental Units for procurement opportunities.

- A nonminority woman professional services business owner that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, and the Metropolitan Council said that favoritism is not necessarily a negative that they put together the best team they can. A subcontractor should prove value to a prime contractor.
- A nonminority woman specialty trades contractor that has been a subcontractor on projects for the Department of Administration and the Metropolitan Council said that all of the Governmental Units and the private sector show favoritism through relationships that have been established. They go with what they know and the lowest bidder.

Procurement Participation Programs refer to efforts to assist M/WBEs. This section addresses M/WBEs perception of the program effectiveness.

- A nonminority male who is a partner in his Native American wife's professional services business testified that through his own experience, being a Targeted Group company has a very low success rate, and that the six percent in a lot of cases doesn't really play into it. He doesn't see that as being a detriment.
- A nonminority male specialty trades contractor who has supplied goods and services to the Department of Administration, a Department of Transportation, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission said that certified TGBs have a competitive advantage because the prime contractors need to fill so many slots; they fill the slots with TGBs just to meet goals. The practice isn't bad, it's just a distraction.
- A nonminority woman owner of a small business professional services medical staffing firm that contracts primarily to the private sector said that her firm has not had the opportunity to work with the Governmental Units said that she has been certified as a TGB for three years and the certification program has not helped her.
- A nonminority woman partner in a specialty trades contractor, union shop with 30 full time employees, that has worked as a subcontractor on projects for the Department of Administration, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission said that she has used her TGB status when bidding on projects, but certification hasn't helped. She also said that there has been no change in the willingness of primes to use TGBs and that primes are interested in the bottom line – low dollar wins bid. In addition, she said that she has never felt her firm has ever been at a disadvantage because her company is female owned. She and her partner have never felt like the 'odd ball out'.
- An Asian female professional services IT business owner that has been a prime contractor to the Department of Administration, Metropolitan Council and the private sector said that certification helps in the private sector, but she is

not sure about the Governmental Units. She is TGB certified; however hasn't made her project outcome better. She has noticed that primes want to use more TGBs but it is according to 'who knows who – relationships'. She doesn't think that primes will utilize TGBs if there are no programs or goals because, "They will not seek the targeted group. They will work with who they are familiar with."

- A Hispanic male professional services business owner who has not contracted with the Governmental Units said that he thinks certification helps when mandated, because it makes businesses aware that there are goals. However, he doesn't think that primes will utilize TGBs without programs or goals because the primes will opt to keep business internal unless they can't handle the business. "It adds more to the bottom-line."
- A nonminority male founder of a professional services firm that has been a prime contractor to the Minnesota Department of Administration, Metropolitan Council, and the private sector said that five years ago, his firm was female owned and on several occasions, that was an advantage to winning projects.
- A nonminority woman professional services business owner that has private sector contracts, but has not contracted with the Governmental Units said that they are TGB vendors, but it hasn't helped. Referring to primes as a Tier 1 business, she said that she hasn't seen willingness of Tier 1 businesses to use Tier 2 (her business) businesses. In reference to primes working with TGBs if there are no goals, she expressed that, "primes just want who's going to be nimble, quick, fast, and can help them out."

5.4 Certification Process

The sections which follow provide additional anecdotal comments based on survey results and other anecdotal data collection methods. As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

5.4.1 Survey Responses

The survey requested that respondents indicate whether they were certified and comment on the impact of certification and doing business with the Governmental Units. Frequencies in responses are provided in **Exhibit 5-5**.

Exhibit 5-5 shows that 155 of 552 (28 percent) survey respondents were certified businesses in the Targeted Vendor Program. Of all M/WBE respondents, 51 businesses were certified as MBE and 62 firms were certified as nonminority female owned businesses. Thirteen businesses were certified as Economically Disadvantaged Businesses.

When sample respondents were asked if the business was certified in any programs for individuals with disabilities, (such as Small Business Administration, federal disability programs, etc.) 26 responded positively (**Exhibit 5-5**). Nineteen nonminority women-owned firms, three African American-owned firms, two non-M/WBE-owned firms, one Native American-owned firm, and one Asian American-owned firm were certified with disabilities (based on these programs).

EXHIBIT 5-5
STATE OF MINNESOTA
CERTIFICATION AND IMPACT
BY RACE/ETHNICITY/GENDER CATEGORY

Q16. Is your Business certified with the State of Minnesota's Targeted Vendor Program?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC%	46.67%	65.38%	70.00%	66.67%	52.63%	55.44%	13.07%	5.26%	36.36%	28.08%
CATEGORY%	4.52%	10.97%	4.52%	3.87%	45.16%	69.03%	27.74%	0.65%	2.58%	100.00%
No	6	9	3	3	55	76	260	16	4	356
DEMOGRAPHIC%	40.00%	34.62%	30.00%	33.33%	41.35%	39.38%	79.03%	84.21%	36.36%	64.49%
CATEGORY%	1.69%	2.53%	0.84%	0.84%	15.45%	21.35%	73.03%	4.49%	1.12%	100.00%
Don't Know	2	0	0	0	8	10	26	2	3	41
DEMOGRAPHIC%	13.33%	0.00%	0.00%	0.00%	6.02%	5.18%	7.90%	10.53%	27.27%	7.43%
CATEGORY%	4.88%	0.00%	0.00%	0.00%	19.51%	24.39%	63.41%	4.88%	7.32%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%
Q17. Are you certified as a Minority Business Enterprise?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	5	14	4	4	24	51	2	0	3	56
DEMOGRAPHIC%	71.43%	82.35%	57.14%	66.67%	34.29%	47.66%	4.65%	0.00%	75.00%	36.13%
CATEGORY%	8.93%	25.00%	7.14%	7.14%	42.86%	91.07%	3.57%	0.00%	5.36%	100.00%
No	2	3	3	2	45	55	41	1	1	98
DEMOGRAPHIC%	28.57%	17.65%	42.86%	33.33%	64.29%	51.40%	95.35%	100.00%	25.00%	63.23%
CATEGORY%	2.04%	3.06%	3.06%	2.04%	45.92%	56.12%	41.84%	1.02%	1.02%	100.00%
Don't Know	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	1.43%	0.93%	0.00%	0.00%	0.00%	0.65%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Total	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	4.52%	10.97%	4.52%	3.87%	45.16%	69.03%	27.74%	0.65%	2.58%	100.00%
Q17. Are you certified as an Economically Disadvantaged Business?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	1	2	2	9	3	0	1	13
DEMOGRAPHIC%	28.57%	11.76%	14.29%	33.33%	2.86%	8.41%	6.98%	0.00%	25.00%	8.39%
CATEGORY%	15.38%	15.38%	7.69%	15.38%	15.38%	69.23%	23.08%	0.00%	7.69%	100.00%
No	4	15	6	4	67	96	40	0	3	139
DEMOGRAPHIC%	57.14%	88.24%	85.71%	66.67%	95.71%	89.72%	93.02%	0.00%	75.00%	89.68%
CATEGORY%	2.88%	10.79%	4.32%	2.88%	48.20%	69.06%	28.78%	0.00%	2.16%	100.00%
Don't Know	1	0	0	0	1	2	0	1	0	3
DEMOGRAPHIC%	14.29%	0.00%	0.00%	0.00%	1.43%	1.87%	0.00%	100.00%	0.00%	1.94%
CATEGORY%	33.33%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	33.33%	0.00%	100.00%
Total	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	4.52%	10.97%	4.52%	3.87%	45.16%	69.03%	27.74%	0.65%	2.58%	100.00%

EXHIBIT 5-5 (Continued)
STATE OF MINNESOTA
CERTIFICATION AND IMPACT
BY RACE/ETHNICITY/GENDER CATEGORY

Q17. Are you certified as a Woman Business Enterprise?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	9	4	3	62	78	1	0	2	81
DEMOGRAPHIC%	0.00%	52.94%	57.14%	50.00%	88.57%	72.90%	2.33%	0.00%	50.00%	52.26%
CATEGORY%	0.00%	11.11%	4.94%	3.70%	76.54%	96.30%	1.23%	0.00%	2.47%	100.00%
No	7	8	3	3	7	28	41	1	2	72
DEMOGRAPHIC%	100.00%	47.06%	42.86%	50.00%	10.00%	26.17%	95.35%	100.00%	50.00%	46.45%
CATEGORY%	9.72%	11.11%	4.17%	4.17%	9.72%	38.89%	56.94%	1.39%	2.78%	100.00%
Don't Know	0	0	0	0	1	1	1	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	1.43%	0.93%	2.33%	0.00%	0.00%	1.29%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Total	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	4.52%	10.97%	4.52%	3.87%	45.16%	69.03%	27.74%	0.65%	2.58%	100.00%
Q17. Are you certified as a Disabled Business Enterprise?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	1	0	1	19	24	2	0	0	26
DEMOGRAPHIC%	42.86%	5.88%	0.00%	16.67%	27.14%	22.43%	4.65%	0.00%	0.00%	16.77%
CATEGORY%	11.54%	3.85%	0.00%	3.85%	73.08%	92.31%	7.69%	0.00%	0.00%	100.00%
No	4	16	7	5	50	82	41	0	4	127
DEMOGRAPHIC%	57.14%	94.12%	100.00%	83.33%	71.43%	76.64%	95.35%	0.00%	100.00%	81.94%
CATEGORY%	3.15%	12.60%	5.51%	3.94%	39.37%	64.57%	32.28%	0.00%	3.15%	100.00%
Don't Know	0	0	0	0	1	1	0	1	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	1.43%	0.93%	0.00%	100.00%	0.00%	1.29%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	50.00%	0.00%	100.00%
Total	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	4.52%	10.97%	4.52%	3.87%	45.16%	69.03%	27.74%	0.65%	2.58%	100.00%

Source: Responses from Telephone Survey, Oppenheim Research, 2007.

CAT denotes calculation based on category and DEMO findings denotes calculation based on demographic (such as ethnicity/gender) findings.

5.4.2 *Focus Group, Public Hearing and Personal Interviews Responses*

As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

As presented in **Sections 5.1.2** and **5.1.3**, a total of four focus groups, one public hearing, and 65 personal interviews were conducted. Of those discussions, businesses presented the following comments about certification and the benefits of certification.

- A nonminority woman professional services business owner that has contracted with the Department of Administration, Department of Transportation, and the Metropolitan Council said certification has had an effect on her company's ability to be competitive. She has entered opportunities to work with primes and have built lasting relationships – still working with primes outside of TGB and DBE requirements. She doesn't know if primes are less or more like to work with TGBs. In her opinion, the private sector is less interested, except for Xcel Energy.

- A nonminority woman professional services business owner that has been awarded contracts and purchase orders from the Department of Administration, Department of Transportation and the private sector said that certification has helped, because her company is awarded contracts due to the 6 percent preference that it would not get otherwise.
- A nonminority woman professional services business owner that does 50 percent of her business with municipalities but has not been able to contract with the Governmental Units said that certification hasn't had any effect on her business.
- A nonminority woman supplier of small procurement items that has been awarded purchase orders through Department of Administration, Department of Transportation, and the private sector said that certification does help. More corporations require certification by outside agencies. Government certifications help in the private sector.
- A Native American specialty trades contractor that has subcontracted on projects for Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Sports Facilities Commission, and the private sector said that certification has helped his business. The difference between the private sector and public sector is that in the public sector, if the owner of the company sets a participation goal – it's complied. With the Governmental Units, it's based on the good faith effort.
- A nonminority woman professional services business owner who has not contracted with the Governmental Units said that the process would help if it worked. She added that in November 2008, she sent her paperwork to the Minnesota Department of Administration, but hasn't heard anything.

5.5 *Prompt Payment*

This section provides commentary on whether payment to vendors is taking place in a timely manner.

As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

5.5.1 *Survey Responses*

The telephone survey included questions about what is considered to be a reasonable amount of time for payment after invoice. When respondents were asked to identify the time frame for prompt payment after invoice to be received from the Governmental Units, approximately 360 of 462 respondents (78 percent) stated that 30 to 60 days was typical; and 79 of 460 respondents (17 percent) stated that 60 to 90 days to receive

payment for completed services was typical. Detailed responses for each Governmental Unit are located in **Appendix B**.

5.5.2 Focus Group, Public Hearing, and Personal Interview Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

Comments related to payments by the Governmental Units and prime contractors include:

- A nonminority woman partner in a specialty trades contractor, union shop with 30 full time employees that has worked as a subcontractor on projects for the Department of Administration, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission said that she often receives delayed payments from prime contractors.
- A nonminority woman professional services business owner that has contracted with the Department of Administration, Department of Transportation, and the Metropolitan Council said that she sometimes receives delayed payment from prime contractors.

5.6 Access to Capital

5.6.1 Survey Results

This analysis summarizes responses from the survey participants regarding their experiences in obtaining capital to support their business operations in general, and their ability to secure bonding and to obtain insurance when needed to conduct projects. Responses regarding barriers or obstacles that companies encountered when attempting to do business in general or when attempting to obtain a loan, insurance, or bonding were of particular interest.

- Of the 130 that applied for commercial loans, 125 (96 percent) were approved.
- Of M/WBEs, 46 (37 percent) were approved, compared to 79 (63 percent) of non-M/WBEs.
- Of M/WBEs, one of two (50 percent) WBEs was denied commercial loans because of insufficient business history; whereas, one (50 percent) of the two African Americans was denied because of other reasons.

5.6.2 Focus Group, Public Hearing and Personal Interview Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions

depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

With regards to access to capital, respondents provided these comments:

- An African American male general contracting business owner said that bonding requirements prohibit his firm from doing business, because of low capital. He receives information too late and doesn't have the resources to reach out and get bidding information, due to the size of his company. RFPs aren't user friendly to small businesses.
- An African American female professional services business owner stated that the biggest obstacle for targeted businesses in Minnesota is not having the working capital. "Being able to get the resources to do large scale projects."
- An African male special trade construction small business owner said, "If you don't have capital, you can't grow." Financing in terms of being able to launch a project. You have to finance the project until the client pays you. Heritage Park project in Minneapolis put several companies out of business. The General Contractors feel, why should they pay 30 days when they can get more float by paying in 60 or 90 days.

5.7 *Bonding and Insurance Process*

Bonding and insurance requirements were noted as being challenges for M/WBEs and small business owners.

5.7.1 *Survey Results*

Telephone survey participants were asked to respond to items pertaining to bonding and insurance. A detailed report on bonding limits can be found in **Appendix B. Exhibit 5-6** reports these findings.

EXHIBIT 5-6
STATE OF MINNESOTA GOVERNMENTAL UNITS
BONDING REQUIREMENTS
BY RACE/ETHNICITY /GENDER CATEGORY

Q22. Are you required to have bonding for the type of work that your company bids?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	8	11	5	7	44	75	168	11	3	257
DEMOGRAPHIC%	53.33%	42.31%	50.00%	77.78%	33.08%	38.86%	51.06%	57.89%	27.27%	46.56%
CATEGORY%	3.11%	4.28%	1.95%	2.72%	17.12%	29.18%	65.37%	4.28%	1.17%	100.00%
No	7	15	5	2	89	118	159	8	8	293
DEMOGRAPHIC%	46.67%	57.69%	50.00%	22.22%	66.92%	61.14%	48.33%	42.11%	72.73%	53.08%
CATEGORY%	2.39%	5.12%	1.71%	0.68%	30.38%	40.27%	54.27%	2.73%	2.73%	100.00%
Don't Know	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.61%	0.00%	0.00%	0.36%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Source: Responses from Telephone Survey, Oppenheim Research, 2007.

CAT denotes calculation based on category and DEMO findings denotes calculation based on demographic (such as ethnicity/gender) findings.

When asked if bonding was required for the type of work their company provides, 257 participants (47 percent) responded yes. Of M/WBEs, 23 (34 percent) reported their current aggregate bonding limit and 23 reported that their single bonding limit was greater than \$5 million.

5.7.2 *Focus Group, Public Hearing, and Personal Interview Responses*

- An African American male general contracting business owner said that the procurement and selection process can be improved by removing bonding requirements lowering the requirements for small businesses and helping with price points so that you don't have to bid too low. He suggested that Government Units follow through to make sure that small businesses get contracts.
- A nonminority woman specialty trades business owner said that based on her experience as a subcontractor - prime contractors want bonding from subcontractors... If a businesses isn't bondable it can't get the contract. She stated that it's difficult to get bonding because of finances. Although her firm's projects are small in dollar amount, her firm has to secure an expensive bond, "You have to have a \$1 million to get a \$1million bond."
- An African American male partner in a construction services firm said that bonding is an issue for his company because there are six owners credit taken into consideration and several of those partners have marginal credit ratings.
- A nonminority woman owner of a small business said that bonding is not a barrier; however, there is a preconceived notion that the government requires bonding.

- An African American male general contracting business owner said that bonding requirements prohibit his firm from doing business, because of low capital.
- A nonminority woman general contractor said that she “has not had the opportunity to bid on projects because of the bonding requirements. Prime contractors want bonding. It’s difficult to get bonding because of financing. She has never done a large project. She said that you have to have a million dollars to get a million dollar bond. Most of her work is with the private sector.

5.7.3 Insurance Requirements

- A nonminority male project manager for a nonminority woman owned land surveyor and civil engineering (professional services) firm that has subcontracted for general contractors whose clients include the Department of Transportation, the Metropolitan Council, and the Metropolitan Airports Commission (may only be a DBE) said that his firm has an issue with the amount of coverage of liability insurance his firm has to carry. He said that per claim coverage is required rather than a per project basis and that the firm is forced to carry liability insurance beyond its scope of services.
- A white project manager of a female-owned and controlled civil engineering firm stated that the amount of insurance coverage required is per claim rather than on a per project basis. Some insurance requirements are beyond the scope of services for subcontractor’s portion of contract.
- A nonminority woman owner of a small business architectural firm who has contracted with the Department of Administration, the Department of Transportation, and the Metropolitan Council said insurance requirements are unfair, because her nine employee firm is required to carry the same amount of insurance as a company with 35 people.
- A nonminority woman owner of a professional services marketing firm said insurance requirements are out of scope of what the RFPs call for. The requested amount of insurance is excessive considering project size,
- A nonminority woman owner of an IT consulting firm who has contracted as a prime contractor with the Minnesota Department of Administration said that the State of Minnesota upped the requirements for errors and omissions and professional liability insurance to 2 million dollars. The increase is too large for a small business. The OET (Office of Enterprise Technology). It’s a huge expense to carry the insurance for a full year while you’re waiting for a contract and don’t have one.
- A nonminority woman owner of a small business professional services graphic design firm who has contracted with the Department of Administration said that the State of Minnesota insists on errors and omissions insurance. The insurance is costly – approximately \$1,000 per year. It’s a sticking point for bidding on contracts.

5.8 Discrimination

Twenty-three (5 percent) respondents indicated that they had experienced discrimination in their business dealings due to race or ethnicity of the owner. Of the participating firms, 26 percent (6 of 23) indicated that they had experienced discrimination often from the state of Minnesota, developers, or in the relevant market area since 2002. Of those firms that noted discriminatory experiences, four (57 percent) African American-owned firms often experienced discriminatory behavior from the state of Minnesota or developers since 2002 due to the race or ethnicity of the business owner. Five (42 percent) WBE participants expressed seldom experiencing discrimination due to their gender.

Of the participants that expressed that they had experienced discrimination, eight (35 percent) respondents were more likely to cite verbal comments made by representatives of the Governmental Units, compared to three (13 percent) who reported that comments were made by developers. Three M/WBE respondents reported that the discrimination occurred during the bidding process and before and after contract award. Five M/WBEs (38 percent) reported that discrimination occurred during “other” times.

When asked if complaints were filed, respondents reported that one complaint was filed by a non-M/WBE (4.35 percent of all respondents) for racial discrimination, and one complaint was filed by a nonminority female for gender discrimination.

5.8.1 Focus Group, Public Hearing, and Personal Interview Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

Stereotypical Attitudes is highlighted as the motivation behind actions that are based upon preconceived notions about how an individual will behave based upon its (his/her) identification (being identified) with a particular racial, ethnic, gender, and/or age-related group.

- An African American male general contracting business owner said that he knows discrimination is there, but he attempts not to make it foremost in his life. It's subtle but always there like 'Minnesota Nice'. He stated that he had experienced discrimination by being blatantly excluded from the bidding process. He was invited before the pre-bid to be part of the development team and give input on the project. They hired the architect who then used his input on the job. The procurement officer said that he didn't know that his firm wanted to work on the project. He said that he had experienced discrimination in the private sector via banks when going through the loan process to secure working capital.
- There have been construction meetings when we are the only women present and the men invite us to sit on their laps. I have several documented examples of government inspectors enforcing specifications in purely discriminatory

ways. I have shared documentation with MNDOT'S Office of Civil Rights on how the good old boys are treated differently to be successful with design and inspection.

- A nonminority woman Sales and Marketing Manager for a professional services firm that provides staffing services for disabled individuals said that there definitely is a misconception that quality could be compromised or extra supervision would be needed, because the targeted group is less able to do the work.
- A nonminority woman owner of a small business architectural firm who has contracted with the Department of Administration, the Department of Transportation, and the Metropolitan Council said that through her experience, sometime the prime contractors are not as respectful as they could be.
- An African American male special construction services business owner who has provided services as a prime contractor for the Minnesota Department of Administration and the Metropolitan Airports Commission said that he has experienced discriminatory behavior in regards to his ethnicity via a written statement that he received from the Minnesota Department of Administration during the bidding process, before the contract was awarded. He did not file a complaint. He has also experienced discriminatory behavior because mechanical prime contractors feel comfortable with people they use.

5.8.2 *Informal Networks*

- A nonminority male project manager for a nonminority woman owned land surveyor and civil engineering (professional services) firm that has been a subcontractor for a general contractor whose clients include the Department of Transportation, the Metropolitan Council, and the Metropolitan Airports Commission (may only be a DBE) said that he does feel there is an informal network that gives advantages to select businesses. He said if vendor is providing a product, he doesn't see the informal network that often. He said, "If you don't have relationships, it's hard to get the business. If a firm is used in the past, they will go with them again."
- A nonminority woman owner of a small architectural firm who has contracted with the Department of Administration, the Department of Transportation, and the Metropolitan Council believes that that there is information (recommendations) passed between the Governmental Units on who to contract with. In addition, she said that she knows there is an informal network among small businesses, which through word of mouth recommends or condemns a business's performance.
- A nonminority woman sales and marketing manager for a female owned firmed that provides small procurement items believes that within certain industries, there may be an old boys' network. That some businesses get leads and opportunities through the network that other businesses don't hear about.
- A nonminority woman owner of a small architectural firm who has contracted with the Department of Administration, the Department of Transportation, and

the Metropolitan Council said that advantages are given to business that have worked with the Governmental Units before.

- A nonminority woman owner of an engineering and design firm said that there is an informal network within the Governmental Units. It's obvious when the same group of firms show up for bidding every time. It's developed into a pattern over the years. They've worked together a long time – the relationships are established.
- An African American male special construction services business owner who has provided services as a prime contractor for the Minnesota Department of Administration and the Metropolitan Airports Commission believes that there is an informal network that gives an advantage to select businesses. The way that it operates is through the questions in the specifications. The questions are put in to eliminate certain companies. The questions are not related to experience, but instead related to the amount of work done in a specific amount of time.
- A nonminority woman owner of an IT consulting firm who has contracted as a prime contractor with the Minnesota Department of Administration said that she feels there is an informal network that gives an advantage to select businesses. It's not a huge learning curve in business. Networks just happen. They are not meant to be negative.
- A nonminority male president of a company that supplies construction equipment to the Department of Administration, the Department of Transportation and the Metropolitan Sports Facilities Commission said that he thinks there is an informal network that gives advantages to select businesses and that business is conducted during breakfasts and dinners.
- An African American male general contracting business owner said that he believes that there is an informal network that give an advantage to select businesses. The way it operates in the government is through people dining and lunching together and talking about upcoming projects. People in private clubs and unions will tell contractors about opportunities before the opportunities are publicized – helping to position select contractors in the winning position.
- A nonminority woman professional services business owner who has contracted with the Minnesota Department of Administration, the Minnesota Department of Transportation and the Minnesota Mosquito Control believes that an informal network is not that frequent in Minnesota because business is very competitive.
- An African American female professional services business owner stated that there is an informal network. It's the "Good ole boys and Good ole Girls network. They don't have to send contracts out. They use partnered list. They use who they want to."
- An African American male partner in a building construction firm said that there is an informal network that gives an advantage to select businesses. The way

that it works in the Governmental Units is that companies like Ryan Construction and Knutson Construction have the ability to influence senators and legislatures. Small businesses don't have that advantage.

- An African American general contractor who has worked with the Metropolitan Airports Commission as a prime contractor feels there is an informal network that gives advantages to select businesses. "America has been founded on networks, political parties and special interest groups."
- A nonminority woman owner of a small business professional services IT consulting firm said that she feels there is an informal network that gives advantages to select businesses and it operates by the bids being broken down so they don't have to go through the bidding process. They can call a select business to get the job done. It's less paperwork and less time.
- A nonminority woman owner of a small business professional services transportation firm said that there is an informal network that gives advantages to select businesses, but networking is part of doing business i.e. Chamber of Commerce and Rotary Clubs, and industry related organizations.
- A nonminority woman owner of a small business small procurement items supplier firm that has supplied items to the Metropolitan Council said that she believes there is an informal network that gives an advantage to businesses. She believes that it occurs through word of mouth, "For example, a vendor will work with one agency or department and will refer a select business to another department for a contract."
- A nonminority male special trade contractor who has supplied goods and services to the Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission believes that there is an informal network within the Governmental Units that steer opportunities under the bid dollar limit to specific companies.
- A nonminority woman owner of a small business professional services medical staffing firm that contracts primarily to the private sector whose firm has not had the opportunity to work with the Governmental Units said that the prime vendors chosen by Governmental Units are the same vendors all the time. There is no policing to make sure TGBs are being utilized. There is no transparency.
- A nonminority woman partner in a specialty trades contractor, union shop with 30 full time employees that has worked as a subcontractor on projects for the Minnesota Department of Administration, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission said that she feels there is an informal network that gives an advantage to select businesses, but she doesn't know how it operates.
- An Asian (Indian Sub-continent) female professional services IT business owner that has been a prime contractor to the Department of Administration, Metropolitan Council and the private sector said it's about who knows who and

if you have relationship with them - that's human nature. Relationships start in schools and colleges. Someone will call on your behalf. If you're not from the area you have to build the relationships – it's not the same.

- A Hispanic male professional services business owner who has not contracted with the Governmental Units said that he feels there is not an informal network that gives an advantage to select businesses.
- A nonminority male founder of a professional services firm that has been a prime contractor to the Department of Administration, Metropolitan Council, and the private sector said that there may be an informal network before the contracting process, but it's not a professional group.
- An African America male specialty trades contractor that has contracted with the Department of Administration, Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, and private sector said that he feels there is an informal network that gives an advantage to select businesses. In the Governmental Units, it spreads out across the board. "People do business with who they are familiar with. It's human nature to do so. People go to the same firms to do business with over and over. It's the buddy-buddy system."
- A nonminority woman professional services business owner that has private sector contracts, but has not contracted with the Governmental Units said that there is an informal network that gives an advantage to select businesses. She said that, "There are people the Governmental Units have worked with that they will continue to work with. Although I don't think that it is intentional – it does happen. The powers that be are very comfortable with the arrangement."
- A nonminority woman professional services business owner that has been awarded contracts and purchase orders from the Minnesota Department of Administration, Minnesota Department of Transportation and the private sector said that the informal network that gives an advantage to select businesses operates through buyers from the Governmental Units taking to each other and referring select companies. She added that it's not necessarily a bad thing (practice), but it gives an advantage to select businesses.
- A nonminority woman supplier of small procurement items that has been awarded purchase orders through Minnesota Department of Administration, Minnesota Department of Transportation, and the private sector said that yes she feels there are informal networks that gives advantages to select businesses, and added, "That's the whole premise of networking."
- A Native American special trade contractor that has subcontracted on projects for Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Sports Facilities Commission, and the private sector said that he does not think that there is an informal network that gives an advantage to select businesses.

- A nonminority woman professional services business owner who has not contracted with the Governmental Units said that she feels there is an informal network that gives an advantage to select businesses, stating, and “Networking business groups spread rumors about other businesses. Governmental Units should be fairer, because you can’t go on the basis of peer hearsay.”

5.8.3 Reverse Discrimination

- A nonminority male president of a company that supplies construction equipment to the Department of Administration, Department of Transportation and the Metropolitan Sports Facilities Commission stated that with TGBs getting a 6 percent bidding advantage, his margins are small that his business would have to take a loss. There’s no way for him to compete. He added that TGBs getting a 6 percent advantage is reverse discrimination.
- A nonminority male special trade contractor who has supplied goods and services to the Department of Administration, Department of Transportation, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission said that he does not believe that he has ever experienced reversed discrimination.
- A nonminority male founder of a professional services firm that has been a prime contractor to the a Department of Administration, Metropolitan Council, and the private sector said that several times minority and female firms have gotten projects due to their targeted group status and that that is a form of reverse discrimination.

5.9 Other Focus Groups, Public Hearing, and Personal Interview Comments

As stated in **Section 5.1**, it should be cautioned that the following comments are the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report. Further discussion of anecdotal testimony is contained in the legal chapter for this report. As presented in **Sections 5.1.2 and 5.1.3**, a total of four focus groups, one public hearing, and 65 personal interviews were conducted. Of the total focus groups, there were ten African Americans, two Hispanic Americans, four Asian Americans, one Native American, and four nonminority women participants. Of the individuals providing testimony during the public hearing, two were African Americans, one was Asian American, one Native American, six were nonminority women, and four were nonminority males.

5.9.1 Unions

- A nonminority woman partner in a specialty trades contractor, union shop with 30 full time employees that has worked as a subcontractor on projects for the Minnesota Department of Administration, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission said that her company is a union company and has to pay union wages. Non-union companies pay

prevailing wage which is significantly less. She said that her business is unable to compete with the non-union wages.

- A nonminority woman Sales and Marketing Manager for a professional services firm that provides staffing services for disabled individuals said that in the private sector, when there's a labor union, her firm doesn't want to alienate the unions.
- An African American male special construction services business owner who has provided services as a prime contractor for the Minnesota Department of Administration and the Metropolitan Airports Commission said that his type of business doesn't have unions and his firm pays prevailing wage. Within his industry, more often companies that provide other services and are large with unions are awarded contracts.
- A nonminority woman business owner in the special trade contracting industry said that her firm is non-union and the fact that the unions don't pay prevailing wage is unfair.
- An African American male general contracting business owner said that he believes that unions and labor agreements are a challenge because the contracts tend to go to the people primes know. It's a set process not to reach out to new people. Even if you join a union, you're just a new kid on the block. It's about race and who you know.
- An African American male partner in a building construction firm said that unions make the projects very costly.
- A nonminority woman owner of a small business professional services firm said that union shops get DFL (Democrat – Farm Labor) contracts during election years – maybe always.

5.10 Suggested Remedies

This section captures ideas and recommendations presented by those who participated in the anecdotal process. Some of the recurring concerns addressed by participants led to the following recommendations:

- A nonminority male special trade contractor who has supplied goods and services to the Department of Administration, Department of Transportation, Metropolitan Airports Commission, and the Metropolitan Sports Facilities Commission suggested that to improve the procurement process, the Governmental Units should get more funding, because some bids or projects are never let because of lack of funding.
- An Asian female professional services IT business owner that has been a prime contractor to the Department of Administration, Metropolitan Council and the private sector suggested 1) Governmental Units should give feedback why contract was not awarded, so firm can improve next bid, and 2) When a

contract is up for bid it should go to the incumbent. Don't put it out for bid if the incumbent is doing a good job on the project: within budget and to the Governmental Unit's satisfaction. Don't force the agency to put contract out for bid. However, if the incumbent's prices increase or there are performance issues – bid it out.

- A nonminority male founder of a professional services firm that has been a prime contractor to the Department of Administration, Metropolitan Council, and the private sector suggested that the Governmental Units qualify not by the size of the firm – the firm can still do large projects. He suggested 1) Eliminate the size of the project requirements. His opinion is that state standards are too high.
- An African America male specialty trades contractor that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, and private sector had the following suggestions:
 - 1) TGB and DBE goals should be the same percentage across the board for all Governmental Units, i.e. 6 percent for all.
 - 2) There has been some outreach, but there needs to be more training to learn where RFQs are, etc.
 - 3) Post RFP submission needs feedback. The feedback can be used for better future pricing. Small firms don't have 10 – 15 people doing bid quotes.
- A nonminority woman professional services business owner that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, and the Metropolitan Council suggested the following:
 - 1) There should be follow up to insure TGBs are actually being utilized.
 - 2) Governmental Units should have a set aside TGB percent.
 - 3) Primes should receive an incentive for using the TGBs.
- A nonminority woman professional services business owner that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, and the Metropolitan Council suggested the following:
 - 1) Enforcing goals. Make sure that primes are utilizing TGBs after the contract is signed.
 - 2) Check at the end of the project that the TGB goals have been met.
 - 3) Provide a central website for proposals for all of the Governmental Units. It's challenging going into every Governmental Units website.

- A nonminority woman professional services business owner that has been awarded contracts and purchase orders from the Minnesota Department of Administration, Minnesota Department of Transportation and the private sector said Metropolitan Council, Metropolitan Airports Commission, Minnesota Mosquito Control and the Metropolitan Sports Facilities Commission has never contacted her company and suggested that they send out more RFQs. She added the “State is a huge organization. Governmental Units would be helpful to have a list of buyers and how to contact them in one place.
- A nonminority woman professional services business owner that has contracted with the Minnesota Department of Administration, Minnesota Department of Transportation, and the private sector as a prime contractor suggested the following:
 - 1) Prime contractor opportunities are not announced. She would like to see RFPs from primes for professional services projects.
 - 2) Ensure timeline between proposal and response time is adequate.
 - 3) Have staff more available for questions.
 - 4) Vendor conferences are good.
 - 5) RFP criteria should have 30 percent score based on qualifications
 - 6) RFP should list budget so that bidders don’t over bid project.
 - 7) Insurance requirements: Have different levels of insurance for the scope of services and business size.
 - 8) Have more meet and greets for professional services.
- A nonminority woman supplier of small procurement items that has been awarded purchase orders through Minnesota Department of Administration, Minnesota Department of Transportation, and the private sector suggested that the Governmental Units consider the value added to a project in addition to pricing. “It seems as though they settle on lowest price – no matter what.”
- A Native American special trade contractor that has subcontracted on projects for Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Sports Facilities Commission, and the private sector said that more enforcement of the ‘good faith effort’ is needed.
- A nonminority woman professional services business owner who has not contracted with the Governmental Units suggested that the firms be notified when projects are being considered so that companies can bid and compete. She also suggested “keeping politics out of the selection process.”

5.11 Conclusion

Between the telephone survey, focus groups, public hearing, and personal interviews, MGT interviewed 678 business owners or community representatives that have done business with, or attempted to do business with, the Governmental Units. In comparison, the Ninth Circuit Court of Appeals accepted anecdotal information from 57 interviewees in *Coral Construction*. Several conclusions can be drawn from the anecdotal information gathering that has been discussed in this chapter.

1. There was a consensus from persons who gave testimony that although the Governmental Units has a Targeted Group Program, M/WBEs are not experiencing improvement in the amount of business conducted with the Governmental Units. It was felt that should there be no goals program, nonminority-owned prime firms would not use small, minority, or female-owned firms.
2. There was a general consensus among participants that an informal network of firms existed, constituting a barrier for M/WBE and SBE firms. Enforcement and monitoring aspects of the Targeted Group Program should be strengthened to include penalties for noncompliance.
3. Outreach by the Governmental Units is of major importance to the majority of respondents. Respondents associated minimal outreach with their inability to become aware of contracting opportunities. M/WBEs felt they are not receiving enough information regarding the contracting process necessary to do business with the Governmental Units, and they would benefit if the process were better-defined.

6.0 FINDINGS AND RECOMMENDATIONS

6.0 FINDINGS AND RECOMMENDATIONS

In this chapter, MGT provides findings, commendations, and recommendations for the Department of Administration (Admin). The study consisted of fact-finding to examine the extent to which Admin's race- and gender-conscious and race- and gender-neutral remedial efforts had effectively eliminated ongoing effects of any past discrimination affecting Admin's relevant marketplace; as well as analyzing Admin's procurement trends and practices for the study period from January 2002 through December 2007; and evaluating various options for future program development.

The results of this study and conclusions drawn are presented in detail in **Chapters 2.0** through **5.0** of this report. The following sections summarize each of the study's findings, and related major recommendations. Commendations are also noted in those instances in which Admin already has procedures, programs, and policies in place that respond to findings. Selected best practices are described in **Appendix H** to this report. These best practices expand on the findings and recommendations that are marked with an asterisk (*).

6.1 *Findings for M/WBE Utilization and Availability*

FINDING 6-1: Historical M/WBE Prime Utilization

Exhibit 6-1 shows M/WBE utilization in the 1999 Minnesota Governmental Units disparity study, which were 2.6 percent of the dollar value of Admin's professional services contracts and 6.9 percent for other services contracts.

EXHIBIT 6-1
M/WBE PRIME UTILIZATION
MINNESOTA DEPARTMENT OF ADMINISTRATION
FY1995-1997

	Dollars	Percent
Other Services	\$9,711,465.00	6.99%
Professional Services	\$7,576,860.00	2.64%

Source: MTA, *State of Minnesota Disparity Study*, 1999.

FINDING 6-2: M/WBE Prime Utilization, Availability and Disparity

Groups that showed disparity using vendor/bidder availability are indicated by a YES in **Exhibit 6-2**. N/A indicates that there was no vendor/bidder availability for that group for that procurement category during the study period:

- M/WBEs won prime construction contracts for \$15,453,346 million (3.02 percent of the total). There was substantial disparity for African American- and Hispanic American-owned firms.

- M/WBEs won professional services (*including Architectural and Engineering*) contracts for \$10,639,264 (3.21 percent of the total). There was substantial disparity for Hispanic American-, Asian American- and Native American-owned firms.
- M/WBEs won other services contracts for \$15,132,798 million (8.05 percent of the total). There was substantial disparity for firms owned by Hispanic Americans.
- M/WBEs won goods and supplies contracts for \$19,824,659 million (3.95 percent of the total). There was substantial disparity for Native American-owned firms.

EXHIBIT 6-2
M/WBE PRIME UTILIZATION, AVAILABILITY AND DISPARITY
MINNESOTA DEPARTMENT OF ADMINISTRATION
JANUARY 2002 THROUGH DECEMBER 2007

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Prime Contractors						
Utilization Dollars	\$335,203	\$31,350	\$1,590,922	\$2,463,692	\$11,032,179	\$15,453,346
Utilization Percent	0.07%	0.01%	0.31%	0.48%	2.15%	3.02%
Availability Percent	0.22%	0.09%	0.22%	0.28%	1.69%	2.51%
Disparity	YES	YES	NO	NO	NO	
Professional Services Prime Consultants						
Utilization Dollars	\$5,153,751	\$553	\$4,305	\$165,497	\$5,315,159	\$10,639,264
Utilization Percent	1.55%	0.00%	0.00%	0.05%	1.60%	3.21%
Availability Percent	0.18%	0.04%	0.13%	0.13%	1.62%	2.11%
Disparity	NO	YES	YES	YES	YES	
Other Services Firms						
Utilization Dollars	\$4,822,929	\$134,279	\$5,104,100	\$1,355,654	\$3,715,836	\$15,132,798
Utilization Percent	2.57%	0.07%	2.71%	0.72%	1.98%	8.05%
Availability Percent	0.23%	0.10%	0.13%	0.12%	1.54%	2.12%
Disparity	NO	YES	NO	NO	NO	
Goods and Supplies Vendors						
Utilization Dollars	\$2,496,119	\$936,103	\$4,993,048	\$295,754	\$11,103,637	\$19,824,659
Utilization Percent	0.50%	0.19%	1.00%	0.06%	2.21%	3.95%
Availability Percent	0.13%	0.07%	0.08%	0.08%	1.23%	1.58%
Disparity	NO	NO	NO	YES	NO	

Source: Utilization findings are taken from the exhibits previously shown in **Chapter 3.0** and **Chapter 4.0**. Availability is based on bidder/vendors.

N/A-not applicable.

Bold is used to indicate substantial disparity-index below 80.00.

FINDING 6-3: M/WBE Subcontractor Utilization, Availability, and Disparity

The dollar value of M/WBE construction subcontractors over the study period is shown in **Exhibit 6-3**. During the study period, the following took place using vendor/bidder availability data:

- M/WBEs won construction subcontracts for \$2.07 million (1.73 percent of the total).

- There was substantial disparity in the utilization of available African American, Hispanic American, and nonminority women construction subcontractors..

EXHIBIT 6-3
M/WBE SUBCONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY
MINNESOTA DEPARTMENT OF ADMINISTRATION
JANUARY 2002 THROUGH DECEMBER 2007

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Subcontractors						
Utilization Dollars	\$11,720	\$0	\$1,920,664	\$0	\$138,592	\$2,070,976
Utilization Percent	0.01%	0.00%	1.61%	0.00%	0.12%	1.73%
Availability Percent	1.14%	0.28%	1.14%	0.00%	2.28%	4.84%
Disparity	YES	YES	NO	NO	YES	

Source: Subcontractor bidders; Utilization and disparity findings are taken from the exhibits previously shown in **Chapters 3.0 and 4.0**.

N/A-not applicable.

Bold is used to indicate substantial disparity-index below 80.00.

FINDING 6-4 Census Measure of Availability and Disparity

Using the census¹ availability and the percentage of utilization for M/WBE firms in Chapter 3.0, there was disparity for most M/WBE groups. A breakdown of disparity using census availability is located in Appendix J.

FINDING 6-5: Anecdotal Comments

Among the M/WBEs who responded to questions about barriers to doing business, the biggest concern was competing with large firms (72 respondents, 37.31 percent of respondents). Other key issues noted were as follows:

- Selection process (51 M/WBE respondents, 26.42 percent).
- Restrictive contract specifications (38 M/WBE respondents, 19.69 percent).
- Bid specifications (35 M/WBE respondents, 18.13 percent).

Nine M/WBEs (4.66 percent of M/WBE respondents) reported discriminatory experiences with Admin over the past five years. Twenty-one M/WBEs (10.88 percent of M/WBE respondents) felt that an informal network had excluded them from work on Admin projects.

¹ Refer to **Appendix F** for the availability finding based on U.S. Census, Survey of Business Owners (SBO)

FINDING 6-6: Regression Analysis of Firm Revenue and Capacity

In a statistical analysis of survey data from the state of Minnesota that controlled for the effects of variables related to company demographics (such as, company capacity, ownership level of education, and experience), M/WBE status had a negative effect on 2007 company earnings of African Americans and nonminority women.

FINDING 6-7: Other Public Sector Evidence

The utilization of M/WBEs by other public sector entities in Minnesota provides some evidence of M/WBE availability and capacity in the marketplace.² Between January 1, 2002, and December 31, 2006:

- Thirty-two M/WBEs won 76 prime construction contracts for \$26.24 million on city of St. Paul projects (14.06 percent of the total).
- 161 M/WBEs won 475 construction subcontracts on city of St. Paul Housing and Redevelopment Authority projects for \$39.0 million (8.6 percent of the total).
- Six M/WBEs won 19 prime architecture and engineering contracts for \$2.19 million on city projects (11.32 percent of the total).
- Fifteen M/WBEs won 30 prime professional services contracts for \$868,155 on city projects (5.1 percent of the total).

FINDING 6-8: Private Sector Evidence

There is some evidence of important private sector disparities in the state of Minnesota that are relevant to the factual predicate for any M/WBE initiatives by the Governmental Units.

- The utilization of M/WBE firms on private sector commercial construction projects in the city of St. Paul was significantly lower and generally below most measures of M/WBE availability in the marketplace. Over the study period, M/WBEs won less than 2 percent of private sector commercial construction subcontracts.³
- Two recent studies using Public Use Microdata Sample (PUMS) data and Current Population Survey (CPS) data found statistically significant disparities in earnings from and entry into self employment for women and minorities in the state of Minnesota.⁴

Revised 01/11/10

² MGT, *A Disparity Study for the City of Saint Paul and the Housing and Redevelopment Authority, Minnesota* (2008), chapter 4.

³ MGT, *A Disparity Study for the City of Saint Paul and the Housing and Redevelopment Authority, Minnesota* (2008), chapter 8.

⁴ MGT, *A Disparity Study for the City of Saint Paul and the Housing and Redevelopment Authority, Minnesota* (2008), chapter 10; NERA, *Race, Sex and Business Enterprise: Evidence from the State of Minnesota* (2005), chapter 6.

6.2 Findings for Admin Targeted Group Program (TGP)

FINDING 6-9: Small Business Enterprise (SBE) Policy

Minnesota state law allows for bid preferences for M/WBE small businesses and for small businesses located in economically disadvantaged areas, and set asides and subcontractor goals for small businesses and M/WBE small businesses.⁵

FINDING 6-10: Targeted Group Program Data

The Department of Administration tracks the state's S/M/WBE spending, in dollar and percentage terms, on an annual basis. Admin's financial system does maintain ethnicity and gender classification information, but the data is very limited. The tracking of subcontracting information is not electronic.

FINDING 6-11: Business Development

Admin has a number of relationships with business development efforts, including partnering with the statewide Small Business Development Center (SBDC) Network, the Midwest Minority Supplier Development Council (MMSDC), the Metropolitan Economic Development Association (MEDA), and the Procurement Technical Assistance Center (PTAC).⁶

FINDING 6-12: Access to Capital Assistance

The state of Minnesota Department of Employment and Economic Development has a number of small business finance programs, including the Minnesota Indian Business Loan Program, the SEED Capital Investment Program, and the Urban Initiative Loan Program.

FINDING 6-13: Commercial Anti-discrimination Rules

The state of Minnesota has a business anti-discrimination statute.⁷

6.3 Commendations and Recommendations

Recommendation 6-1: Disparity Study and Private Sector Analysis

The Governmental Units elected not to conduct a private sector analysis, which has increasingly become an important part of the factual predicate for M/WBE initiatives. Nevertheless, because several recent studies have been conducted in the state of Minnesota, there is some private sector evidence, discussed above. However, the factual predicate for any M/WBE initiatives for the Governmental Units could be strengthened with some additional private sector analysis, in particular analysis of

⁵ Minn Stat § 16C.16, subdivisions 6 and 7.

⁶ Ten Minnesota SBDC offices, funded in part by the State of Minnesota, assisted 1,695 WBEs and 295 MBEs in 2007 with financing, business start up sales and productivity. Minnesota SBDC 2007 Annual Report, at 6.

⁷ Minn Stat § 363A.17.

commercial construction databases for the state of Minnesota and additional analysis of census data.

Commendations and Recommendations for Race-Neutral Alternatives

COMMENDATION and RECOMMENDATION 6-2: Outreach*

Admin should be commended for its outreach efforts, including sponsoring workshops around the state; partnerships with business development organizations such as MEDA, MMSDC, PTAC, and chambers of commerce; posting opportunities on its website; and posting expiring contracts on the Web. However, the number of M/WBEs registering with Admin and seeking opportunities with the state of Minnesota was low in comparison to marketplace measures and other public agencies for which there is evidence, particularly in the Twin Cities metropolitan area. A more aggressive Targeted Group Program should be accompanied by more targeted outreach.

RECOMMENDATION 6-3: Vendor Rotation*

Admin should consider the selective use of vendor rotation to expand utilization of underutilized M/WBE groups. Some political jurisdictions use vendor rotation arrangements to limit habitual repetitive purchases from incumbent majority firms and to ensure that small, minority, and women business enterprise (S/M/WBEs) have an opportunity to bid along with majority firms. Generally, a diverse team of firms are prequalified for work and then teams alternate undertaking projects. A number of agencies, including the city of Indianapolis; Fairfax County, Virginia; the Port Authority of New York and New Jersey; and Miami-Dade County use vendor rotation to encourage utilization of underutilized M/WBE groups, particularly in professional services.

COMMENDATION and RECOMMENDATION 6-4: SBE Program for Prime Contracts*

Admin should be commended for having an SBE program statute. A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, Admin should focus on increasing M/WBE utilization through the SBE program. Admin does not face constitutional restrictions on its SBE program, only those procurement restrictions imposed by state law. Specific suggestions for an Admin SBE program can be found in features of other SBE programs around the United States, including:

- Setting aside contracts (typically up to \$50,000) for SBEs (City of Phoenix, Arizona, SBE Program; Broward County, Florida, SBE Program; Miami-Dade County, Florida, Community SBE Program).
- Setting aside small financial consulting projects (Port Authority of New York and New Jersey SBE Program).
- Providing bid preferences to SBEs in bidding on contracts (Miami-Dade County, Florida, Community SBE Program; Port Authority of New York and

New Jersey SBE Program; East Bay Municipal Utility District Contract Equity Program, Port of Portland).⁸

- Setting SBE goals on formal and informal contracts (City of Charlotte, North Carolina, SBE Program).
- Setting department goals for SBE utilization (City of Charlotte, North Carolina, SBE Program).
- Access to low cost insurance on small projects (City of San Diego, California, Minor Construction Program).
- Providing bid preferences to SBEs on tax-assisted projects (City of Oakland, California, Local Small Business Enterprise Program, and Port of Portland Emerging Small Business Program).
- Making SBE utilization part of department performance reviews (City of Charlotte, North Carolina, SBE Program).
- Mentor-protégé programs for small businesses (Port of Portland Emerging Small Business Program).

COMMENDATION and RECOMMENDATION 6-5: SBE Program for Subcontracts

Small business programs are an important component of race-neutral alternatives to address identified disparities in purchasing. Admin should be commended for setting SBE goals and good faith efforts on subcontracts. Admin should consider imposing mandatory subcontracting clauses where such clauses would promote S/M/WBE utilization, and be consistent with industry practice.⁹

Admin should also consider implementing the program of the Colorado DOT which provides financial incentives for primes to work with SBEs that have never received a DOT contract, train SBEs and waive bonding requirements for SBEs.

RECOMMENDATION 6-6: Geographical Preferences and HUBZones

As noted above, Admin has geographical preferences for firms located in economically disadvantaged areas. This program has not been a significant source of M/WBE utilization. The federal HUBZone program is another variant of an SBE program that provides incentives for SBEs located in distressed areas. For example, under the 1997 Small Business Reauthorization Act, the federal government started the federal HUBZone program. To qualify as a HUBZone firm, a small business must meet the following criteria: (1) it must be owned and controlled by U.S. citizens; (2) at least 35 percent of its employees must reside in a HUBZone; and (3) its principal place of

⁸ The Port of Portland found that 10 percent bid preferences were more effective than 5 percent bid preferences.

⁹ San Diego as part of its Subcontractor Outreach Program (SCOPE) has mandatory outreach, mandatory use of subcontractors, and mandatory submission of an outreach document. Whether a contract has subcontracting is determined by the engineer on the project.

business must be located in a HUBZone.¹⁰ The same preferences that can be given to SBEs can be given to HUBZone firms, such as contract set-asides.

HUBZone programs can serve as a vehicle for encouraging M/WBE contract utilization. In the state of Minnesota, there are 80 women and minority HUBZone firms, representing 49.3 percent of total HUBZone firms.¹¹ Admin, as part of the Governmental Units, should consider adding HUBZone firms to the Economically Disadvantaged firm definition.

COMMENDATION and RECOMMENDATION 6-7: Commercial Anti-discrimination Rules*

Admin should be commended for having a commercial anti-discrimination policy. Some courts have noted that establishing anti-discrimination rules is an important component of race-neutral alternatives. Features of a complete anti-discrimination policy selected from other entities include:

- Submission of a business utilization report on M/WBE subcontractor utilization.
- Review of the business utilization report for evidence of discrimination.
- A mechanism whereby complaints may be filed against firms that have discriminated in the marketplace.
- Due process, in terms of an investigation by agency staff.
- A hearing process before an independent hearing examiner.
- An appeals process to the agency manager and ultimately to a court.
- Imposition of sanctions, including:
 - Disqualification from bidding with the agency for up to five years.
 - Termination of all existing contracts.
 - Referral for prosecution for fraud.

COMMENDATION and RECOMMENDATION 6-8: Business Development Assistance*

Admin should be commended for its business development initiatives. Admin should evaluate the impact of these initiatives on S/M/WBE utilization. Admin should follow the example of the Port Authority of New York and New Jersey, for which management and technical assistance contracts have been structured to include incentives for producing results, such as increasing the number of M/WBEs being registered as qualified vendors with the Port Authority, and increasing the number of M/WBEs graduating from subcontract work to prime contracting.

¹⁰ 13 C.F.R. 126.200 (1999).

¹¹ Based on the SBA pro-net database located at http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm.

M/WBE Policy Commendations and Recommendations

RECOMMENDATION 6-9: Narrowly Tailored S/M/WBE Program

This study provides evidence to support the establishment of a moderate program to promote M/WBE utilization. This conclusion is based primarily on statistical disparities in current M/WBE utilization, particularly in subcontracting; substantial disparities in the private marketplace; evidence of discrimination in business formation and revenue earned from self-employment; some evidence of passive participation in private sector disparities; and some anecdotal evidence of discrimination. Admin should tailor its women and minority participation policy to remedy each of these specific disparities.

The case law involving federal DBE programs provide important insight into the design of local M/WBE programs. In January 1999, the United States Department of Transportation (USDOT) published its final DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26). The federal courts have consistently found the DBE regulations to be narrowly tailored.¹² The federal DBE program has the features in **Exhibit 6-4** that contribute to this characterization as a narrowly tailored remedial procurement preference program. Admin should adopt these features in any new narrowly tailored M/WBE program.

EXHIBIT 6-4
NARROWLY TAILORED M/WBE PROGRAM FEATURES

Narrowly Tailored Goal-Setting Features	DBE Regulations
Admin should not use quotas.	49 CFR 26(43)(a)
Admin should use race- or gender-conscious set-asides only in cases where other methods are inadequate to address the disparity.	49 CFR 26(43)(b)
Admin should meet the maximum amount of its M/WBE goals through race-neutral means.	49 CFR 26(51)(a)
Admin should use M/WBE contract goals only where race-neutral means are not sufficient.	49 CFR 26(51)(d)
Admin should use M/WBE goals only where there are subcontracting possibilities.	49 CFR 26(51)(e)(1)
If Admin estimates that it can meet the entire M/WBE goal with race-neutral means, then Admin should not use contract goals.	49 CFR 26(51)(f)(1)
If it is determined that Admin is exceeding its goal, then Admin should reduce the use of M/WBE contract goals.	49 CFR 26(51)(f)(2)
If Admin exceeds goals with race-neutral means for two years, then Admin should not set contract goals the next year.	49 CFR 26(51)(f)(3)
If Admin exceeds M/WBE goals with contract goals for two years, then Admin should reduce use of contract goals the next year.	49 CFR 26(51)(f)(4)
If Admin uses M/WBE goals, then Admin should award only to firms that made good faith efforts.	49 CFR 26(53)(a)
Admin should give bidders an opportunity to cure defects in good faith efforts.	49 CFR 26(53)(d)

¹² *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000), *Gross Seed. v. State of Nebraska*, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004), *Northern Contracting v. Illinois DOT*, 2005 U.S. Dist. LEXIS 19868 (ND IL 2005).

COMMENDATION and RECOMMENDATION 6-10: Annual Aspirational M/WBE Goals

Admin should set annual aspirational goals by business category, not rigid project goals. To establish a benchmark for goal setting, aspirational goals should be based on relative M/WBE availability. The primary means for achieving these aspirational goals should be an SBE program, race-neutral joint ventures, outreach, and adjustments in Admin procurement policy. As in the DOT DBE program, goals on particular projects should, in general, vary from overall aspirational goals. Possible revised aspirational goals based on M/WBE availability are proposed below in **Exhibit 6-5**. These aspirational goals can be further decomposed by procurement category, ethnicity, and gender.

EXHIBIT 6-5 PROPOSED M/WBE ASPIRATIONAL GOALS MINNESOTA DEPARTMENT OF ADMINISTRATION BY PROCUREMENT CATEGORY

Procurement Category	Aspirational Goal
Construction Prime Contractors	9%
Construction Subcontractors	11%*
Professional Services	20%
Other Services	20%
Goods	18%

Source: Availability estimates are based on census data.

*Of total subcontract dollar value

RECOMMENDATION 6-11: Target Group Participation

Minnesota Statutes Sec. 16C.16, Subd. 5(a) provides that the commissioner of Administration designate Targeted Group businesses within purchasing categories based on identified disparities. Minn. Stat. Sec. 16C.16, Subd. 6 allow certain purchasing methods (incentives) for groups that have been designated as Targeted Groups. The following groups in **Exhibit 6-6** have identified disparities by procurement category using either vendor/bidder and/or census measures of availability. Disparity tables based on vendor/bidder data are located in Exhibit 6-2 above and in Chapter 4. Disparity tables based on census availability are located in Appendix J. MGT recommends the commissioner of Administration designate the following groups with a **YES** in **Exhibit 6-6** as Targeted Group businesses eligible for purchasing incentives. MGT further recommends that the commissioner of Administration designate as Targeted Groups those groups identified with a **YES** in Appendix I for each of the Governmental Units.

EXHIBIT 6-6
TARGETED GROUP PARTICIPATION
MINNESOTA DEPARTMENT OF ADMINISTRATION
BY ETHNICITY/GENDER/PROCUREMENT TYPE
2009

Target Group by Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors					
Disparity	YES	YES	YES	YES	YES
Construction Subcontractors					
Disparity	YES	YES	NO	YES	YES
Professional Services Prime Consultants					
Disparity	NO	YES	YES	YES	YES
Other Services Firms					
Disparity	NO	YES	NO	NO	YES
Goods and Supplies Vendors					
Disparity	YES	YES	YES	YES	YES

RECOMMENDATION 6-12: Joint Ventures

Admin should consider adopting a joint venture policy similar to the one implemented by the city of Atlanta. The City of Atlanta requires establishment of joint ventures on large projects of over \$10 million.¹³ Primes are required to joint venture with a firm from a different ethnic/gender group in order to ensure prime contracting opportunities for all businesses. This rule applies to female and minority firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to female and minority firms.

COMMENDATION AND RECOMMENDATION 6-13: M/WBE Subcontractor Plans*

Admin has legislation allowing for Targeted Group/M/WBE subcontractor plans, but does not implement them at the present time. Admin should consider reestablishing the good faith effort goal requirements in its contracts. The basis for retaining good faith efforts requirements is significant disparities in construction subcontracting, the very low utilization in private sector commercial construction and other evidence of private sector disparities, even after controlling for capacity and other race-neutral variables. Projects with good faith efforts requirements should primarily be in the Twin Cities metropolitan area. The core theme should be that prime contractors should document their outreach efforts and the reasons why they may have rejected qualified M/WBEs that were the low-bidding subcontractors. Accordingly, the following narrow tailoring elements should be considered:

1. Good faith effort requirements should apply to both M/WBE and nonminority prime contractors.
2. Project goals should vary by project and reflect realistic M/WBE availability for particular projects.

¹³ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

3. A documented excessive subcontractor bid can be a basis for not subcontracting with an M/WBE.
4. A documented record of poor performance can be a basis for not subcontracting with an M/WBE.¹⁴

COMMENDATION and RECOMMENDATION 6-14: Request For Proposal Language*

Admin should consider putting in its Request for Proposals (RFPs), particularly for large projects, language asking proposers about their strategies for M/WBE inclusion on the project. A number of agencies, including the Port Authority of New York and New Jersey, have had success in soliciting creative responses to these requests, even in areas such as large-scale insurance contracts.

RECOMMENDATION 6-15: Economic Development*

The state of Minnesota should consider extending the Targeted Group Program to economic development projects. Jersey City and the city of St. Paul have established offices that focus on employment and S/M/WBE utilization on economic development projects. San Antonio and Bexar County also have very active S/M/WBE initiatives for development projects that receive tax subsidies.

COMMENDATION and RECOMMENDATION 6-16: Certification*

The Governmental Units should be commended for its unified certification body.

Two-Tier Size Standards. The federal case law points to the use of size standards and net worth requirements as one factor in the narrow tailoring of remedial procurement programs. At present, Admin uses its own size standard.

Size standards for remedial procurement programs still face a dilemma. If the size standard is placed too high, large firms crowd out new firms. If the size standard is placed too low, too many experienced firms lose the advantages of the remedial program. One solution to this dilemma is to adopt a two-tier standard for M/WBE and SBE certification. The states of Oregon and New Jersey and the federal government use a two-tier size standard. Thus, for example, contracts could be set aside for small and very small firms and goals that included very large S/M/WBEs could be established on large projects. A standard approach is to use the SBA size standard for small firms and a percentage of the SBA size standard (e.g., 25 or 50 percent) for very small firms.

¹⁴ The last two elements were adopted by the North Carolina Department of Transportation (NCDOT). 19A NCAC 02D.1110(7).

Socially and Economically Disadvantaged Firms. Admin should consider adding socially and economically disadvantaged firms to its definition of Targeted Groups. The North Carolina M/WBE program has this feature.

Program Participation Limits. Another graduation provision is to restrict the overall amount of dollars a program participant can receive. For example, the city of New York graduates firms that have received more than \$15 million in prime contracts within the past three years.¹⁵

RECOMMENDATION 6-17: M/WBE Program Data Management

It is important for Admin to closely monitor the utilization of all businesses by race, ethnicity, and gender, and by prime and subcontractor utilization, over time to determine whether Admin's S/M/WBE policy has the potential to eliminate race and gender disparities without applying specific race and gender goals.

RECOMMENDATION 6-18: Performance Measures*

Admin should add performance measures other than S/M/WBE percentage utilization. Some suggested measures come from Florida Department of Transportation's Small Business Initiative (discussed in the best practices section of this report). Admin should develop additional measures to gauge the effectiveness of its efforts. Possible measures include:

- Growth in the number of S/M/WBEs winning their first award from the Admin.
- Growth in percentage of S/M/WBE utilization by Admin.
- Growth in S/M/WBE prime contracting.
- Growth in S/M/WBE subcontractors to prime contractors.
- Number of S/M/WBEs that receive bonding.
- Number of S/M/WBEs that successfully graduate from the program.
- Number of graduated firms that successfully win Admin projects.
- Percentage of S/M/WBE utilization for contracts not subject to competitive bidding requirements.
- Growth in the number of S/M/WBEs utilized by Admin.
- Number of joint ventures involving S/M/WBEs.
- Largest contract won by an S/M/WBE.
- Comparability in annual growth rates and median sales for S/M/WBEs and non-S/M/WBEs in Admin contracts.

¹⁵ Local Laws of New York, Section 6-1292 (c) (17).

APPENDICES

APPENDIX A:
TELEPHONE SURVEY
INSTRUMENT

APPENDIX A
MINNESOTA DEPARTMENT OF ADMINISTRATION
TELEPHONE SURVEY INSTRUMENT

3/24/09

Hello. My name is _____, and I am calling (from Oppenheim Research) on behalf of the Minnesota Department of Administration, Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Mosquito Control, and Minnesota Sports Facilities Commission (referred as Governmental Units).

We are conducting a survey to determine the business climate in the Governmental Units. Is this & _____ (Company's name)? IF YES, CONTINUE.

Have I reached (VERIFY TELEPHONE NUMBER)? _____ ? IF YES, CONTINUE

IF NO, TERMINATE

May I speak with the owner please?

IF OWNER IS PUT ON THE LINE: CONTINUE WITH INTRODUCTION

IF TRANSFERRED TO ANOTHER PARTY (CEO, MANAGER, ETC):

Are you able to answer questions concerning ownership? IF YES, CONTINUE

**IF NO, SCHEDULE A CALL BACK WHEN THE OWNER OR CEO MAY BE AVAILABLE
AND LEAVE TELEPHONE NUMBER. IF NOBODY IS AVAILABLE TO ANSWER QUESTIONS:
SCHEDULE CALL BACK DATE AND TIME**

We have been asked by the Governmental Units to contact area businesses to get their opinions about the business climate in the state of Minnesota. Your company's name and phone number has been provided to us by the Governmental Units to help them learn more about local businesses so they can better respond to local business needs. Your opinions are important to us, and all your responses will be kept confidential.

This call may be monitored to evaluate my performance.

Q.1 Gender DO NOT ASK [REQUIRE ANSWER]

(5)

Male 1
Female .. 2

Q.2 What is your title? [REQUIRE ANSWER]

(6)

Owner/CEO/President 1
Manager/Financial Officer .. 2
Other 3

Q.3 May I have your name or initials just in case we have any further questions?

[REQUIRE ANSWER] _____ (7-81)

Q.4 Is more than 50 percent of your company owned and controlled by a woman or women? [REQUIRE ANSWER]

(82)

Yes .. 1
No 2
DK ... 3

Q.5 Which of the following categories would you consider to be the ethnic origin of the controlling owners or controlling party? Would you say: [REQUIRE ANSWER]

	(83)
Anglo/Caucasian	1
African American	2
Asian or Pacific Islander	3
Hispanic American	4
Native American/Alaskan Native ..	5
Other	6
No Response	7

Q.6 What is the highest level of education completed by the owner of your company?
Would you say: READ LIST [REQUIRE ANSWER]

	(84)
Some high school	1
High school graduate	2
Trade or technical education ..	3
Some college	4
College degree	5
Post graduate degree	6
No response	7

Q.7 Which ONE of the following is your company's primary line of business?

[REQUIRE ANSWER]

	(85)
Building Construction (general contractor) –Specify	1
Special Trade Contractor (electrical, painting, etc.) –Specify	2
Professional Services – Specify	3
General/Personal Services (security, training, maintenance, etc.)-Specify ..	4
Supplies and Equipment (small procurement items) –Specify	5
No Response	6

[S - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 9]

[S - IF THE ANSWER IS 3, THEN SKIP TO QUESTION 10]

[S - IF THE ANSWER IS 4, THEN SKIP TO QUESTION 11]

[S - IF THE ANSWER IS 5, THEN SKIP TO QUESTION 12]

[S - IF THE ANSWER IS 6, THEN SKIP TO QUESTION 13]

[A - IF THE ANSWER TO QUESTION 7 IS NOT 1, THEN SKIP TO QUESTION 13]

Q.8 Building Construction (general contractor) [REQUIRE ANSWER]

(86-185)

[A - IF THE ANSWER TO QUESTION 7 IS NOT 2, THEN SKIP TO QUESTION 13]

Q.9 Special Trade Contractor (electrical, painting, etc.) [REQUIRE ANSWER]

(186-285)

[A - IF THE ANSWER TO QUESTION 7 IS NOT 3, THEN SKIP TO QUESTION 13]

Q.10 Professional Services [REQUIRE ANSWER]

(286-385)

[A - IF THE ANSWER TO QUESTION 7 IS NOT 4, THEN SKIP TO QUESTION 13]

Q.11 General/Personal Services (security, training, maintenance, etc.)
[REQUIRE ANSWER]

(386-485)

[A - IF THE ANSWER TO QUESTION 7 IS NOT 5, THEN SKIP TO QUESTION 13]

Q.12 Supplies and Equipment (small procurement items) [REQUIRE ANSWER]

(486-585)

Q.13 In what year was your company established?

9999=DK

4 Digits [REQUIRE ANSWER] (586-589)

Q.14 How many years of experience in your company's business line does the primary owner of your firm have?

If DK Code as 99

(2 digits) [REQUIRE ANSWER] (590-591)

Q.15 Excluding yourself, (if owner), on average, how many employees does your company keep on the payroll, including full-time and part-time staff?

999999=DK

6 Digits [REQUIRE ANSWER] (592-597)

Q.16 Is your business certified with the State of Minnesota's Targeted Vendor Program (TVB)? [REQUIRE ANSWER]

(598)

Yes .. 1

No 2

DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 18]

Q.17 Are you certified as:

READ CHOICES

1=Yes

2=No

3=DK

[REQUIRE ANSWER]

	Yes	No	DK
MBE (Minority Business Enterprise)	1	2	3 (599)
EDB (Economically Disadvantaged Business)	1	2	3 (1029)
SBE (Small Business Enterprise)	1	2	3 (601)
WBE (Woman Business Enterprise)	1	2	3 (602)
DBE (Disabled Business Enterprise)	1	2	3 (1030)

Q.18 Is your business certified with any other state or agency?

[REQUIRE ANSWER]

(603)

Yes .. 1

No 2

DK ... 3

Q.19 Have you had any contracts with one of the following agencies as a prime contractor since 2006?

1=Yes

2=No

3=DK

[REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (965)
MN Dept of Transportation	1	2	3 (966)
Metropolitan Council	1	2	3 (967)
Metropolitan Mosquito Control	1	2	3 (968)
Metropolitan Airports Commission	1	2	3 (969)
MN Sports Facilities Commission	1	2	3 (970)

Q.20 When you were a prime contractor what was the average amount of time that it typically took to receive payment for your services on projects funded by one or more of the following agencies?

1=Less than 30 days

2=30-60 days

3=60-90 days

4=90-120 days

5=Over 120 days

6=NA

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 19]

	Less than 30 days	30-60 days	60-90 days	90-120 days	Over 120 days	NA
MN Dept of Administration	1	2	3	4	5	6 (971)
MN Dept of Transportation	1	2	3	4	5	6 (972)
Metropolitan Council	1	2	3	4	5	6 (973)
Metropolitan Mosquito Control	1	2	3	4	5	6 (974)
Metropolitan Airports Commission	1	2	3	4	5	6 (975)
MN Sports Facilities Commission	1	2	3	4	5	6 (976)

Q.21 Which of the following categories best approximates your 2006 company calendar year revenues as a result of working as a prime contractor for:

- 1=None or 0
- 2=Up to \$50,000
- 3=\$50,001 to \$100,000
- 4=\$100,001 to \$300,000
- 5=\$300,001 to \$500,000
- 6=\$500,001 to \$1,000,000
- 7=\$1,000,001 to \$3,000,000
- 8=\$3,000,001 to \$5,000,000
- 9=\$5,000,001 to \$10,000,000
- 10=Over \$10 million
- 11=No Response/DK

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 19]

	None or 0	up to \$50,000	\$50,001 to \$100,000	\$100,001 to \$300,000	\$300,001 to \$500,000	\$500,001 to \$1,000,000	\$1,000,001 to \$3,000,000	\$3,000,001 to \$5,000,000	\$5,000,001 to \$10,000,000	Over \$10 million	No Response/DK
MN Dept of Administration	1	2	3	4	5	6	7	8	9	10	11 (977-978)
MN Dept of Transportation	1	2	3	4	5	6	7	8	9	10	11 (979-980)
Metropolitan Council	1	2	3	4	5	6	7	8	9	10	11 (981-982)
Metropolitan Mosquito Control	1	2	3	4	5	6	7	8	9	10	11 (983-984)
Metropolitan Airports Commission	1	2	3	4	5	6	7	8	9	10	11 (985-986)
MN Sports Facilities Commission	1	2	3	4	5	6	7	8	9	10	11 (987-988)

Q.22 Are you required to have bonding for the type of work that your company bids? [REQUIRE ANSWER]

(604)
 Yes .. 1
 No 2
 DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 25]

Q.23 What is your current aggregate bonding limit? [REQUIRE ANSWER]

(605)
 Below \$100,000 1
 \$100,001 to \$250,000 2
 \$250,000 to \$500,000 3
 \$500,001 to 1million 4
 \$1,000,001 to \$1,500,000 .. 5
 \$1,500,001 to 3 million 6
 3 million to 5 million 7
 Over 5 million 8
 No Response 9

Q.24 What is your current single project bonding limit? [REQUIRE ANSWER] (606)

Below \$100,000	1
\$100,001 to \$250,000	2
\$250,001 to \$500,000	3
\$500,001 to 1 million	4
\$1,000,001 to \$1,500,000 ..	5
\$1,500,001 to 3 million	6
3 million to 5 million	7
Over 5 million	8
No Response	9

Q.25 Which of the following categories best approximates your company's gross revenues for calendar year 2006? [REQUIRE ANSWER]

(607-608)

up to \$50,000?	1
\$50,001 to \$100,000?	2
\$100,001 to \$300,000?	3
\$300,001 to \$500,000?	4
\$500,001 to \$1,000,000?	5
\$1,000,001 to \$3,000,000?	6
\$3,000,001 to \$5,000,000?	7
\$5,000,001 to \$10,000,000?	8
Over \$10 million?	9
No Response	10

Q.26 Have you experienced discriminatory behavior from the **private** sector in the last five years? [REQUIRE ANSWER]

(629)

Yes ..	1
No	2
DK ...	3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 31]

Q.27 How did you become aware of the discrimination that you experienced? [REQUIRE ANSWER]

MULTI RESPONSE

(630)

Verbal comment	1
Written statement	2
Action taken against company ..	3
DK	4

Q.28 Do you feel that the discrimination was due to the: [REQUIRE ANSWER]

MULTI RESPONSE

(631)

Owner's race or ethnicity ..	1
Owner's sex	2
DK	3

Q.29 When did discrimination occur? [REQUIRE ANSWER]

(632)

During bidding process .. 1
After contract award 2
No answer / DK 3

Q.30 Did you file a complaint? [REQUIRE ANSWER]

(633)

Yes .. 1
No 2
DK ... 3

Q.31 For the following statements, please indicate whether you Strongly Agree, Agree, Neither Agree/Disagree, Disagree, or Strongly Disagree.

There is an informal network of prime and subcontractors that has excluded my company from doing business with:

Do you Agree or Disagree?
Is that strongly or just Agree/Disagree?

1=Strongly Agree

2=Agree

3=Neither Agree/Disagree

4=Disagree

5=Strongly Disagree

6=DK

[REQUIRE ANSWER]

	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree	DK
MN Dept of Administration	1	2	3	4	5	6 (642)
MN Dept of Transportation	1	2	3	4	5	6 (643)
Metropolitan Council	1	2	3	4	5	6 (644)
Metropolitan Mosquito Control	1	2	3	4	5	6 (645)
Metropolitan Airports Commission	1	2	3	4	5	6 (646)
MN Sports Facilities Commission	1	2	3	4	5	6 (647)

Q.32 Sometimes a prime contractor will include a minority or women subcontractors on a bid to satisfy the “good faith effort” requirement, and then drop the company as a subcontractor after winning the award for no legitimate reason.

Do you Agree or Disagree?
Is that strongly or just Agree/Disagree?

[REQUIRE ANSWER]

(752)	
Strongly Agree	1
Agree	2
Neither Agree Nor Disagree ..	3
Disagree	4
Strongly Disagree	5

Q.33 “Some prime contractors change their bidding procedures and sub-contracting practices when they are not participating in a contract where TVB goals are applied.”

Do you Agree or Disagree?
Is that strongly or just Agree/Disagree?

[REQUIRE ANSWER]

(753)	
Strongly Agree	1
Agree	2
Neither Agree nor Disagree ..	3
Disagree	4
Strongly Disagree	5

Q.34 Approximately what percentage of your company’s 2006 gross revenues came from doing business with the one or more of the following agencies: MN Dept of Transportation , Metropolitan Council , Metropolitan Mosquito Control, Metropolitan Airports Commission , MN Sports Facilities Commission?

[REQUIRE ANSWER] (754-763)

Q.35 Since 2006, has your company applied for a commercial (business) bank loan? [REQUIRE ANSWER]

(779)	
Yes ..	1
No	2
DK ...	3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 38]

Q.36 Were you approved or denied for a commercial (business) bank loan?
[REQUIRE ANSWER]

(780)	
Approved ..	1
Denied	2
DK	3

[S - IF THE ANSWER IS NOT 2, THEN SKIP TO QUESTION 38]

Q.37 Which of the following do you think was the reason for your being denied a loan? [REQUIRE ANSWER]

	(781)
Insufficient Documentation (ID)	1
Insufficient Business History (IBH) ..	2
Confusion about the Process (C)	3
Race or Ethnicity of Owner (RE)	4
Gender of Owner (G)	5
DK	6

Q.38 I will now read you a list of factors that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for any of the following organizations as a prime or sub-contractor:

A. Prequalification requirements?

1=Yes

2=No

3=DK

[REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (785)
MN Dept of Transportation	1	2	3 (786)
Metropolitan Council	1	2	3 (787)
Metropolitan Mosquito Control	1	2	3 (788)
Metropolitan Airports Commission	1	2	3 (789)
MN Sports Facilities Commission	1	2	3 (790)

Q.39 B. Performance bond requirements

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (791)
MN Dept of Transportation	1	2	3 (792)
Metropolitan Council	1	2	3 (793)
Metropolitan Mosquito Control	1	2	3 (794)
Metropolitan Airports Commission	1	2	3 (795)
MN Sports Facilities Commission	1	2	3 (796)

Q.40 C. Financing?

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (803)
MN Dept of Transportation	1	2	3 (804)
Metropolitan Council	1	2	3 (805)
Metropolitan Mosquito Control	1	2	3 (806)
Metropolitan Airports Commission	1	2	3 (807)
MN Sports Facilities Commission	1	2	3 (808)

Q.41 D. Insurance requirements?

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (809)
MN Dept of Transportation	1	2	3 (810)
Metropolitan Council	1	2	3 (811)
Metropolitan Mosquito Control	1	2	3 (812)
Metropolitan Airports Commission	1	2	3 (813)
MN Sports Facilities Commission	1	2	3 (814)

Q.42 E. Bid specifications?

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (815)
MN Dept of Transportation	1	2	3 (816)
Metropolitan Council	1	2	3 (817)
Metropolitan Mosquito Control	1	2	3 (818)
Metropolitan Airports Commission	1	2	3 (819)
MN Sports Facilities Commission	1	2	3 (820)

Q.43 F. Limited time given to prepare bid package or quote?

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (821)
MN Dept of Transportation	1	2	3 (822)
Metropolitan Council	1	2	3 (823)
Metropolitan Mosquito Control	1	2	3 (824)
Metropolitan Airports Commission	1	2	3 (825)
MN Sports Facilities Commission	1	2	3 (826)

Q.44 G. Limited knowledge of purchasing contracting policies and procedures?

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (827)
MN Dept of Transportation	1	2	3 (828)
Metropolitan Council	1	2	3 (829)
Metropolitan Mosquito Control	1	2	3 (830)
Metropolitan Airports Commission	1	2	3 (831)
MN Sports Facilities Commission	1	2	3 (832)

Q.45 H. Lack of experience?

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (833)
MN Dept of Transportation	1	2	3 (834)
Metropolitan Council	1	2	3 (835)
Metropolitan Mosquito Control	1	2	3 (836)
Metropolitan Airports Commission	1	2	3 (837)
MN Sports Facilities Commission	1	2	3 (838)

Q.46 I. Lack of personnel?

1=Yes
2=No
3=DK

[REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (839)
MN Dept of Transportation	1	2	3 (840)
Metropolitan Council	1	2	3 (841)
Metropolitan Mosquito Control	1	2	3 (842)
Metropolitan Airports Commission	1	2	3 (843)
MN Sports Facilities Commission	1	2	3 (844)

Q.47 J. Contract too large?

1=Yes
2=No
3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (845)
MN Dept of Transportation	1	2	3 (846)
Metropolitan Council	1	2	3 (847)
Metropolitan Mosquito Control	1	2	3 (848)
Metropolitan Airports Commission	1	2	3 (849)
MN Sports Facilities Commission	1	2	3 (850)

Q.48 K. Selection process?

1=Yes
2=No
3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (851)
MN Dept of Transportation	1	2	3 (852)
Metropolitan Council	1	2	3 (853)
Metropolitan Mosquito Control	1	2	3 (854)
Metropolitan Airports Commission	1	2	3 (855)
MN Sports Facilities Commission	1	2	3 (856)

Q.49 L. Competing with large companies?

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (857)
MN Dept of Transportation	1	2	3 (858)
Metropolitan Council	1	2	3 (859)
Metropolitan Mosquito Control	1	2	3 (860)
Metropolitan Airports Commission	1	2	3 (861)
MN Sports Facilities Commission	1	2	3 (862)

Q.50 M. Collusion with competitors

1=Yes

2=No

3=DK

[REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (1031)
MN Dept of Transportation	1	2	3 (1032)
Metropolitan Council	1	2	3 (1033)
Metropolitan Mosquito Control	1	2	3 (1034)
Metropolitan Airports Commission	1	2	3 (1035)
MN Sports Facilities Commission	1	2	3 (1036)

Q.51 N. Fraud/fronting

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (1037)
MN Dept of Transportation	1	2	3 (1038)
Metropolitan Council	1	2	3 (1039)
Metropolitan Mosquito Control	1	2	3 (1040)
Metropolitan Airports Commission	1	2	3 (1041)
MN Sports Facilities Commission	1	2	3 (1042)

Q.52 O. Slow payment or nonpayment

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (1043)
MN Dept of Transportation	1	2	3 (1044)
Metropolitan Council	1	2	3 (1045)
Metropolitan Mosquito Control	1	2	3 (1046)
Metropolitan Airports Commission	1	2	3 (1047)
MN Sports Facilities Commission	1	2	3 (1048)

Q.53 P. Unnecessary Restrictive contract specifications

1=Yes

2=No

3=DK [REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (1049)
MN Dept of Transportation	1	2	3 (1050)
Metropolitan Council	1	2	3 (1051)
Metropolitan Mosquito Control	1	2	3 (1052)
Metropolitan Airports Commission	1	2	3 (1053)
MN Sports Facilities Commission	1	2	3 (1054)

Q.54 As a prime or subcontractor did you experience discriminatory behavior from one of the following **public sector** agencies in the last five years when bidding on a contract?

1=Yes

2=No

3=DK

4=NA-Did not Bid [REQUIRE ANSWER]

	Yes	No	DK	NA-Did not Bid
MN Dept of Administration	1	2	3	4 (863)
MN Dept of Transportation	1	2	3	4 (864)
Metropolitan Council	1	2	3	4 (865)
Metropolitan Mosquito Control	1	2	3	4 (866)
Metropolitan Airports Commission	1	2	3	4 (867)
MN Sports Facilities Commission	1	2	3	4 (868)

Q.55 What was the most noticeable way you became aware of the discrimination against your company by:

- 1=Verbal Comment
- 2=Written Statement
- 3=Action taken against the company
- 4=DK

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Verbal Comment	Written Statement	Action taken against the company	DK
MN Dept of Administration	1	2	3	4 (869)
MN Dept of Transportation	1	2	3	4 (870)
Metropolitan Council	1	2	3	4 (871)
Metropolitan Mosquito Control	1	2	3	4 (872)
Metropolitan Airports Commission	1	2	3	4 (873)
MN Sports Facilities Commission	1	2	3	4 (874)

Q.56 What of the following do you consider the main reason for your company being discriminated against by:

- 1=Owner's race or ethnicity
- 2=Owner's sex
- 3=Time in business
- 4=Company size
- 5=Company experience
- 6=DK

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Owner's race or ethnicity	Owner's sex	Time in business	Company size	Company experience	DK
MN Dept of Administration	1	2	3	4	5	6 (875)
MN Dept of Transportation	1	2	3	4	5	6 (876)
Metropolitan Council	1	2	3	4	5	6 (877)
Metropolitan Mosquito Control	1	2	3	4	5	6 (878)
Metropolitan Airports Commission	1	2	3	4	5	6 (879)
MN Sports Facilities Commission	1	2	3	4	5	6 (880)

Q.57 Have you experienced **Harassment/sabotage** as a form of discrimination when you have worked with:

1=Yes

2=No

3=DK

4=NA-Did not bid

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Yes	No	DK	NA-Did not bid
MN Dept of Administration	1	2	3	4 (881)
MN Dept of Transportation	1	2	3	4 (882)
Metropolitan Council	1	2	3	4 (883)
Metropolitan Mosquito Control	1	2	3	4 (884)
Metropolitan Airports Commission	1	2	3	4 (885)
MN Sports Facilities Commission	1	2	3	4 (886)

Q.58 Have you experienced **Unequal or unfair treatment** as a form of discrimination when you have worked with:

1=Yes

2=No

3=DK

4=NA-Did not bid

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Yes	No	DK	NA-Did not bid
MN Dept of Administration	1	2	3	4 (887)
MN Dept of Transportation	1	2	3	4 (888)
Metropolitan Council	1	2	3	4 (889)
Metropolitan Mosquito Control	1	2	3	4 (890)
Metropolitan Airports Commission	1	2	3	4 (891)
MN Sports Facilities Commission	1	2	3	4 (892)

Q.59 Have you experienced **Bid shopping or bid manipulation** as a form of discrimination when you have worked with:

1=Yes

2=No

3=DK

4=NA-Did not bid

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Yes	No	DK	NA-Did not bid
MN Dept of Administration	1	2	3	4 (893)
MN Dept of Transportation	1	2	3	4 (894)
Metropolitan Council	1	2	3	4 (895)
Metropolitan Mosquito Control	1	2	3	4 (896)
Metropolitan Airports Commission	1	2	3	4 (897)
MN Sports Facilities Commission	1	2	3	4 (898)

Q.60 Have you experienced **Double standards in performance** as a form of discrimination when you have worked with:

1=Yes

2=No

3=DK

4=NA-Did not bid

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Yes	No	DK	NA-Did not bid
MN Dept of Administration	1	2	3	4 (899)
MN Dept of Transportation	1	2	3	4 (900)
Metropolitan Council	1	2	3	4 (901)
Metropolitan Mosquito Control	1	2	3	4 (902)
Metropolitan Airports Commission	1	2	3	4 (903)
MN Sports Facilities Commission	1	2	3	4 (904)

Q.61 Have you experienced **Denial of opportunity to bid** as a form of discrimination when you have worked with:

1=Yes

2=No

3=DK

4=NA-Did not bid

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Yes	No	DK	NA-Did not bid
MN Dept of Administration	1	2	3	4 (905)
MN Dept of Transportation	1	2	3	4 (906)
Metropolitan Council	1	2	3	4 (907)
Metropolitan Mosquito Control	1	2	3	4 (908)
Metropolitan Airports Commission	1	2	3	4 (909)
MN Sports Facilities Commission	1	2	3	4 (910)

Q.62 Have you experienced **Unfair denial of contract award** as a form of discrimination when you have worked with:

1=Yes

2=No

3=DK

4=NA-Did not bid

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Yes	No	DK	NA-Did not bid
MN Dept of Administration	1	2	3	4 (917)
MN Dept of Transportation	1	2	3	4 (918)
Metropolitan Council	1	2	3	4 (919)
Metropolitan Mosquito Control	1	2	3	4 (920)
Metropolitan Airports Commission	1	2	3	4 (921)
MN Sports Facilities Commission	1	2	3	4 (922)

Q.63 Have you experienced **Unfair termination** as a form of discrimination when you have worked with:

- 1=Yes
- 2=No
- 3=DK
- 4=NA-Did not bid

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Yes	No	DK	NA-Did not bid
MN Dept of Administration	1	2	3	4 (929)
MN Dept of Transportation	1	2	3	4 (930)
Metropolitan Council	1	2	3	4 (931)
Metropolitan Mosquito Control	1	2	3	4 (932)
Metropolitan Airports Commission	1	2	3	4 (933)
MN Sports Facilities Commission	1	2	3	4 (934)

Q.64 Have you experienced **some other** form of discrimination when you have worked with:

- 1=Yes
- 2=No
- 3=DK
- 4=NA-Did not bid

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	Yes	No	DK	NA-Did not bid
MN Dept of Administration	1	2	3	4 (953)
MN Dept of Transportation	1	2	3	4 (954)
Metropolitan Council	1	2	3	4 (955)
Metropolitan Mosquito Control	1	2	3	4 (956)
Metropolitan Airports Commission	1	2	3	4 (957)
MN Sports Facilities Commission	1	2	3	4 (958)

Q.65 When did the discrimination occur when your company worked for:
READ CHOICES

- 1=During bidding process
- 2=After contract awarded
- 3=No experience
- 4=No response

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 54]

	During bidding process	After contract awarded	No Experience	No Response
MN Dept of Administration	1	2	3	4 (959)
MN Dept of Transportation	1	2	3	4 (960)
Metropolitan Council	1	2	3	4 (961)
Metropolitan Mosquito Control	1	2	3	4 (962)
Metropolitan Airports Commission	1	2	3	4 (963)
MN Sports Facilities Commission	1	2	3	4 (964)

Q.66 Since 2006, how many times has your company submitted a bid or proposal to be a subcontractor for a project with one of the following agencies?

- 1=None
- 2=1-10
- 3=11-25
- 4=26-50
- 5=51-100
- 6=Over 100

[REQUIRE ANSWER]

	None	1-10	11-25	26-50	51-100	Over 100
MN Dept of Administration	1	2	3	4	5	6 (989)
MN Dept of Transportation	1	2	3	4	5	6 (990)
Metropolitan Council	1	2	3	4	5	6 (991)
Metropolitan Mosquito Control	1	2	3	4	5	6 (992)
Metropolitan Airports Commission	1	2	3	4	5	6 (993)
MN Sports Facilities Commission	1	2	3	4	5	6 (994)

Q.67 Since 2006, have you worked as a subcontractor on a project with:

1=Yes

2=No

3=DK

[REQUIRE ANSWER]

	Yes	No	DK
MN Dept of Administration	1	2	3 (995)
MN Dept of Transportation	1	2	3 (996)
Metropolitan Council	1	2	3 (997)
Metropolitan Mosquito Control	1	2	3 (998)
Metropolitan Airports Commission	1	2	3 (999)
MN Sports Facilities Commission	1	2	3 (1000)

[D - IF THE ANSWER TO SUB-QUESTION 1 OF QUESTION 67 IS NOT 1, AND...]

[D - IF THE ANSWER TO SUB-QUESTION 2 OF QUESTION 67 IS NOT 1, AND...]

[D - IF THE ANSWER TO SUB-QUESTION 3 OF QUESTION 67 IS NOT 1, AND...]

[D - IF THE ANSWER TO SUB-QUESTION 4 OF QUESTION 67 IS NOT 1, AND...]

[D - IF THE ANSWER TO SUB-QUESTION 5 OF QUESTION 67 IS NOT 1, AND...]

[D - IF THE ANSWER TO SUB-QUESTION 6 OF QUESTION 67 IS NOT 1, THEN SKIP TO QUESTION 72]

Q.68 Since 2006, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services on projects funded by:

- 1=Less than 30 days
- 2=30-60 days
- 3=60-90 days
- 4=90-120 days
- 5=Over 120 days
- 6=NA

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 67]

	Less than 30 days	30-60 days	60-90 days	90-120 days	Over 120 days	NA
MN Dept of Administration	1	2	3	4	5	6 (1001)
MN Dept of Transportation	1	2	3	4	5	6 (1002)
Metropolitan Council	1	2	3	4	5	6 (1003)
Metropolitan Mosquito Control	1	2	3	4	5	6 (1004)
Metropolitan Airports Commission	1	2	3	4	5	6 (1005)
MN Sports Facilities Commission	1	2	3	4	5	6 (1006)

Q.69 In your opinion, how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed? [REQUIRE ANSWER]

(1007)

- Very Often 1
- Often 2
- Sometimes 3
- Seldom 4
- Never 5
- No Response (DK)/NA .. 6

Q.70 As a subcontractor, your working experience with prime contractors has been: READ CHOICES [REQUIRE ANSWER]

(1008)

- Excellent 1
- Good 2
- Fair 3
- Poor 4
- No Response (DK)/NA .. 5

Q.71 Since 2006, have you ever submitted a bid for a contract, were informed that you were the lowest bidder, and then found out that another prime or subcontractor was actually doing the work for:

1=Yes

2=No

3=DK

4=NA-Did not Bid

[REQUIRE ANSWER]

	Yes	No	DK	NA-Did not Bid
MN Dept of Administration	1	2	3	4 (1009)
MN Dept of Transportation	1	2	3	4 (1010)
Metropolitan Council	1	2	3	4 (1011)
Metropolitan Mosquito Control	1	2	3	4 (1012)
Metropolitan Airports Commission	1	2	3	4 (1013)
MN Sports Facilities Commission	1	2	3	4 (1014)

Q.72 That completes our interview. Thank you and have a nice day.

INTERVIEWER ID #

2 DIGITS

_____ (1027-1028)

APPENDIX B:
TELEPHONE SURVEY RESULTS

APPENDIX B
MINNESOTA JOINT AVAILABILITY AND DISPARITY STUDY
TELEPHONE SURVEY RESULTS

Q1. Respondent's Gender										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	MWBE	Nonminority Male	Other	No Response	Total
Male	10	19	7	3	31	70	281	15	9	375
DEMOGRAPHIC% CATEGORY%	66.67% 2.67%	73.08% 5.07%	70.00% 1.87%	33.33% 0.80%	23.31% 8.27%	36.27% 18.67%	85.41% 74.93%	78.95% 4.00%	81.82% 2.40%	67.93% 100.00%
Female	5	7	3	6	102	123	48	4	2	177
DEMOGRAPHIC% CATEGORY%	33.33% 2.82%	26.92% 3.95%	30.00% 1.69%	66.67% 3.39%	76.69% 57.63%	63.73% 69.49%	14.59% 27.12%	21.05% 2.26%	18.18% 1.13%	32.07% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q2. Respondent's Title										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	MWBE	Nonminority Male	Other	No Response	Total
Owner/CEO/President	13	23	9	6	119	170	253	5	7	435
DEMOGRAPHIC% CATEGORY%	86.67% 2.99%	88.46% 5.29%	90.00% 2.07%	66.67% 1.38%	89.47% 27.36%	88.08% 39.08%	76.90% 58.16%	26.32% 1.15%	63.64% 1.61%	78.80% 100.00%
Manager/Financial Officer	2	3	1	2	13	21	68	11	4	104
DEMOGRAPHIC% CATEGORY%	13.33% 1.92%	11.54% 2.88%	10.00% 0.96%	22.22% 1.92%	9.77% 12.50%	10.88% 20.19%	20.67% 65.38%	57.89% 10.58%	36.36% 3.85%	18.84% 100.00%
Other	0	0	0	1	1	2	8	3	0	13
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	11.11% 7.69%	0.75% 7.69%	1.04% 15.38%	2.43% 61.54%	15.79% 23.08%	0.00% 0.00%	2.36% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q4. Is firm more than 50% owned and controlled by a woman or women?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	MWBE	Nonminority Male	Other	No Response	Total
Yes	3	11	4	5	133	156	0	0	3	159
DEMOGRAPHIC% CATEGORY%	20.00% 1.89%	42.31% 6.92%	40.00% 2.52%	55.56% 3.14%	100.00% 83.65%	80.83% 98.11%	0.00% 0.00%	0.00% 0.00%	27.27% 1.89%	28.80% 100.00%
No	12	15	6	4	0	37	329	18	7	391
DEMOGRAPHIC% CATEGORY%	80.00% 3.07%	57.69% 3.84%	60.00% 1.53%	44.44% 1.02%	0.00% 0.00%	19.17% 9.46%	100.00% 84.14%	94.74% 4.60%	63.64% 1.79%	70.83% 100.00%
Don't Know	0	0	0	0	0	0	0	1	1	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	5.26% 50.00%	9.09% 50.00%	0.36% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q6. Highest level of education completed by the owner?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	MWBE	Nonminority Male	Other	No Response	Total
High school graduate	0	0	1	1	10	12	16	0	1	29
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	10.00% 3.45%	11.11% 3.45%	7.52% 34.48%	6.22% 41.38%	4.86% 55.17%	0.00% 0.00%	9.09% 3.45%	5.25% 100.00%
Trade or technical education	1	1	0	1	6	9	11	0	1	21
DEMOGRAPHIC% CATEGORY%	6.67% 4.76%	3.85% 4.76%	0.00% 0.00%	11.11% 4.76%	4.51% 28.57%	4.66% 42.86%	3.34% 52.38%	0.00% 0.00%	9.09% 4.76%	3.80% 100.00%
Some college	3	3	1	1	39	47	52	0	1	100
DEMOGRAPHIC% CATEGORY%	20.00% 3.00%	11.54% 3.00%	10.00% 3.00%	11.11% 1.00%	29.32% 39.00%	24.35% 47.00%	15.81% 52.00%	0.00% 0.00%	9.09% 1.00%	18.12% 100.00%
College degree	6	14	6	3	55	84	201	5	5	295
DEMOGRAPHIC% CATEGORY%	40.00% 2.03%	53.85% 4.75%	60.00% 2.03%	33.33% 1.02%	41.35% 18.64%	43.52% 28.47%	61.09% 68.14%	26.32% 1.69%	45.45% 1.69%	53.44% 100.00%
Post graduate degree	5	8	2	3	23	41	47	7	2	97
DEMOGRAPHIC% CATEGORY%	33.33% 5.15%	30.77% 8.25%	20.00% 2.06%	33.33% 3.09%	17.29% 23.71%	21.24% 42.27%	14.29% 48.45%	36.84% 7.22%	18.18% 2.06%	17.57% 100.00%
No response	0	0	0	0	0	0	2	7	1	10
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.61% 20.00%	36.84% 70.00%	9.09% 10.00%	1.81% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q7. Company's primary line of business										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	MWBE	Nonminority Male	Other	No Response	Total
Building Construction	4	4	1	3	12	24	87	4	1	116
DEMOGRAPHIC% CATEGORY%	26.67% 3.45%	15.38% 3.45%	10.00% 0.86%	33.33% 2.59%	9.02% 1					

Q13. In what year was your company established?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Before 1970	0	2	0	0	17	19	124	10	3	156
DEMOGRAPHIC% CATEGORY%	0.00%	7.69%	0.00%	0.00%	12.78%	9.84%	37.69%	52.63%	27.27%	28.26%
	0.00%	1.28%	0.00%	0.00%	10.90%	12.18%	79.49%	6.41%	1.92%	100.00%
1971-1980	1	6	4	2	22	35	63	4	2	104
DEMOGRAPHIC% CATEGORY%	6.67%	23.08%	40.00%	22.22%	16.54%	18.13%	19.15%	21.05%	18.18%	18.84%
	0.96%	5.77%	3.85%	1.92%	21.15%	33.65%	60.58%	3.85%	1.92%	100.00%
1981-1990	4	7	2	1	27	41	67	3	1	112
DEMOGRAPHIC% CATEGORY%	26.67%	26.92%	20.00%	11.11%	20.30%	21.24%	20.36%	15.79%	9.09%	20.29%
	3.57%	6.25%	1.79%	0.89%	24.11%	36.61%	59.82%	2.68%	0.89%	100.00%
1991-2000	3	4	2	4	33	46	49	2	1	98
DEMOGRAPHIC% CATEGORY%	20.00%	15.38%	20.00%	44.44%	24.81%	23.83%	14.89%	10.53%	9.09%	17.75%
	3.06%	4.08%	2.04%	4.08%	33.67%	46.94%	50.00%	2.04%	1.02%	100.00%
Since 2001	7	7	2	2	34	52	26	0	4	82
DEMOGRAPHIC% CATEGORY%	46.67%	26.92%	20.00%	22.22%	25.56%	26.94%	7.90%	0.00%	36.36%	14.86%
	8.54%	8.54%	2.44%	2.44%	41.46%	63.41%	31.71%	0.00%	4.88%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q14. How many years of experience in your company's business line does the primary owner have?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
1 - 10 years	1	2	1	1	20	25	14	2	2	43
DEMOGRAPHIC% CATEGORY%	6.67%	7.69%	10.00%	11.11%	15.04%	12.95%	4.26%	10.53%	18.18%	7.79%
	2.33%	4.65%	2.33%	2.33%	46.51%	58.14%	32.56%	4.65%	4.65%	100.00%
11 - 25 years	7	17	5	4	68	101	109	7	4	221
DEMOGRAPHIC% CATEGORY%	46.67%	65.38%	50.00%	44.44%	51.13%	52.33%	33.13%	36.84%	36.36%	40.04%
	3.17%	7.69%	2.26%	1.81%	30.77%	45.70%	49.32%	3.17%	1.81%	100.00%
26-50 years	7	6	4	4	41	62	193	6	4	265
DEMOGRAPHIC% CATEGORY%	46.67%	23.08%	40.00%	44.44%	30.83%	32.12%	58.66%	31.58%	36.36%	48.01%
	2.64%	2.26%	1.51%	1.51%	15.47%	23.40%	72.83%	2.26%	1.51%	100.00%
51-100 years	0	1	0	0	4	5	13	4	1	23
DEMOGRAPHIC% CATEGORY%	0.00%	3.85%	0.00%	0.00%	3.01%	2.59%	3.95%	21.05%	9.09%	4.17%
	0.00%	4.35%	0.00%	0.00%	17.39%	21.74%	56.52%	17.39%	4.35%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q15. Excluding owner, on average, how many employees does your company keep on payroll, including full-time and part-time staff?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
0-10 employees	11	14	2	5	89	121	132	4	4	261
DEMOGRAPHIC% CATEGORY%	73.33%	53.85%	20.00%	55.56%	66.92%	62.69%	40.12%	21.05%	40.00%	47.37%
	4.21%	5.36%	0.77%	1.92%	34.10%	46.36%	50.57%	1.53%	1.53%	100.00%
11-25 employees	1	7	6	2	24	40	72	2	4	118
DEMOGRAPHIC% CATEGORY%	6.67%	26.92%	60.00%	22.22%	18.05%	20.73%	21.88%	10.53%	40.00%	21.42%
	0.85%	5.93%	5.08%	1.69%	20.34%	33.90%	61.02%	1.69%	3.39%	100.00%
26-50 employees	1	3	2	1	17	24	41	1	0	66
DEMOGRAPHIC% CATEGORY%	6.67%	11.54%	20.00%	11.11%	12.78%	12.44%	12.46%	5.26%	0.00%	11.98%
	1.52%	4.55%	3.03%	1.52%	25.76%	36.36%	62.12%	1.52%	0.00%	100.00%
51-100 employees	1	1	0	1	1	4	38	4	2	48
DEMOGRAPHIC% CATEGORY%	6.67%	3.85%	0.00%	11.11%	0.75%	2.07%	11.55%	21.05%	20.00%	8.71%
	2.08%	2.08%	0.00%	2.08%	2.08%	8.33%	79.17%	8.33%	4.17%	100.00%
Over 101 employees	1	1	0	0	2	4	46	8	0	58
DEMOGRAPHIC% CATEGORY%	6.67%	3.85%	0.00%	0.00%	1.50%	2.07%	13.98%	42.11%	0.00%	10.53%
	1.72%	1.72%	0.00%	0.00%	3.45%	6.90%	79.31%	13.79%	0.00%	100.00%
Total	15	26	10	9	133	193	329	19	10	551
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.7%	4.7%	1.8%	1.6%	24.1%	35.0%	59.7%	3.4%	1.8%	100.00%

Q16. Is your Business certified with the State of Minnesota's Targeted Vendor Program?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC% CATEGORY%	46.67%	65.38%	70.00%	66.67%	52.63%	55.44%	13.07%	5.26%	36.36%	28.08%
	4.52%	10.97%	4.52%	3.87%	45.16%	69.03%	27.74%	0.65%	2.58%	100.00%
No	6	9	3	3	55	76	260	16	4	356
DEMOGRAPHIC% CATEGORY%	40.00%	34.62%	30.00%	33.33%	41.35%	39.38%	79.03%	84.21%	36.36%	64.49%
	1.69%	2								

Q17. Are you certified as an Economically Disadvantaged Business?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	1	2	2	9	3	0	1	13
DEMOGRAPHIC% CATEGORY%	28.57% 15.38%	11.76% 15.38%	14.29% 7.69%	33.33% 15.38%	2.86% 15.38%	8.41% 69.23%	6.98% 23.08%	0.00% 0.00%	25.00% 7.69%	8.39% 100.00%
No	4	15	6	4	67	96	40	0	3	139
DEMOGRAPHIC% CATEGORY%	57.14% 2.88%	88.24% 10.79%	85.71% 4.32%	66.67% 2.88%	95.71% 48.20%	89.72% 69.06%	93.02% 28.78%	0.00% 0.00%	75.00% 2.16%	89.68% 100.00%
Don't Know	1	0	0	0	1	2	0	1	0	3
DEMOGRAPHIC% CATEGORY%	14.29% 33.33%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	1.43% 33.33%	1.87% 66.67%	0.00% 0.00%	100.00% 33.33%	0.00% 0.00%	1.94% 100.00%
Total	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC% CATEGORY%	100.00% 4.52%	100.00% 10.97%	100.00% 4.52%	100.00% 3.87%	100.00% 45.16%	100.00% 69.03%	100.00% 27.74%	100.00% 0.65%	100.00% 2.58%	100.00%

Q17. Are you certified as a Small Business Enterprise?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	5	4	4	30	46	23	0	3	72
DEMOGRAPHIC% CATEGORY%	42.86% 4.17%	29.41% 6.94%	57.14% 5.56%	66.67% 5.56%	42.86% 41.67%	42.99% 63.89%	53.49% 31.94%	0.00% 0.00%	75.00% 4.17%	46.45% 100.00%
No	4	11	3	2	38	58	17	1	1	77
DEMOGRAPHIC% CATEGORY%	57.14% 5.19%	64.71% 14.29%	42.86% 3.90%	33.33% 2.60%	54.29% 49.35%	54.21% 75.32%	39.53% 22.08%	100.00% 1.30%	25.00% 1.30%	49.68% 100.00%
Don't Know	0	1	0	0	2	3	3	0	0	6
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	5.88% 16.67%	0.00% 0.00%	0.00% 0.00%	2.86% 33.33%	2.80% 50.00%	6.98% 50.00%	0.00% 0.00%	0.00% 0.00%	3.87% 100.00%
Total	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC% CATEGORY%	100.00% 4.52%	100.00% 10.97%	100.00% 4.52%	100.00% 3.87%	100.00% 45.16%	100.00% 69.03%	100.00% 27.74%	100.00% 0.65%	100.00% 2.58%	100.00%

Q17. Are you certified as a Woman Business Enterprise?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	9	4	3	62	78	1	0	2	81
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	52.94% 11.11%	57.14% 4.94%	50.00% 3.70%	88.57% 76.54%	72.90% 96.30%	2.33% 1.23%	0.00% 0.00%	50.00% 2.47%	52.26% 100.00%
No	7	8	3	3	7	28	41	1	2	72
DEMOGRAPHIC% CATEGORY%	100.00% 9.72%	47.06% 11.11%	42.86% 4.17%	50.00% 4.17%	10.00% 9.72%	26.17% 38.89%	95.35% 56.94%	100.00% 1.39%	50.00% 2.78%	46.45% 100.00%
Don't Know	0	0	0	0	1	1	1	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	1.43% 50.00%	0.93% 50.00%	2.33% 50.00%	0.00% 0.00%	0.00% 0.00%	1.29% 100.00%
Total	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC% CATEGORY%	100.00% 4.52%	100.00% 10.97%	100.00% 4.52%	100.00% 3.87%	100.00% 45.16%	100.00% 69.03%	100.00% 27.74%	100.00% 0.65%	100.00% 2.58%	100.00%

Q17. Are you certified as a Disabled Business Enterprise?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	1	0	1	19	24	2	0	0	26
DEMOGRAPHIC% CATEGORY%	42.86% 11.54%	5.88% 3.85%	0.00% 0.00%	16.67% 3.85%	27.14% 31.48%	22.43% 92.31%	4.65% 7.69%	0.00% 0.00%	0.00% 0.00%	16.77% 100.00%
No	4	16	7	5	50	82	41	0	4	127
DEMOGRAPHIC% CATEGORY%	57.14% 3.15%	94.12% 12.60%	100.00% 5.51%	83.33% 3.94%	71.43% 39.37%	76.64% 64.57%	95.35% 32.28%	0.00% 0.00%	100.00% 3.15%	81.94% 100.00%
Don't Know	0	0	0	0	1	1	0	1	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	1.43% 50.00%	0.93% 50.00%	0.00% 0.00%	100.00% 50.00%	0.00% 0.00%	1.29% 100.00%
Total	7	17	7	6	70	107	43	1	4	155
DEMOGRAPHIC% CATEGORY%	100.00% 4.52%	100.00% 10.97%	100.00% 4.52%	100.00% 3.87%	100.00% 45.16%	100.00% 69.03%	100.00% 27.74%	100.00% 0.65%	100.00% 2.58%	100.00%

Q18. Is your business certified with any other state or agency?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	8	4	4	34	53	47	3	5	108
DEMOGRAPHIC% CATEGORY%	20.00% 2.78%	30.77% 7.41%	40.00% 3.70%	44.44% 3.70%	25.56% 31.48%	27.46% 49.07%	14.29% 43.52%	15.79% 2.78%	45.45% 4.63%	19.57% 100.00%
No	12	18	6	5	98	139	267	15	5	426
DEMOGRAPHIC% CATEGORY%	80.00% 2.82%	69.23% 4.23%	60.00% 1.41%	55.56% 1.17%	73.68% 23.00%	72.02% 32.63%	81.16% 74.47%	78.95% 4.01%	45.45% 1.17%	77.17% 100.00%
Don't Know	0	0	0	0	1	1	15	1	1	18
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%							

Q19. MN Depart of Trans - Have you had any contracts as a prime contractor contract since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	3	5	1	3	16	28	87	8	4	127	
DEMOGRAPHIC%	20.00%	19.23%	10.00%	33.33%	12.03%	14.51%	26.44%	42.11%	36.36%	23.01%	
CATEGORY%	2.36%	3.94%	0.79%	2.36%	12.60%	22.05%	68.50%	6.30%	3.15%	100.00%	
No	12	21	9	6	115	163	238	11	6	418	
DEMOGRAPHIC%	80.00%	80.77%	90.00%	66.67%	86.47%	84.46%	72.34%	57.89%	54.55%	75.72%	
CATEGORY%	2.87%	5.02%	2.15%	1.44%	27.51%	39.00%	56.94%	2.63%	1.44%	100.00%	
Don't Know	0	0	0	0	2	2	4	0	1	7	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	1.50%	1.04%	1.22%	0.00%	9.09%	1.27%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	28.57%	28.57%	57.14%	0.00%	14.29%	100.00%	
Total	15	26	10	9	133	193	329	19	11	552	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q19. Met Council - Have you had any contracts as a prime contractor contract since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	4	6	1	1	11	23	57	2	1	83	
DEMOGRAPHIC%	26.67%	23.08%	10.00%	11.11%	8.27%	11.92%	17.33%	10.53%	9.09%	15.04%	
CATEGORY%	4.82%	7.23%	1.20%	1.20%	13.25%	27.71%	68.67%	2.41%	1.20%	100.00%	
No	11	20	9	8	119	167	265	17	8	457	
DEMOGRAPHIC%	73.33%	76.92%	90.00%	88.89%	89.47%	86.53%	80.55%	89.47%	72.73%	82.79%	
CATEGORY%	2.41%	4.38%	1.97%	1.75%	26.04%	36.54%	57.99%	3.72%	1.75%	100.00%	
Don't Know	0	0	0	0	3	3	7	0	2	12	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	2.26%	1.55%	2.13%	0.00%	18.18%	2.17%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	58.33%	0.00%	16.67%	100.00%	
Total	15	26	10	9	133	193	329	19	11	552	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q19. Mosquito Control - Have you had any contracts as a prime contractor contract since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	0	0	0	0	2	2	13	1	0	16	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	1.50%	1.04%	3.95%	5.26%	0.00%	2.90%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	12.50%	12.50%	81.25%	6.25%	0.00%	100.00%	
No	15	26	10	9	131	191	314	18	10	533	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	98.50%	98.96%	95.44%	94.74%	90.91%	96.56%	
CATEGORY%	2.81%	4.88%	1.88%	1.69%	24.58%	35.83%	58.91%	3.38%	1.88%	100.00%	
Don't Know	0	0	0	0	0	0	2	0	1	3	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.61%	0.00%	9.09%	0.54%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	0.00%	33.33%	100.00%	
Total	15	26	10	9	133	193	329	19	11	552	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q19. Airports Commission - Have you had any contracts as a prime contractor contract since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	1	2	0	2	17	22	46	4	2	74	
DEMOGRAPHIC%	6.67%	7.69%	0.00%	22.22%	12.78%	11.40%	13.98%	21.05%	18.18%	13.41%	
CATEGORY%	1.35%	2.70%	0.00%	2.70%	22.97%	29.73%	62.16%	5.41%	2.70%	100.00%	
No	14	24	10	7	115	170	278	15	8	471	
DEMOGRAPHIC%	93.33%	92.31%	100.00%	77.78%	86.47%	88.08%	84.50%	78.95%	72.73%	85.33%	
CATEGORY%	2.97%	5.10%	2.12%	1.49%	24.42%	36.09%	59.02%	3.18%	1.70%	100.00%	
Don't Know	0	0	0	0	1	1	5	0	1	7	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.75%	0.52%	1.52%	0.00%	9.09%	1.27%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	14.29%	14.29%	71.43%	0.00%	14.29%	100.00%	
Total	15	26	10	9	133	193	329	19	11	552	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q19. Sports Facilities - Have you had any contracts as a prime contractor contract since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	1	2	0	0	3	6	11	2	0	19	
DEMOGRAPHIC%	6.67%	7.69%	0.00%	0.00%	2.26%	3.11%	3.34%				

Q20. Depart of Admin - As a prime contractor what was the average time to receive payment?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Less than 30 days	0	1	0	0	4	5	11	1	1	18
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	16.67% 5.56%	0.00% 0.00%	0.00% 0.00%	18.18% 22.22%	15.63% 27.78%	14.67% 61.11%	50.00% 5.56%	50.00% 5.56%	16.22% 100.00%
30-60 days	2	5	1	1	16	25	61	1	1	88
DEMOGRAPHIC% CATEGORY%	100.00% 2.27%	83.33% 5.68%	100.00% 1.14%	100.00% 1.14%	72.73% 18.18%	78.13% 28.41%	81.33% 69.32%	50.00% 1.14%	50.00% 1.14%	79.28% 100.00%
60-90 days	0	0	0	0	2	2	0	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	9.09% 100.00%	6.25% 100.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	1.80% 100.00%
90-120 days	0	0	0	0	0	0	1	0	0	1
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	1.33% 100.00%	0.00% 0.00%	0.00% 0.00%	0.90% 100.00%
NA	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	2.67% 100.00%	0.00% 0.00%	0.00% 0.00%	1.80% 100.00%
Total	2	6	1	1	22	32	75	2	2	111
DEMOGRAPHIC% CATEGORY%	100.00% 1.80%	100.00% 5.41%	100.00% 0.90%	100.00% 0.90%	100.00% 19.82%	100.00% 28.83%	100.00% 67.57%	100.00% 1.80%	100.00% 1.80%	100.00% 100.00%

Q20. Depart of Trans - As a prime contractor what was the average time to receive payment?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Less than 30 days	1	1	0	0	4	6	17	3	1	27
DEMOGRAPHIC% CATEGORY%	33.33% 3.70%	20.00% 3.70%	0.00% 0.00%	0.00% 0.00%	25.00% 14.81%	21.43% 22.22%	19.54% 62.96%	37.50% 11.11%	25.00% 3.70%	24.32% 100.00%
30-60 days	2	4	1	3	11	21	66	4	2	93
DEMOGRAPHIC% CATEGORY%	66.67% 2.15%	80.00% 4.30%	100.00% 1.08%	100.00% 3.23%	68.75% 11.83%	75.00% 22.58%	75.86% 70.97%	50.00% 4.30%	50.00% 2.15%	83.78% 100.00%
60-90 days	0	0	0	0	1	1	2	1	1	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	6.25% 20.00%	3.57% 20.00%	2.30% 40.00%	12.50% 20.00%	25.00% 0.00%	3.94% 100.00%
NA	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	2.30% 100.00%	0.00% 0.00%	0.00% 0.00%	1.57% 100.00%
Total	3	5	1	3	16	28	87	8	4	127
DEMOGRAPHIC% CATEGORY%	100.00% 2.36%	100.00% 3.94%	100.00% 0.79%	100.00% 2.36%	100.00% 12.60%	100.00% 22.05%	100.00% 68.50%	100.00% 6.30%	100.00% 3.15%	100.00% 100.00%

Q20. Met Council- As a prime contractor what was the average time to receive payment?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Less than 30 days	0	0	0	0	0	0	9	0	0	9
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	15.79% 100.00%	0.00% 0.00%	0.00% 0.00%	7.09% 100.00%
30-60 days	4	6	1	1	9	21	45	2	1	69
DEMOGRAPHIC% CATEGORY%	100.00% 5.80%	100.00% 8.70%	100.00% 1.45%	100.00% 1.45%	81.82% 13.04%	91.30% 30.43%	78.95% 65.22%	100.00% 2.90%	100.00% 1.45%	54.33% 100.00%
60-90 days	0	0	0	0	2	2	3	0	0	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	18.18% 40.00%	8.70% 40.00%	5.26% 60.00%	0.00% 0.00%	0.00% 0.00%	3.94% 100.00%
Total	4	6	1	1	11	23	57	2	1	83
DEMOGRAPHIC% CATEGORY%	100.00% 4.82%	100.00% 7.23%	100.00% 1.20%	100.00% 1.20%	100.00% 13.25%	100.00% 27.71%	100.00% 68.67%	100.00% 2.41%	100.00% 1.20%	65.35% 100.00%

Q20. Mosquito Control - As a prime contractor what was the average time to receive payment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Less than 30 days	0	0	0	0	1	1	5	1	6	13
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	16.67% 7.69%	4.35% 7.69%	33.33% 38.46%	100.00% 7.69%	37.50% 46.15%	38.24% 100.00%
30-60 days	0	0	0	0	1	1	10	0	10	21
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	10.00% 4.76%	4.35% 4.76%	66.67% 47.62%	0.00% 0.00%	62.50% 47.62%	61.76% 100.00%
Total	0	0	0	0	2	2	15	1	16	34
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	12.50% 5.88%	8.70% 5.88%	100.00% 44.12%	100.00% 2.94%	100.00% 47.06%	100.00% 100.00%

Q20. Airports Commission - As a prime contractor what was the average time to receive payment?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Less than 30 days	0	0	0	0	2	2	3	1	1	7
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	11.76% 28.57%	9.09% 28.57%	6.52% 42.86%	25.00% 14.29%	50.00% 14.29%	9.46% 100.00%
30-60 days	1	2	2	13	18	41	3	1	1	63
DEMOGRAPHIC% CATEGORY%	100.00% 1.59%	100.00% 3.17%	100.00% 0.00%	76.47% 3.17%	81.82% 20.63%	89.13% 28.57%	75.00% 65.08%			

Q20. Sports Facilities - As a prime contractor what was the average time to receive payment?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Less than 30 days	0	0	0	0	1	1	1	2	1	5
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	33.33%	16.67%	9.09%	14.29%	50.00%	15.15%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	20.00%	40.00%	20.00%	100.00%
30-60 days	1	2	0	0	2	5	9	11	1	26
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	66.67%	83.33%	81.82%	78.57%	50.00%	78.79%
CATEGORY%	3.85%	7.69%	0.00%	0.00%	7.69%	19.23%	34.62%	42.31%	3.85%	100.00%
NA	0	0	0	0	0	0	1	1	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	9.09%	7.14%	0.00%	6.06%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
Total	1	2	0	0	3	6	11	14	2	33
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	3.03%	6.06%	0.00%	0.00%	9.09%	18.18%	33.33%	42.42%	6.06%	100.00%

Q21. Depart of Admin - Which category best approximates your 2006 revenue?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
None or 0	0	0	0	0	1	1	3	0	0	4
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	4.55%	3.13%	4.00%	0.00%	0.00%	3.60%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	75.00%	0.00%	0.00%	100.00%
Up to \$50,000	0	1	0	0	12	13	28	1	2	44
DEMOGRAPHIC%	0.00%	16.67%	0.00%	0.00%	54.55%	40.63%	37.33%	50.00%	100.00%	39.64%
CATEGORY%	0.00%	2.27%	0.00%	0.00%	27.27%	29.55%	63.64%	2.27%	4.55%	100.00%
\$50,001 to \$100,000	1	0	0	1	4	6	11	0	0	17
DEMOGRAPHIC%	50.00%	0.00%	0.00%	100.00%	18.18%	18.75%	14.67%	0.00%	0.00%	15.32%
CATEGORY%	5.88%	0.00%	0.00%	5.88%	23.53%	35.29%	64.71%	0.00%	0.00%	100.00%
\$100,001 to \$300,000	0	0	0	0	2	2	6	0	0	8
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	9.09%	6.25%	8.00%	0.00%	0.00%	7.21%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	75.00%	0.00%	0.00%	100.00%
\$300,001 to \$500,000	1	1	1	0	0	3	6	0	0	9
DEMOGRAPHIC%	50.00%	16.67%	100.00%	0.00%	0.00%	9.38%	8.00%	0.00%	0.00%	8.11%
CATEGORY%	11.11%	11.11%	11.11%	0.00%	0.00%	33.33%	66.67%	0.00%	0.00%	100.00%
\$500,001 to \$1,000,000	0	2	0	0	0	2	6	0	0	8
DEMOGRAPHIC%	0.00%	33.33%	0.00%	0.00%	0.00%	6.25%	8.00%	0.00%	0.00%	7.21%
CATEGORY%	0.00%	25.00%	0.00%	0.00%	0.00%	25.00%	75.00%	0.00%	0.00%	100.00%
\$1,000,001 to \$3,000,000	0	1	0	0	1	2	2	0	0	4
DEMOGRAPHIC%	0.00%	16.67%	0.00%	0.00%	4.55%	6.25%	2.67%	0.00%	0.00%	3.60%
CATEGORY%	0.00%	25.00%	0.00%	0.00%	25.00%	50.00%	50.00%	0.00%	0.00%	100.00%
\$3,000,001 to \$5,000,000	0	0	0	0	2	2	5	0	0	7
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	9.09%	6.25%	6.67%	0.00%	0.00%	6.31%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	28.57%	28.57%	71.43%	0.00%	0.00%	100.00%
\$5,000,001 to \$10,000,000	0	0	0	0	0	0	4	0	0	4
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.33%	0.00%	0.00%	3.60%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Over \$10 million	0	1	0	0	0	1	2	1	0	4
DEMOGRAPHIC%	0.00%	16.67%	0.00%	0.00%	0.00%	3.13%	2.67%	50.00%	0.00%	3.60%
CATEGORY%	0.00%	25.00%	0.00%	0.00%	0.00%	25.00%	50.00%	25.00%	0.00%	100.00%
No Response/DK	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.67%	0.00%	0.00%	1.80%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Total	2	6	1	1	22	32	75	2	2	111
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	1.80%	5.41%	0.90%	0.90%	19.82%	28.83%	67.57%	1.80%	1.80%	100.00%

Q21. Depart of Trans - Which category best approximates your 2006 revenue?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
None or 0	0	0	0	1	1	2	4	1	0	7
DEMOGRAPHIC%	0.00%	0.00%	0.00%	33.33%	6.25%	7.14%	4.60%	12.50%	0.00%	6.31%
CATEGORY%	0.00%	0.00%	0.00%	14.29%	14.29%	28.57%	57.14%	14.29%	0.00%	100.00%
Up to \$50,000	1	0	0	1	9	11	24	1	2	38
DEMOGRAPHIC%	33.33%	0.00%	0.00%	33.33%	56.25%	39.29%	27.59%	12.50%	50.00%	34.23%
CATEGORY%	2.63%	0.00%	0.00%	2.63%	23.68%	28.95%	63.16%	2.63%	5.26%	100.00%
\$50,001 to \$100,000	0	1	1	0	3	5	12	1	0	18
DEMOGRAPHIC%	0.00%	20.00%	100.00%	0.00%	18.75%	17.86%	13.79%	12.50%	0.00%	16.22%
CATEGORY%	5.56%	0.00%	5.56%	0.00%	16.67%	27.78%	66.67%	5.56%	0.00%	100.00%
\$100,001 to \$300,000	1	0	0	0	1	2	5	0	0	7
DEMOGRAPHIC%	33.33%	0.00%	0.00%	0.00%	6.25%	7.14%	5.75%	0.00%	0.00%	6.31%
CATEGORY%	14.29%	0.00%	0.00%	0.00%	14.29%	28.57%	71.43%	0.00%	0.00%	100.00%
\$300,001 to \$500,000	1	0	0	0	1	2	2	1	0	5
DEMOGRAPHIC%	33.33%	0.00%	0.00%	0.00%	6.25%	7.14%	2.30%	12		

Q21. Met Council - Which category best approximates your 2006 revenue?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
None or 0	0	0	0	0	1	1	2	0	0	3
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	9.09%	4.35%	3.51%	0.00%	0.00%	3.61%
	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	66.67%	0.00%	0.00%	100.00%
Up to \$50,000	0	0	0	1	4	5	18	0	0	23
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	100.00%	36.36%	21.74%	31.58%	0.00%	0.00%	27.71%
	0.00%	0.00%	0.00%	4.35%	17.39%	21.74%	78.26%	0.00%	0.00%	100.00%
\$50,001 to \$100,000	1	0	0	0	2	3	9	0	0	12
DEMOGRAPHIC% CATEGORY%	25.00%	0.00%	0.00%	0.00%	18.18%	13.04%	15.79%	0.00%	0.00%	14.46%
	8.33%	0.00%	0.00%	0.00%	16.67%	25.00%	75.00%	0.00%	0.00%	100.00%
\$100,001 to \$300,000	1	2	1	0	2	6	4	0	0	10
DEMOGRAPHIC% CATEGORY%	25.00%	33.33%	100.00%	0.00%	18.18%	26.09%	7.02%	0.00%	0.00%	12.05%
	10.00%	20.00%	10.00%	0.00%	20.00%	60.00%	40.00%	0.00%	0.00%	100.00%
\$300,001 to \$500,000	1	1	0	0	0	2	2	0	0	4
DEMOGRAPHIC% CATEGORY%	25.00%	16.67%	0.00%	0.00%	0.00%	8.70%	3.51%	0.00%	0.00%	4.82%
	25.00%	25.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	100.00%
\$500,001 to \$1,000,000	0	1	0	0	1	2	2	2	0	6
DEMOGRAPHIC% CATEGORY%	0.00%	16.67%	0.00%	0.00%	9.09%	8.70%	3.51%	100.00%	0.00%	7.23%
	0.00%	16.67%	0.00%	0.00%	16.67%	33.33%	33.33%	33.33%	0.00%	100.00%
\$1,000,001 to \$3,000,000	0	0	0	0	0	0	4	0	0	4
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.02%	0.00%	0.00%	4.82%
	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
\$3,000,001 to \$5,000,000	1	0	0	0	0	1	9	0	0	10
DEMOGRAPHIC% CATEGORY%	25.00%	0.00%	0.00%	0.00%	0.00%	4.35%	15.79%	0.00%	0.00%	12.05%
	10.00%	0.00%	0.00%	0.00%	0.00%	10.00%	90.00%	0.00%	0.00%	100.00%
\$5,000,001 to \$10,000,000	0	2	0	0	0	2	1	0	0	3
DEMOGRAPHIC% CATEGORY%	0.00%	33.33%	0.00%	0.00%	0.00%	8.70%	1.75%	0.00%	0.00%	3.61%
	0.00%	66.67%	0.00%	0.00%	0.00%	66.67%	33.33%	0.00%	0.00%	100.00%
Over \$10 million	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.51%	0.00%	0.00%	2.41%
	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
No Response/DK	0	0	0	0	1	1	4	0	1	6
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	9.09%	4.35%	7.02%	0.00%	100.00%	7.23%
	0.00%	0.00%	0.00%	0.00%	16.67%	16.67%	66.67%	0.00%	16.67%	100.00%
Total	4	6	1	1	11	23	57	2	1	83
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	4.82%	7.23%	1.20%	1.20%	13.25%	27.71%	68.67%	2.41%	1.20%	100.00%

Q21. Mosquito Control - Which category best approximates your 2006 revenue?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Up to \$50,000	0	0	0	0	1	1	10	0	1	12
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	66.67%	0.00%	100.00%	66.67%
	0.00%	0.00%	0.00%	0.00%	8.33%	8.33%	83.33%	0.00%	8.33%	100.00%
\$50,001 to \$100,000	0	0	0	0	1	1	4	0	0	5
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	26.67%	0.00%	0.00%	27.78%
	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	80.00%	0.00%	0.00%	100.00%
\$100,001 to \$1,000,000	0	0	0	0	0	0	1	0	0	1
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.67%	0.00%	0.00%	5.56%
	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Total	0	0	0	0	2	2	15	0	1	18
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
	0.00%	0.00%	0.00%	0.00%	11.11%	11.11%	83.33%	0.00%	5.56%	100.00%

Q21. Airports Commission - Which category best approximates your 2006 revenue?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
None or 0	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.17%	0.00%	0.00%	2.20%
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Up to \$50,000	0	0	2	0	8	10	24	1	1	36
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	100.00%	0.00%	47.06%	45.45%	38.10%	25.00%	50.00%	39.56%
	0.00%	5.56%	0.00%	0.00%	22.22%	27.78%	66.67%	2.78%	2.78%	100.00%
\$50,001 to \$100,000	0	0	0	0	5	5	13	1	0	19
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	29.41%	22.73%	20.63%	25.00%	0.00%	20.88%
	0.00%	0.00%	0.00%	0.00%	26.32%	26.32%	68.42%	5.26%	0.00%	100.00%
\$100,001 to \$300,000	1	0	0	0	1	2	4	0	0	6
DEMOGRAPHIC% CATEGORY%	100.00%	0.00%	0.00%	0.00%	5.88%	9.09%	6.35%	0.00%	0.00%	6.59%
	16.67%	0.00%	0.00%	0.00%	16.67%	33.33%	66.67%	0.00%	0.00%	100.00%
\$300,001 to \$500,000	0	1	0	0	0	1	0	0	0	1
DEMOGRAPHIC% CATEGORY%	0.00%	50.00%	0.00%	0.00%	0.00%	4.55%	0.00%	0.00%	0.00%	1.10%
	0.00%	100.00%	0.00%	0.00%</						

Q21. Sports Facilities - Which category best approximates your 2006 revenue?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Up to \$50,000	0	0	0	0	2	2	5	1	0	8
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	45.45%	50.00%	0.00%	42.11%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	62.50%	12.50%	0.00%	100.00%
\$50,001 to \$100,000	0	0	0	0	0	0	4	0	0	4
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	36.36%	0.00%	0.00%	21.05%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
\$300,001 to \$500,000	0	1	0	0	0	1	0	0	0	1
DEMOGRAPHIC%	0.00%	50.00%	0.00%	0.00%	0.00%	16.67%	0.00%	0.00%	0.00%	5.26%
CATEGORY%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
\$500,001 to \$1,000,000	0	0	0	0	0	0	2	1	0	3
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18.18%	50.00%	0.00%	15.79%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	0.00%	100.00%
\$1,000,001 to \$3,000,000	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	33.33%	16.67%	0.00%	0.00%	0.00%	5.26%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
\$3,000,001 to \$5,000,000	0	1	0	0	0	1	0	0	0	1
DEMOGRAPHIC%	0.00%	50.00%	0.00%	0.00%	0.00%	16.67%	0.00%	0.00%	0.00%	5.26%
CATEGORY%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Over \$10 million	1	0	0	0	0	1	0	0	0	1
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	0.00%	16.67%	0.00%	0.00%	0.00%	5.26%
CATEGORY%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Total	1	2	0	0	3	6	11	2	0	19
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%
CATEGORY%	5.26%	10.53%	0.00%	0.00%	15.79%	31.58%	57.89%	10.53%	0.00%	100.00%

Q22. Are you required to have bonding for the type of work that your company bids?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	8	11	5	7	44	75	168	11	3	257
DEMOGRAPHIC%	53.33%	42.31%	50.00%	77.78%	33.08%	38.86%	51.06%	57.89%	27.27%	46.56%
CATEGORY%	3.11%	4.28%	1.95%	2.72%	17.12%	29.18%	65.37%	4.28%	1.17%	100.00%
No	7	15	5	2	89	118	159	8	8	293
DEMOGRAPHIC%	46.67%	57.69%	50.00%	22.22%	66.92%	61.14%	48.33%	42.11%	72.73%	53.08%
CATEGORY%	2.39%	5.12%	1.71%	0.68%	30.38%	40.27%	54.27%	2.73%	2.73%	100.00%
Don't Know	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.61%	0.00%	0.00%	0.36%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q23. What is your current aggregate bonding limit?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Below \$100,000	1	1	0	0	3	5	3	0	0	8
DEMOGRAPHIC%	12.50%	9.09%	0.00%	0.00%	6.67%	6.58%	1.79%	0.00%	0.00%	3.10%
CATEGORY%	12.50%	12.50%	0.00%	0.00%	37.50%	62.50%	37.50%	0.00%	0.00%	100.00%
\$100,001 to \$250,000	0	0	0	0	1	1	3	0	0	4
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	2.22%	1.32%	1.79%	0.00%	0.00%	1.55%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	75.00%	0.00%	0.00%	100.00%
\$250,001 to \$500,000	1	0	0	0	1	2	2	1	0	5
DEMOGRAPHIC%	12.50%	0.00%	0.00%	0.00%	2.22%	2.63%	1.19%	9.09%	0.00%	1.94%
CATEGORY%	20.00%	0.00%	0.00%	0.00%	20.00%	40.00%	40.00%	20.00%	0.00%	100.00%
\$500,001 to \$1 million	3	2	0	1	2	8	8	1	0	17
DEMOGRAPHIC%	37.50%	18.18%	0.00%	14.29%	4.44%	10.53%	4.76%	9.09%	0.00%	6.58%
CATEGORY%	17.65%	11.76%	0.00%	5.88%	11.76%	47.06%	47.06%	5.88%	0.00%	100.00%
\$1,000,001 to \$1,500,000	0	0	2	1	6	9	8	0	0	17
DEMOGRAPHIC%	0.00%	0.00%	40.00%	14.29%	13.33%	11.84%	4.76%	0.00%	0.00%	6.58%
CATEGORY%	0.00%	0.00%	11.76%	5.88%	35.29%	52.94%	47.06%	0.00%	0.00%	100.00%
\$1,500,001 to \$3 million	0	0	0	2	15	17	21	1	1	40
DEMOGRAPHIC%	0.00%	0.00%	0.00%	28.57%	33.33%	22.37%	12.50%	9.09%	33.33%	15.50%
CATEGORY%	0.00%	0.00%	0.00%	5.00%	37.50%	42.50%	52.50%	2.50%	2.50%	100.00%
\$3 million to \$5 million	0	2	1	1	2	6	18	2	0	26
DEMOGRAPHIC%	0.00%	18.18%	20.00%	14.29%	4.44%	7.89%	10.71%	18.18%	0.00%	10.08%
CATEGORY%	0.00%	7.69%	3.85%	3.85%	7.69%	23.08%	69.23%	7.69%	0.00%	100.00%
Over \$5 million	3	6	2	2	10	23	95	6	2	126
DEMOGRAPHIC%	37.50%	54.55%	40.00%	28.57%	22.22%	30.26%	56.55%	54.55%	66.67%	48.84%
CATEGORY%	2.38%	4.76%	1.59%	1.59%	7.94%	18.25%	75.40%	4.76%	1.59%	100.00%
No Response	0	0	0	0	5	5	10	0	0	15
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	11.11%	6.58%	5.95%	0.00%	0.00%	5.81%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	33.33%					

Q24. What is your current single project bonding limit?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Below \$100,000	1	1	0	0	3	5	3	0	0	0	
DEMOGRAPHIC%	12.50%	9.09%	0.00%	0.00%	6.67%	6.58%	1.79%	0.00%	0.00%	3.10%	
CATEGORY%	12.50%	12.50%	0.00%	0.00%	37.50%	62.50%	37.50%	0.00%	0.00%	100.00%	
\$100,001 to \$250,000	0	0	0	0	1	1	2	0	0	0	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	2.22%	1.32%	1.19%	0.00%	0.00%	1.16%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	66.67%	0.00%	0.00%	100.00%	
\$250,001 to \$500,000	1	0	0	0	1	2	5	1	0	0	
DEMOGRAPHIC%	12.50%	0.00%	0.00%	0.00%	2.22%	2.63%	2.98%	9.09%	0.00%	3.10%	
CATEGORY%	12.50%	0.00%	0.00%	0.00%	12.50%	25.00%	62.50%	12.50%	0.00%	100.00%	
\$500,001 to \$1 million	3	2	0	1	2	8	4	0	0	1	
DEMOGRAPHIC%	37.50%	18.18%	0.00%	14.29%	4.44%	10.53%	2.38%	0.00%	0.00%	4.65%	
CATEGORY%	25.00%	16.67%	0.00%	8.33%	16.67%	66.67%	33.33%	0.00%	0.00%	100.00%	
\$1,000,001 to \$1,500,000	0	0	2	1	5	8	9	0	0	1	
DEMOGRAPHIC%	0.00%	0.00%	40.00%	14.29%	11.11%	10.53%	5.36%	0.00%	0.00%	6.59%	
CATEGORY%	0.00%	0.00%	11.76%	5.88%	29.41%	47.06%	52.94%	0.00%	0.00%	100.00%	
\$1,500,001 to \$3 million	0	0	0	2	14	16	19	1	1	3	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	28.57%	31.11%	21.05%	11.31%	9.09%	33.33%	14.34%	
CATEGORY%	0.00%	0.00%	0.00%	5.41%	37.84%	43.24%	51.35%	2.70%	2.70%	100.00%	
\$3 million to \$5 million	0	2	1	1	2	6	21	2	0	2	
DEMOGRAPHIC%	0.00%	18.18%	20.00%	14.29%	4.44%	7.89%	12.50%	18.18%	0.00%	11.24%	
CATEGORY%	0.00%	6.90%	3.45%	3.45%	6.90%	20.69%	72.41%	6.90%	0.00%	100.00%	
Over \$5 million	3	6	2	2	10	23	92	6	1	12	
DEMOGRAPHIC%	37.50%	54.55%	40.00%	28.57%	22.22%	30.26%	54.76%	54.55%	33.33%	47.29%	
CATEGORY%	2.46%	4.92%	1.64%	1.64%	8.20%	18.85%	75.41%	4.92%	0.82%	100.00%	
No Response	0	0	0	0	7	7	13	1	1	2	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	15.56%	9.21%	7.74%	9.09%	33.33%	8.53%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	31.82%	31.82%	59.09%	4.55%	4.55%	100.00%	
Total	8	11	5	7	45	76	168	11	3	25	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	3.10%	4.26%	1.94%	2.71%	17.44%	29.46%	65.12%	4.26%	1.16%	100.00%	

Q25. Which category best approximates your company's 2006 gross revenues?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Up to \$50,000	2	0	0	0	17	19	11	0	0	3	
DEMOGRAPHIC%	13.33%	0.00%	0.00%	0.00%	56.67%	25.00%	36.67%	0.00%	0.00%	5.43%	
CATEGORY%	6.67%	0.00%	0.00%	0.00%	12.78%	63.33%	3.34%	0.00%	0.00%	100.00%	
\$50,001 to \$100,000	2	0	0	0	6	8	12	0	1	2	
DEMOGRAPHIC%	13.33%	0.00%	0.00%	0.00%	28.57%	10.53%	57.14%	0.00%	9.09%	3.80%	
CATEGORY%	9.52%	0.00%	0.00%	0.00%	4.51%	38.10%	3.65%	0.00%	4.76%	100.00%	
\$100,001 to \$300,000	0	3	0	0	8	11	16	0	0	2	
DEMOGRAPHIC%	0.00%	11.54%	0.00%	0.00%	29.63%	14.47%	59.26%	0.00%	0.00%	4.89%	
CATEGORY%	0.00%	11.11%	0.00%	0.00%	6.02%	40.74%	4.86%	0.00%	0.00%	100.00%	
\$300,001 to \$500,000	1	2	0	0	14	17	7	0	0	2	
DEMOGRAPHIC%	6.67%	7.69%	0.00%	0.00%	58.33%	22.37%	29.17%	0.00%	0.00%	4.35%	
CATEGORY%	4.17%	8.33%	0.00%	0.00%	10.53%	70.83%	2.13%	0.00%	0.00%	100.00%	
\$500,001 to \$1,000,000	2	1	1	0	12	16	29	1	3	4	
DEMOGRAPHIC%	13.33%	3.85%	10.00%	0.00%	24.49%	21.05%	59.18%	5.26%	27.27%	8.88%	
CATEGORY%	4.08%	2.04%	2.04%	0.00%	9.02%	32.65%	8.81%	2.04%	6.12%	100.00%	
\$1,000,001 to \$3,000,000	2	3	1	0	25	31	48	1	1	8	
DEMOGRAPHIC%	13.33%	11.54%	10.00%	0.00%	30.49%	40.79%	58.54%	5.26%	9.09%	14.67%	
CATEGORY%	2.47%	3.70%	1.23%	0.00%	18.80%	38.27%	14.59%	1.23%	1.23%	100.00%	
\$3,000,001 to \$5,000,000	2	6	1	4	24	37	42	0	3	8	
DEMOGRAPHIC%	13.33%	23.08%	10.00%	44.44%	29.27%	48.68%	51.22%	0.00%	27.27%	14.86%	
CATEGORY%	2.44%	7.32%	1.22%	4.88%	18.05%	45.12%	12.77%	0.00%	3.66%	100.00%	
\$5,000,001 to \$10,000,000	0	4	4	2	13	23	32	3	0	5	
DEMOGRAPHIC%	0.00%	15.38%	40.00%	22.22%	22.41%	30.26%	55.17%	15.79%	0.00%	10.51%	
CATEGORY%	0.00%	6.90%	6.90%	3.45%	9.77%	39.66%	9.73%	5.17%	0.00%	100.00%	
Over \$10 million	3	7	2	2	9	23	125	13	2	16	
DEMOGRAPHIC%	20.00%	26.92%	20.00%	22.22%	5.52%	30.26%	76.69%	68.42%	18.18%	29.53%	
CATEGORY%	1.84%	4.29%	1.23%	1.23%	6.77%	14.11%	37.99%	7.98%	1.23%	100.00%	
No Response/DK	1	0	1	1	5	8	7	1	1	1	
DEMOGRAPHIC%	6.67%	0.00%	10.00%	11.11%	29.41%	10.53%	41.18%	5.26%	9.09%	3.08%	
CATEGORY%	5.88%	0.00%	5.88%	5.88%	3.76%	47.06%	2.13%	5.88%	5.88%	100.00%	
Total	15	26	10	9	133	193	329	19	11	55	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	24.05%	253.95%	59.49%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	100.00%	34.96%	100.00%	3.44%	1.99%	100.00%	

Q26. Have you experienced discriminatory behavior in the private sector in last 5 years?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	3	1	1	2	16	23	6	1	0	3	
DEMOGRAPHIC%	20.00%	3.85%	10.00%	22.22%	12.03%	11.92%	1.82%	5.26%	0.00%	5.43%	
CATEGORY%	10.00%	3.33%	3.33%	6.67%	53.33%	76.67%	20.00%	3.33%	0.00%	100.00%	
No	12	25	8	6	116	167	318	17	11	51	
DEMOGRAPHIC%	80.00%	96.15%	80.00%	66.67%	87.22%	86.53%	96.66%	89.47%	100.00%	92.93%	
CATEGORY%	2.34%	4.87%	1.56%	1.17%	22.61%	32.55%	61.99%	3.31%	2.14%	100.00%	
Don't Know	0	0	1	1	1	3	5	1	0	1	
DEMOGRAPHIC%	0.00%	0.00%	10.00%	11.11%	0.75%	1.55%	1.52%	5.26%	0.00%	1.63%	
CATEGORY%	0.00%	0.00%	11.11%	11.11%	11.11%	33.33%	55.56%	11.11%	0.00%	100.00%	
Total	15	26	10	9	133	193	329	19	11	55	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q27. How did you become aware of the discrimination that you experienced?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Verbal Comment	2	0	1	0	10	13	2	1	0	16	
DEMOGRAPHIC%	66.67%	0.00%	100.00%	0.00%	62.50%	56.52%	33.33%	100.00%	0.00%	53.33%	
CATEGORY%	12.50%	0.00%	6.25%	0.00%	62.50%	81.25%	12.50%	6.25%	0.00%	100.00%	
Action Taken Against Company	1	0	0	0	3	4	1	0	0	5	
DEMOGRAPHIC%	33.33%	0.00%	0.00%	0.00%	18.75%	17.39%	16.67%	0.00%	0.00%	16.67%	
CATEGORY%	20.00%	0.00%	0.00%	0.00%	60.00%	80.00%	20.00%	0.00%	0.00%	100.00%	
Don't Know	0	1	0	1	3	5	2	0	0	7	
DEMOGRAPHIC%	0.00%	100.00%	0.00%	50.00%	18.75%	21.74%	33.33%	0.00%	0.00%	23.33%	
CATEGORY%	0.00%	14.29%	0.00%	14.29%	42.86%	71.43%	28.57%	0.00%	0.00%	100.00%	
Verbal and Action	0	0	0	0	0	0	1	0	0	1	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%	0.00%	0.00%	3.33%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	
Verbal, Written and Action	0	0	0	1	0	1	0	0	0	1	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	50.00%	0.00%	4.35%	0.00%	0.00%	0.00%	3.33%	
CATEGORY%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
Total	3	1	1	2	16	23	6	1	0	30	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	
CATEGORY%	10.00%	3.33%	3.33%	6.67%	53.33%	76.67%	20.00%	3.33%	0.00%	100.00%	

Q28. Do you feel that the discrimination was due to the:											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Owner's race or ethnicity	0	1	1	0	0	2	1	0	0	3	
DEMOGRAPHIC%	0.00%	100.00%	100.00%	0.00%	0.00%	8.70%	16.67%	0.00%	0.00%	10.00%	
CATEGORY%	0.00%	33.33%	33.33%	0.00%	0.00%	66.67%	33.33%	0.00%	0.00%	100.00%	
Owner's sex	0	0	0	0	10	10	0	0	0	10	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	62.50%	43.48%	0.00%	0.00%	0.00%	33.33%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
Don't Know	1	0	0	1	5	7	4	1	0	12	
DEMOGRAPHIC%	33.33%	0.00%	0.00%	50.00%	31.25%	30.43%	66.67%	100.00%	0.00%	40.00%	
CATEGORY%	8.33%	0.00%	0.00%	8.33%	41.67%	58.33%	33.33%	8.33%	0.00%	100.00%	
Owner's race or ethnicity and sex	2	0	0	1	1	4	1	0	0	5	
DEMOGRAPHIC%	66.67%	0.00%	0.00%	50.00%	6.25%	17.39%	16.67%	0.00%	0.00%	16.67%	
CATEGORY%	40.00%	0.00%	0.00%	20.00%	20.00%	80.00%	20.00%	0.00%	0.00%	100.00%	
Total	3	1	1	2	16	23	6	1	0	30	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	
CATEGORY%	10.00%	3.33%	3.33%	6.67%	53.33%	76.67%	20.00%	3.33%	0.00%	100.00%	

Q29. When did discrimination occur?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
During bidding process	2	0	1	2	9	14	4	0	0	18	
DEMOGRAPHIC%	66.67%	0.00%	100.00%	100.00%	56.25%	60.87%	66.67%	0.00%	0.00%	60.00%	
CATEGORY%	11.11%	0.00%	5.56%	11.11%	50.00%	77.78%	22.22%	0.00%	0.00%	100.00%	
After contract award	0	0	0	0	2	2	0	0	0	2	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	12.50%	8.70%	0.00%	0.00%	0.00%	6.67%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
No answer/DK	1	1	0	0	5	7	2	1	0	10	
DEMOGRAPHIC%	33.33%	100.00%	0.00%	0.00%	31.25%	30.43%	33.33%	100.00%	0.00%	33.33%	
CATEGORY%	10.00%	10.00%	0.00%	0.00%	50.00%	70.00%	20.00%	10.00%	0.00%	100.00%	
Total	3	1	1	2	16	23	6	1	0	30	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	
CATEGORY%	10.00%	3.33%	3.33%	6.67%	53.33%	76.67%	20.00%	3.33%	0.00%	100.00%	

Q30. Did you file a complaint?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	0	0	0	0	3	3	1	0	0	4	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	18.75%	13.04%	16.67%	0.00%	0.00%	13.33%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	75.00%	75.00%	25.00%	0.00%	0.00%	100.00%	
No	3	1	1	2	13	20	5	1	0	26	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	81.25%	86.96%	83.33%	100.00%	0.00%	86.67%	
CATEGORY%	11.54%	3.85%	3.85%	7.69%	50.00%	76.92%	19.23%	3.85%	0.00%	100.00%	
Total	3	1	1	2	16	23	6	1	0	30	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	
CATEGORY%	10.00%	3.33%	3.33%	6.67%	53.33%	76.67%	20.00%	3.33%	0.00%	100.00%	

Q31. Depart of Admin - There is an informal network of prime and subcontractors that has excluded my company from doing business:											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	

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Q31. Depart of Trans - There is an informal network of prime and subcontractors that has excluded my company from doing business:										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Strongly Agree	4	0	1	0	14	19	8	1	2	30
DEMOGRAPHIC% CATEGORY%	26.67% 13.33%	0.00% 0.00%	10.00% 3.33%	0.00% 0.00%	10.53% 46.67%	9.84% 63.33%	2.43% 26.67%	5.26% 3.33%	18.18% 0.00%	5.43% 100.00%
Agree	4	9	0	2	12	27	34	1	1	63
DEMOGRAPHIC% CATEGORY%	26.67% 6.35%	34.62% 14.29%	0.00% 0.00%	22.22% 3.17%	9.02% 19.05%	13.99% 42.86%	10.33% 53.97%	5.26% 1.59%	9.09% 0.00%	11.41% 100.00%
Neither Agree/Disagree	0	6	1	2	21	30	40	5	1	76
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	23.08% 7.89%	10.00% 1.32%	22.22% 2.63%	15.79% 27.63%	15.54% 39.47%	12.16% 52.63%	26.32% 6.58%	9.09% 0.00%	13.77% 100.00%
Disagree	6	9	7	4	60	86	162	10	7	265
DEMOGRAPHIC% CATEGORY%	40.00% 2.26%	34.62% 3.40%	70.00% 2.64%	44.44% 1.51%	45.11% 22.64%	44.56% 32.45%	49.24% 61.13%	52.63% 3.77%	63.64% 0.00%	48.01% 100.00%
Strongly Disagree	0	2	0	1	19	22	71	1	0	94
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	7.69% 2.13%	0.00% 0.00%	11.11% 1.06%	14.29% 20.21%	11.40% 23.40%	21.58% 75.53%	5.26% 1.06%	0.00% 0.00%	17.03% 100.00%
Don't Know	1	0	1	0	7	9	14	1	0	24
DEMOGRAPHIC% CATEGORY%	6.67% 4.17%	0.00% 0.00%	10.00% 4.17%	0.00% 0.00%	5.26% 29.17%	4.66% 37.50%	4.26% 58.33%	5.26% 4.17%	0.00% 0.00%	4.35% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 0.00%	100.00% 100.00%

Q31. Met Council - There is an informal network of prime and subcontractors that has excluded my company from doing business:										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Strongly Agree	0	0	0	0	12	12	7	0	0	19
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	9.02% 63.16%	8.89% 63.16%	2.13% 36.84%	0.00% 0.00%	0.00% 0.00%	4.09% 100.00%
Agree	4	0	1	0	12	17	31	0	0	48
DEMOGRAPHIC% CATEGORY%	40.00% 8.33%	0.00% 0.00%	100.00% 2.08%	0.00% 0.00%	9.02% 25.00%	12.59% 35.42%	9.42% 64.58%	0.00% 0.00%	0.00% 0.00%	10.32% 100.00%
Neither Agree/Disagree	3	9	0	9	26	47	41	2	9	99
DEMOGRAPHIC% CATEGORY%	300.00% 3.03%	0.00% 10.71%	0.00% 0.00%	0.00% 10.71%	19.55% 26.26%	34.81% 47.47%	12.46% 41.41%	200.00% 2.02%	0.00% 10.71%	21.29% 100.00%
Disagree	1	6	1	6	56	70	165	5	6	246
DEMOGRAPHIC% CATEGORY%	100.00% 0.41%	0.00% 2.53%	100.00% 0.41%	0.00% 2.53%	42.11% 22.76%	51.85% 28.46%	50.15% 67.07%	500.00% 2.03%	0.00% 2.53%	52.90% 100.00%
Strongly Disagree	6	9	7	9	19	50	71	10	9	140
DEMOGRAPHIC% CATEGORY%	600.00% 4.29%	0.00% 6.77%	700.00% 5.00%	0.00% 6.77%	14.29% 13.57%	37.04% 35.71%	21.58% 50.71%	1,000.00% 7.14%	0.00% 6.77%	30.11% 100.00%
Don't Know	0	2	0	2	8	12	14	1	2	29
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 7.69%	0.00% 0.00%	0.00% 7.69%	6.02% 27.59%	8.89% 41.38%	4.26% 48.28%	100.00% 3.45%	0.00% 7.69%	6.24% 100.00%
Total	1	0	1	0	133	135	329	1	0	465
DEMOGRAPHIC% CATEGORY%	100.00% 0.22%	0.00% 0.22%	100.00% 0.22%	0.00% 0.00%	100.00% 28.60%	100.00% 29.03%	100.00% 70.75%	100.00% 0.22%	0.00% 0.00%	100.00% 100.00%

Q31. Mosquito Control - There is an informal network of prime and subcontractors that has excluded my company from doing business:										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Strongly Agree	3	0	1	0	10	14	5	0	2	21
DEMOGRAPHIC% CATEGORY%	20.00% 14.29%	0.00% 0.00%	10.00% 4.76%	0.00% 0.00%	7.52% 47.62%	7.25% 66.67%	1.52% 23.81%	0.00% 0.00%	18.18% 9.52%	3.80% 100.00%
Agree	4	9	0	1	10	24	32	2	1	59
DEMOGRAPHIC% CATEGORY%	26.67% 6.78%	34.62% 15.25%	0.00% 0.00%	11.11% 1.69%	7.52% 16.95%	12.44% 40.68%	9.73% 54.24%	10.53% 3.39%	9.09% 1.69%	10.69% 100.00%
Neither Agree/Disagree	1	6	1	3	29	40	47	5	1	93
DEMOGRAPHIC% CATEGORY%	6.67% 1.08%	23.08% 6.45%	10.00% 1.08%	33.33% 3.23%	21.80% 31.18%	20.73% 43.01%	14.29% 50.54%	26.32% 5.38%	9.09% 1.08%	16.85% 100.00%
Disagree	6	10	7	4	57	84	161	10	7	262
DEMOGRAPHIC% CATEGORY%	40.00% 2.29%	38.46% 3.82%	70.00% 2.67%	44.44% 1.53%	42.86% 21.76%	43.52% 32.06%	48.94% 61.45%	52.63% 3.82%	63.64% 2.67%	47.46% 100.00%
Strongly Disagree	0	1	0	1	19	21	69	1	0	91
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	3.85% 1.10%	0.00% 0.00%	11.11% 1.10%	14.29% 20.88%	10.88% 23.08%	20.97% 75.82%	5.26% 1.10%	0.00% 0.00%	16.49% 100.00%
Don't Know	1	0	1	0	8	10	15	1	0	26
DEMOGRAPHIC% CATEGORY%	6.67% 3.85%	0.00% 0.00%	10.00% 3.85%	0.00% 0.00%	6.02% 30.77%	5.18% 38.46%	4.56% 57.69%	5.26% 3.85%	0.00% 0.00%	4.71% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q31. Airports Commission - There is an informal network of prime and subcontractors that has excluded my company from doing business:										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Strongly Agree	4	0	1	0	12	17	6	0	2	25
DEMOGRAPHIC% CATEGORY%	26.67% 16.00%	0.00% 0.00%	10.00% 4.00%	0.00% 0.00%	9.02% 48.00%	8.81% 68.00%	1.82% 24.00%	0.00% 0.00%	18.18% 8.00%	4.53% 100.00%
Agree	3	9	0	1	15	28	35	2	2	67
DEMOGRAPHIC% CATEGORY%	20.00% 4.48%	34.62% 13.43%	0.00% 0.00%	11.11% 1.49%	11.28% 22.39%	14.51% 41.79%	10.64% 52.24%	10.53% 2.99%	18.18% 2.99%	12.14% 100.00%
Neither Agree/Disagree	1	6	1	3	22	33	42	5	0	80
DEMOGRAPHIC% CATEGORY%	6.67% 1.25%	23.08% 7.50%	10.00% 1.25%	33.33% 3.75%	16.54% 27.50%	17.10% 41.25%	12.77% 52.50%	26.32% 6.25%	0.00% 0.00%	14.49% 100.00%
Disagree	6	10	7	4	57	84	162	10	7	263
DEMOGRAPHIC% CATEGORY%	40.00% 2.28%	38.46% 3.80%	70.00% 2.66%	44.44% 1.52%	42.86% 21.67%	43.52% 31.94%	49.24% 61.60%	52.63% 3.80%	63.64% 2.66%	47.64% 100.00%
Strongly Disagree	0	1	0	1	19	21	72	1	0	94
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	3.85% 1.06%	0.00% 0.00%	11.11% 1.06%	14.29% 20.21%	10.88% 22.34%	21.88% 76.60%	5.26% 1.06%	0.00% 0.00%	17.03% 100.00%
Don't Know	1	0	1	0	8	10	12	1	0	23
DEMOGRAPHIC% CATEGORY%	6.67% 4.35%	0.00% 0.00%	10.00% 4.35%	0.00% 0.00%	6.02% 34.78%	5.18% 43.48%	3.65% 52.17%	5.26% 4.35%	0.00% 0.00%	4.17% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q31. Sports Facilities - There is an informal network of prime and subcontractors that has excluded my company from doing business:										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Strongly Agree	3	0	1	0	12	16	5	0	2	23
DEMOGRAPHIC% CATEGORY%	20.00% 13.04%	0.00% 0.00%	10.00% 4.35%	0.00% 0.00%	9.02% 52.17%	8.29% 69.57%	1.52% 21.74%	0.00% 0.00%	18.18% 8.70%	4.17% 100.00%
Agree	4	9	0	1	12	26	32	2	1	61
DEMOGRAPHIC% CATEGORY%	26.67% 6.56%	34.62% 14.75%	0.00% 0.00%	11.11% 1.64%	9.02% 19.67%	13.47% 42.62%	9.73% 52.46%	10.53% 3.28%	9.09% 1.64%	11.05% 100.00%
Neither Agree/Disagree	1	6	1	3	23	34	45	5	1	85
DEMOGRAPHIC% CATEGORY%	6.67% 1.18%	23.08% 7.06%	10.00% 1.18%	33.33% 3.53%	17.29% 27.06%	17.62% 40.00%	13.68% 52.94%	26.32% 5.88%	9.09% 1.18%	15.40% 100.00%
Disagree	6	10	7	4	59	86	162	10	7	265
DEMOGRAPHIC% CATEGORY%	40.00% 2.26%	38.46% 3.77%	70.00% 2.64%	44.44% 1.51%	44.36% 22.26%	44.56% 32.45%	49.24% 61.13%	52.63% 3.77%	63.64% 2.64%	48.01% 100.00%
Strongly Disagree	0	1	0	1	19	21	70	1	0	92
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	3.85% 1.09%	0.00% 0.00%	11.11% 1.09%	14.29% 20.65%	10.88% 22.83%	21.28% 76.09%	5.26% 1.09%	0.00% 0.00%	16.67% 100.00%
Don't Know	1	0	1	0	8	10	15	1	0	26
DEMOGRAPHIC% CATEGORY%	6.67% 3.85%	0.00% 0.00%	10.00% 3.85%	0.00% 0.00%	6.02% 30.77%	5.18% 38.46%	4.56% 57.69%	5.26% 3.85%	0.00% 0.00%	4.71% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q32. Prime contractor will include minority or women subcontractors to satisfy "good faith efforts", then drop the company after award.										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Strongly Agree	7	1	2	1	16	27	6	0	9	42
DEMOGRAPHIC% CATEGORY%	46.67% 16.62%	3.85% 2.37%	20.00% 4.75%	11.11% 2.37%	12.03% 37.98%	13.99% 64.09%	1.82% 14.24%	0.00% 0.00%	83.00% 21.67%	7.63% 100.00%
Agree	3	7	0	1	19	30	36	0	1	67
DEMOGRAPHIC% CATEGORY%	20.00% 4.48%	26.92% 10.45%	0.00% 0.00%	11.11% 1.49%	14.29% 28.36%	15.54% 44.78%	10.94% 53.73%	0.00% 0.00%	9.09% 1.49%	12.14% 100.00%
Neither Agree/Disagree	1	7	1	2	22	33	64	7	0	104
DEMOGRAPHIC% CATEGORY%	6.67% 0.96%	26.92% 6.73%	10.00% 0.96%	22.22% 1.92%	16.54% 21.15%	17.10% 31.73%	19.45% 61.54%	36.84% 6.73%	0.00% 0.00%	18.84% 100.00%
Disagree	3	9	7	3	39	61	135	8	5	209
DEMOGRAPHIC% CATEGORY%	20.00% 1.44%	34.62% 4.31%	70.00% 3.35%	33.33% 1.44%	29.32% 18.66%	31.61% 29.19%	41.03% 64.59%	42.11% 3.83%	45.45% 2.39%	37.86% 100.00%
Strongly Disagree	0	1	0	0	10	11	35	0	0	46
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	3.85% 2.17%	0.00% 0.00%	0.00% 0.00%	7.52% 21.74%	5.70% 23.91%	10.64% 76.09%	0.00% 0.00%	0.00% 0.00%	8.33% 100.00%
Don't Know	1	1	0	2	27	31	53	4	2	90
DEMOGRAPHIC% CATEGORY%	6.67% 1.11%	3.85% 1.11%	0.00% 0.00%	22.22% 2.22%	20.30% 30.00%	16.06% 34.44%	16.11% 58.89%	21.05% 4.44%	18.18% 2.22%	16.30% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q33. Prime Contractors change bidding and subcontract practices when not in TVB contract										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Strongly Agree	6	2	2	1	20	31	9	0	5	45
DEMOGRAPHIC% CATEGORY%	40.00% 2.67%	7.69% 0.30%	20.00% 2.00%	11.11% 1.23%	15.04% 0.11%	16.06% 0.08%	2.74% 0.01%	0.00% 0.00%	45.45% 4.13%	8.15% 100.00%
Agree	1	8	0	1	18	28	46	0	1	75
DEMOGRAPHIC% CATEGORY%	6.67% 0.44%	30.77% 1.18%	0.00% 0.00%	11.11% 1.23%	13.53% 0.10%	14.51% 0.08%	13.98% 0.04%	0.00% 0.00%	9.09% 0.83%	13.59% 100.00%
Neither Agree/Disagree	1	7	1	2	25	36	57	7	0	100
DEMOGRAPHIC% CATEGORY%	6.67% 0.44%	26.92% 1.04%	10.00% 1.00%	22.22% 2.47%	18.80% 0.14%	18.65% 0.10%	17.33% 0.05%	36.84% 1.94%	0.00% 0.00%	18.12% 100.00%
Disagree	3	8	7	3	32	53	114	8	2	177
DEMOGRAPHIC% CATEGORY%	20.00% 1.33%	30.77% 1.18%	70.00% 7.00%	33.33% 3.70%	24.06% 0.18%	27.46% 0.14%	34.65% 0.11%	42.11% 2.22%	18.18% 1.65%	32.07% 100.00%
Strongly Disagree	0	1	0	0	6	7	21	0	0	28
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	3.85% 0.15%	0.00% 0.00%	0.00% 0.00%	4.51% 0.03%	3.63% 0.02%	6.38% 0.02%	0.00% 0.00%	0.00% 0.00%	5.07% 100.00%
Don't Know	4	0	0	2	32	38	82	4	3	127
DEMOGRAPHIC% CATEGORY%	26.67% 1.78%	0.00% 0.00%	0.00% 0.00%	22.22% 2.47%	24.06% 0.18%	19.69% 0.10%	24.92% 0.08%	21.05% 1.11%	27.27% 2.48%	23.01% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 6.67%	100.00% 3.85%	100.00% 10.00%	100.00% 11.11%	100.00% 0.75%	100.00% 0.52%	100.00% 0.30%	100.00% 5.26%	100.00% 9.09%	100.00% 100.00%

Q34. Percentage of 2006 revenues from DOA, DOT, MC, MMCD, MAC, OR MSFC										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
0-20%	12	20	8	9	116	165	285	15	8	473
DEMOGRAPHIC% CATEGORY%	85.71% 2.54%	76.92% 4.23%	80.00% 1.69%	100.00% 1.90%	88.55% 24.52%	86.84% 34.88%	60.13% 87.96%	83.33% 3.17%	100.00% 1.69%	85.69% 100.00%
21-40%	0	2	2	0	6	10	26	1	0	37
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	7.69% 5.41%	20.00% 5.41%	0.00% 0.00%	4.58% 16.22%	5.26% 27.03%	70.27% 8.02%	5.56% 2.70%	0.00% 0.00%	6.70% 100.00%
41-60%	0	4	0	0	4	8	4	1	0	13
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	15.38% 30.77%	0.00% 0.00%	0.00% 0.00%	3.05% 30.77%	4.21% 61.54%	30.77% 1.23%	5.56% 7.69%	0.00% 0.00%	2.36% 100.00%
61-80%	0	0	0	0	3	3	8	1	0	12
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	2.29% 25.00%	1.58% 25.00%	66.67% 2.47%	5.56% 8.33%	0.00% 0.00%	2.17% 100.00%
81-100%	2	0	0	0	2	4	1	0	0	5
DEMOGRAPHIC% CATEGORY%	14.29% 40.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	1.53% 40.00%	2.11% 80.00%	20.00% 0.31%	0.00% 0.00%	0.00% 0.00%	0.91% 100.00%
Total	14	26	10	9	131	190	324	18	8	540
DEMOGRAPHIC% CATEGORY%	100.00% 2.59%	100.00% 4.81%	100.00% 1.85%	100.00% 1.67%	100.00% 24.26%	100.00% 35.19%	59.89% 100.00%	100.00% 3.33%	100.00% 1.48%	100.00% 100.00%

Q35. Has your company applied for commercial bank loan since 2006?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	5	12	2	6	42	67	101	2	5	175
DEMOGRAPHIC% CATEGORY%	33.33% 2.86%	46.15% 6.86%	20.00% 1.14%	66.67% 3.43%	31.58% 24.00%	34.72% 38.29%	30.70% 100.00%	10.53% 1.14%	45.45% 2.86%	31.70% 100.00%
No	10	14	8	3	89	124	220	14	5	363
DEMOGRAPHIC% CATEGORY%	66.67% 2.75%	53.85% 3.86%	80.00% 2.20%	33.33% 0.83%	66.92% 24.52%	64.25% 34.16%	66.87% 100.00%	73.68% 100.00%	45.45% 3.86%	65.76% 100.00%
Don't Know	0	0	0	0	2	2	8	3	1	14
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	1.50% 14.29%	1.04% 14.29%	2.43% 100.00%	15.79% 21.43%	9.09% 7.14%	2.54% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 100.00%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q36. Were you approved or denied for a commercial bank loan?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Approved	3	12	2	6	37	60	96	2	4	162
DEMOGRAPHIC% CATEGORY%	60.00% 1.85%	100.00% 7.41%	100.00% 1.23%	100.00% 3.70%	88.10% 22.84%	89.55% 37.04%	95.05% 100.00%	100.00% 1.23%	80.00% 2.47%	92.57% 100.00%
Denied	2	0	0	0	5	7	4	0	1	12
DEMOGRAPHIC% CATEGORY%	40.00% 16.67%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	11.90% 41.67%	10.45% 58.33%	3.96% 100.00%	0.00% 0.00%	20.00% 8.33%	6.86% 100.00%
Don't Know	0	0	0	0	0	0	1	0	0	1
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.99% 100.00%	0.00% 0.00%	0.00% 0.00%	0.57% 100.00%
Total	5	12	2	6	42	67	101	2	5	175
DEMO										

Q38a. Depart of Admin Barrier - Prequalification requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	2	2	3	15	23	25	0	3	51
DEMOGRAPHIC%	6.67%	7.69%	20.00%	33.33%	11.28%	11.92%	7.60%	0.00%	27.27%	9.24%
CATEGORY%	1.96%	0.00%	0.00%	0.00%	41.67%	45.10%	100.00%	0.00%	8.33%	100.00%
No	10	23	8	4	88	133	227	14	5	379
DEMOGRAPHIC%	66.67%	88.46%	80.00%	44.44%	66.17%	68.91%	69.00%	73.68%	45.45%	68.66%
CATEGORY%	2.64%	0.00%	0.00%	0.00%	41.67%	35.09%	100.00%	0.00%	8.33%	100.00%
Don't Know	4	1	0	2	30	37	77	5	3	122
DEMOGRAPHIC%	26.67%	3.85%	0.00%	22.22%	22.56%	19.17%	23.40%	26.32%	27.27%	22.10%
CATEGORY%	3.28%	0.00%	0.00%	0.00%	41.67%	30.33%	100.00%	0.00%	8.33%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	0.00%	0.00%	0.00%	41.67%	34.96%	100.00%	0.00%	8.33%	100.00%

Q38a. Depart of Trans Barrier - Prequalification requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	2	3	14	23	25	0	3	51
DEMOGRAPHIC%	13.33%	7.69%	20.00%	33.33%	10.53%	11.92%	7.60%	0.00%	27.27%	9.24%
CATEGORY%	3.92%	3.92%	3.92%	5.88%	27.45%	45.10%	49.02%	0.00%	5.88%	100.00%
No	9	23	8	6	87	133	227	15	7	382
DEMOGRAPHIC%	60.00%	88.46%	80.00%	66.67%	65.41%	68.91%	69.00%	78.95%	63.64%	69.20%
CATEGORY%	2.36%	6.02%	2.09%	1.57%	22.77%	34.82%	59.42%	3.93%	1.83%	100.00%
Don't Know	4	1	0	0	32	37	77	4	1	119
DEMOGRAPHIC%	26.67%	3.85%	0.00%	0.00%	24.06%	19.17%	23.40%	21.05%	9.09%	21.56%
CATEGORY%	3.36%	0.84%	0.00%	0.00%	26.89%	31.09%	64.71%	3.36%	0.84%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q38a. Met Council Barrier - Prequalification requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	2	3	16	25	20	0	3	48
DEMOGRAPHIC%	13.33%	7.69%	20.00%	33.33%	12.03%	12.95%	6.08%	0.00%	27.27%	8.70%
CATEGORY%	4.17%	4.17%	4.17%	6.25%	33.33%	52.08%	41.67%	0.00%	6.25%	100.00%
No	10	22	8	4	83	127	210	13	4	354
DEMOGRAPHIC%	66.67%	84.62%	80.00%	44.44%	62.41%	65.80%	63.83%	68.42%	36.36%	64.13%
CATEGORY%	2.82%	6.21%	2.26%	1.13%	23.45%	35.88%	59.32%	3.67%	1.13%	100.00%
Don't Know	3	2	0	2	34	41	99	6	4	150
DEMOGRAPHIC%	20.00%	7.69%	0.00%	22.22%	25.56%	21.24%	30.09%	31.58%	36.36%	27.17%
CATEGORY%	2.00%	1.33%	0.00%	1.33%	22.67%	27.33%	66.00%	4.00%	2.67%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q38a. Mosquito Control Barrier - Prequalification requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	2	2	3	11	19	16	0	3	38
DEMOGRAPHIC%	6.67%	7.69%	20.00%	33.33%	8.27%	9.84%	4.86%	0.00%	27.27%	6.88%
CATEGORY%	2.63%	5.26%	5.26%	7.89%	28.95%	50.00%	42.11%	0.00%	7.89%	100.00%
No	8	22	8	3	74	115	179	13	3	310
DEMOGRAPHIC%	53.33%	84.62%	80.00%	33.33%	55.64%	59.59%	54.41%	68.42%	27.27%	56.16%
CATEGORY%	2.58%	7.10%	2.58%	0.97%	23.87%	37.10%	57.74%	4.19%	0.97%	100.00%
Don't Know	6	2	0	3	48	59	134	6	5	204
DEMOGRAPHIC%	40.00%	7.69%	0.00%	33.33%	36.09%	30.57%	40.73%	31.58%	45.45%	36.96%
CATEGORY%	2.94%	0.98%	0.00%	1.47%	23.53%	28.92%	65.69%	2.94%	2.45%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q38a. Airports Commission Barrier - Prequalification requirements											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	1	2	2	3	14	22	19	0	3	44	
DEMOGRAPHIC%	6.67%	7.69%	20.00%	33.33%	10.53%	11.40%	5.78%	0.00%	27.27%	7.97%	
CATEGORY%	2.27%	4.55%	4.55%	6.82%	31.82%	50.00%	43.18%	0.00%	6.82%	100.00%	
No	9	22	8	5	83	127	205	13	5	350	
DEMOGRAPHIC%	60.00%	84.62%	80.00%	55.56%	62.41%	65.80%	62.31%	68.42%	45.45%	63.41%	
CATEGORY%	2.57%	6.29%	2.29%	1.43%	23.71%	36.29%	58.57%	3.71%	1.43%	100.00%	
Don't Know	5	2	0	1	36	44	105	6	3	158	
DEMOGRAPHIC%	33.33%	7.69%	0.00%	11.11%	27.07%	22.80%	31.91%	31.58%	27.27%	28.62%	
CATEGORY%	3.16%	1.27%	0.00%	0.63%	22.78%	27.85%	66.46%	3.80%	1.90%	100.00%	
Total	15	26	10	9	133	193	329	19	11	552	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q38a. Sports Facilities Barrier - Prequalification requirements											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	1	2	2	3	12	20	18	0	3	41	
DEMOGRAPHIC%	6.67%	7.69%	20.00%	33.33%	9.02%	10.36%	5.47%	0.00%	27.27%	7.43%	
CATEGORY%	2.44%	4.88%	4.88%	7.32%	29.27%	48.78%	43.90%	0.00%	7.32%	100.00%	
No	8	22	8	3	76	117	180	13	3	313	
DEMOGRAPHIC%	53.33%	84.62%	80.00%	33.33%	57.14%	60.62%	54.71%	68.42%	27.27%	56.70%	
CATEGORY%	2.56%	7.03%	2.56%	0.96%	24.28%	37.38%	57.51%	4.15%	0.96%	100.00%	
Don't Know	6	2	0	3	45	56	131	6	5	198	
DEMOGRAPHIC%	40.00%	7.69%	0.00%	33.33%	33.83%	29.02%	39.82%	31.58%	45.45%	35.87%	
CATEGORY%	3.03%	1.01%	0.00%	1.52%	22.73%	28.28%	66.16%	3.03%	2.53%	100.00%	
Total	15	26	10	9	133	193	329	19	11	552	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q39b. Depart of Admin Barrier - Performance bond requirements											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	3	1	5	2	16	27	10	0	1	38	
DEMOGRAPHIC%	20.00%	3.85%	50.00%	22.22%	12.03%	13.99%	3.04%	0.00%	9.09%	6.88%	
CATEGORY%	7.89%	2.63%	13.16%	5.26%	42.11%	71.05%	26.32%	0.00%	2.63%	100.00%	
No	8	24	4	5	85	126	234	14	7	381	
DEMOGRAPHIC%	53.33%	92.31%	40.00%	55.56%	63.91%	65.28%	71.12%	73.68%	63.64%	69.02%	
CATEGORY%	2.10%	6.30%	1.05%	1.31%	22.31%	33.07%	61.42%	3.67%	1.84%	100.00%	
Don't Know	4	1	1	2	32	40	85	5	3	133	
DEMOGRAPHIC%	26.67%	3.85%	10.00%	22.22%	24.06%	20.73%	25.84%	26.32%	27.27%	24.09%	
CATEGORY%	3.01%	0.75%	0.75%	1.50%	24.06%	30.08%	63.91%	3.76%	2.26%	100.00%	
Total	15	26	10	9	133	193	329	19	11	552	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q39b. Depart of Trans Barrier - Performance bond requirements											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	3	1	5	2	15	26	9	0	1	36	
DEMOGRAPHIC%	20.00%	3.85%	50.00%	22.22%	11.28%	13.47%	2.74%	0.00%	9.09%	6.52%	
CATEGORY%	8.33%	2.78%	13.89%	5.56%	41.67%	72.22%	25.00%	0.00%	2.78%	100.00%	
No	8	24	4	7	86	129	241	15	9	394	
DEMOGRAPHIC%	53.33%	92.31%	40.00%	77.78%	64.66%	66.84%	73.25%	78.95%	81.82%	71.38%	
CATEGORY%	2.03%	6.09%	1.02%	1.78%	21.83%	32.74%	61.17%	3.81%	2.28%	100.00%	
Don't Know	4	1	1	0	32	38	79	4	1	122	
DEMOGRAPHIC%	26.67%	3.85%	10.00%	0.00%	24.06%	19.69%	24.01%	21.05%	9.09%	22.10%	
CATEGORY%	3.28%	0.82%	0.82%	0.00%	26.23%	31.15%	64.75%	3.28%	0.82%	100.00%	
Total	15	26	10	9	133	193	329	19	11	552	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%	

Q39b. Met Council Barrier - Performance bond requirements											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	3	1</									

Q39b. Mosquito Control Barrier - Performance bond requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	1	5	2	11	22	7	0	1	30
DEMOGRAPHIC%	20.00%	3.85%	50.00%	22.22%	8.27%	11.40%	2.13%	0.00%	9.09%	5.43%
CATEGORY%	10.00%	3.33%	16.67%	6.67%	36.67%	73.33%	23.33%	0.00%	3.33%	100.00%
No	6	23	4	4	73	110	188	13	5	316
DEMOGRAPHIC%	40.00%	88.46%	40.00%	44.44%	54.89%	56.99%	57.14%	68.42%	45.45%	57.25%
CATEGORY%	1.90%	7.28%	1.27%	1.27%	23.10%	34.81%	59.49%	4.11%	1.58%	100.00%
Don't Know	6	2	1	3	49	61	134	6	5	206
DEMOGRAPHIC%	40.00%	7.69%	10.00%	33.33%	36.84%	31.61%	40.73%	31.58%	45.45%	37.32%
CATEGORY%	2.91%	0.97%	0.49%	1.46%	23.79%	29.61%	65.05%	2.91%	2.43%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q39b. Airports Commission Barrier- Performance bond requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	1	5	2	12	23	7	0	1	31
DEMOGRAPHIC%	20.00%	3.85%	50.00%	22.22%	9.02%	11.92%	2.13%	0.00%	9.09%	5.62%
CATEGORY%	9.68%	3.23%	16.13%	6.45%	38.71%	74.19%	22.58%	0.00%	3.23%	100.00%
No	7	23	4	6	84	124	215	13	7	359
DEMOGRAPHIC%	46.67%	88.46%	40.00%	66.67%	63.16%	64.25%	65.35%	68.42%	63.64%	65.04%
CATEGORY%	1.95%	6.41%	1.11%	1.67%	23.40%	34.54%	59.89%	3.62%	1.95%	100.00%
Don't Know	5	2	1	1	37	46	107	6	3	162
DEMOGRAPHIC%	33.33%	7.69%	10.00%	11.11%	27.82%	23.83%	32.52%	31.58%	27.27%	29.35%
CATEGORY%	3.09%	1.23%	0.62%	0.62%	22.84%	28.40%	66.05%	3.70%	1.85%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q39b. Sports Facilities Barrier - Performance bond requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	1	5	2	12	23	8	0	1	32
DEMOGRAPHIC%	20.00%	3.85%	50.00%	22.22%	9.02%	11.92%	2.43%	0.00%	9.09%	5.80%
CATEGORY%	9.38%	3.13%	15.63%	6.25%	37.50%	71.88%	25.00%	0.00%	3.13%	100.00%
No	6	23	4	4	75	112	190	13	5	320
DEMOGRAPHIC%	40.00%	88.46%	40.00%	44.44%	56.39%	58.03%	57.75%	68.42%	45.45%	57.97%
CATEGORY%	1.88%	7.19%	1.25%	1.25%	23.44%	35.00%	59.38%	4.06%	1.56%	100.00%
Don't Know	6	2	1	3	46	58	131	6	5	200
DEMOGRAPHIC%	40.00%	7.69%	10.00%	33.33%	34.59%	30.05%	39.82%	31.58%	45.45%	36.23%
CATEGORY%	3.00%	1.00%	0.50%	1.50%	23.00%	29.00%	65.50%	3.00%	2.50%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q40c. Depart of Admin Barrier - Financing										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	4	0	3	2	11	20	6	0	0	26
DEMOGRAPHIC%	26.67%	0.00%	30.00%	22.22%	8.27%	10.36%	1.82%	0.00%	0.00%	4.71%
CATEGORY%	15.38%	0.00%	11.54%	7.69%	42.31%	76.92%	23.08%	0.00%	0.00%	100.00%
No	8	25	7	5	91	136	239	14	8	397
DEMOGRAPHIC%	53.33%	96.15%	70.00%	55.56%	68.42%	70.47%	72.64%	73.68%	72.73%	71.92%
CATEGORY%	2.02%	6.30%	1.76%	1.26%	22.92%	34.26%	60.20%	3.53%	2.02%	100.00%
Don't Know	3	1	0	2	31	37	84	5	3	129
DEMOGRAPHIC%	20.00%	3.85%	0.00%	22.22%	23.31%	19.17%	25.53%	26.32%	27.27%	23.37%
CATEGORY%	2.33%	0.78%	0.00%	1.55%	24.03%	28.68%	65.12%	3.88%	2.33%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q40c. Depart of Trans Barrier - Financing										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	0	3	2	11	19	7	0	0	26
DEMOGRAPHIC%	20.00%	0.00%	30.00%	22.22%	8.27%	9.84%	2.13%	0.00%	0.00%	4.71%
CATEGORY%	11.54%	0.00%	11.54%	7.69%	42.31%	73.08%	26.92%	0.00%	0.00	

Q40c. Mosquito Control Barrier - Financing										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	0	3	2	10	18	5	0	0	23
DEMOGRAPHIC% CATEGORY%	20.00%	0.00%	30.00%	22.22%	7.52%	9.33%	1.52%	0.00%	0.00%	4.17%
	13.04%	0.00%	13.04%	8.70%	43.48%	78.26%	21.74%	0.00%	0.00%	100.00%
No	6	24	7	4	75	116	189	13	6	324
DEMOGRAPHIC% CATEGORY%	40.00%	92.31%	70.00%	44.44%	56.39%	60.10%	57.45%	68.42%	54.55%	58.70%
	1.85%	7.41%	2.16%	1.23%	23.15%	35.80%	58.33%	4.01%	1.85%	100.00%
Don't Know	6	2	0	3	48	59	135	6	5	205
DEMOGRAPHIC% CATEGORY%	40.00%	7.69%	0.00%	33.33%	36.09%	30.57%	41.03%	31.58%	45.45%	37.14%
	2.93%	0.98%	0.00%	1.46%	23.41%	28.78%	65.85%	2.93%	2.44%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q40c. Airports Commission Barrier - Financing										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	0	3	2	11	19	5	0	0	24
DEMOGRAPHIC% CATEGORY%	20.00%	0.00%	30.00%	22.22%	8.27%	9.84%	1.52%	0.00%	0.00%	4.35%
	12.50%	0.00%	12.50%	8.33%	45.83%	79.17%	20.83%	0.00%	0.00%	100.00%
No	7	24	7	6	86	130	218	13	8	369
DEMOGRAPHIC% CATEGORY%	46.67%	92.31%	70.00%	66.67%	64.66%	67.36%	66.26%	68.42%	72.73%	66.85%
	1.90%	6.50%	1.90%	1.63%	23.31%	35.23%	59.08%	3.52%	2.17%	100.00%
Don't Know	5	2	0	1	36	44	106	6	3	159
DEMOGRAPHIC% CATEGORY%	33.33%	7.69%	0.00%	11.11%	27.07%	22.80%	32.22%	31.58%	27.27%	28.80%
	3.14%	1.26%	0.00%	0.63%	22.64%	27.67%	66.67%	3.77%	1.89%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q40c. Sports Facilities Barrier - Financing										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	0	3	2	10	18	6	0	0	24
DEMOGRAPHIC% CATEGORY%	20.00%	0.00%	30.00%	22.22%	7.52%	9.33%	1.82%	0.00%	0.00%	4.35%
	12.50%	0.00%	12.50%	8.33%	41.67%	75.00%	25.00%	0.00%	0.00%	100.00%
No	6	24	7	4	78	119	191	13	6	329
DEMOGRAPHIC% CATEGORY%	40.00%	92.31%	70.00%	44.44%	58.65%	61.66%	58.05%	68.42%	54.55%	59.60%
	1.82%	7.29%	2.13%	1.22%	23.71%	36.17%	58.05%	3.95%	1.82%	100.00%
Don't Know	6	2	0	3	45	56	132	6	5	199
DEMOGRAPHIC% CATEGORY%	40.00%	7.69%	0.00%	33.33%	33.83%	29.02%	40.12%	31.58%	45.45%	36.05%
	3.02%	1.01%	0.00%	1.51%	22.61%	28.14%	66.33%	3.02%	2.51%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q41d. Depart of Admin Barrier - Insurance requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	1	0	12	17	11	0	1	29
DEMOGRAPHIC% CATEGORY%	13.33%	7.69%	10.00%	0.00%	9.02%	8.81%	3.34%	0.00%	9.09%	5.25%
	6.90%	6.90%	3.45%	0.00%	41.38%	58.62%	37.93%	0.00%	3.45%	100.00%
No	10	23	9	7	89	138	234	14	7	393
DEMOGRAPHIC% CATEGORY%	66.67%	88.46%	90.00%	77.78%	66.92%	71.50%	71.12%	73.68%	63.64%	71.20%
	2.54%	5.85%	2.29%	1.78%	22.65%	35.11%	59.54%	3.56%	1.78%	100.00%
Don't Know	3	1	0	2	32	38	84	5	3	130
DEMOGRAPHIC% CATEGORY%	20.00%	3.85%	0.00%	22.22%	24.06%	19.69%	25.53%	26.32%	27.27%	23.55%
	2.31%	0.77%	0.00%	1.54%	24.62%	29.23%	64.62%	3.85%	2.31%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q41d. Depart of Trans Barrier - Insurance requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	1	0	12	17	9	0	1	27
DEMOGRAPHIC% CATEGORY%	13.33%	7.69%	10.00%	0.00%	9.02%	8.81%	2.74%	0.00%	9.09%	4.89%
	7.41%	7.41%	3.70%	0.00%	44.44%	62.96%	33.33%	0.00%	3.70%	100.00%
No	9	23	9	9	8					

Q41d. Mosquito Control Barrier - Insurance requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	1	0	10	15	7	0	1	23
DEMOGRAPHIC%	13.33%	7.69%	10.00%	0.00%	7.52%	7.77%	2.13%	0.00%	9.09%	4.17%
CATEGORY%	8.70%	8.70%	4.35%	0.00%	43.48%	65.22%	30.43%	0.00%	4.35%	100.00%
No	7	22	9	6	75	119	187	13	5	324
DEMOGRAPHIC%	46.67%	84.62%	90.00%	66.67%	56.39%	61.66%	56.84%	68.42%	45.45%	58.70%
CATEGORY%	2.16%	6.79%	2.78%	1.85%	23.15%	36.73%	57.72%	4.01%	1.54%	100.00%
Don't Know	6	2	0	3	48	59	135	6	5	205
DEMOGRAPHIC%	40.00%	7.69%	0.00%	33.33%	36.09%	30.57%	41.03%	31.58%	45.45%	37.14%
CATEGORY%	2.93%	0.98%	0.00%	1.46%	23.41%	28.78%	65.85%	2.93%	2.44%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q41d. Airports Commission Barrier - Insurance requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	1	0	11	16	8	0	1	25
DEMOGRAPHIC%	13.33%	7.69%	10.00%	0.00%	8.27%	8.29%	2.43%	0.00%	9.09%	4.53%
CATEGORY%	8.00%	8.00%	4.00%	0.00%	44.00%	64.00%	32.00%	0.00%	4.00%	100.00%
No	8	22	9	8	85	132	215	13	7	367
DEMOGRAPHIC%	53.33%	84.62%	90.00%	88.89%	63.91%	68.39%	65.35%	68.42%	63.64%	66.49%
CATEGORY%	2.18%	5.99%	2.45%	2.18%	23.16%	35.97%	58.58%	3.54%	1.91%	100.00%
Don't Know	5	2	0	1	37	45	106	6	3	160
DEMOGRAPHIC%	33.33%	7.69%	0.00%	11.11%	27.82%	23.32%	32.22%	31.58%	27.27%	28.99%
CATEGORY%	3.13%	1.25%	0.00%	0.63%	23.13%	28.13%	66.25%	3.75%	1.88%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q41d. Sports Facilities Barrier - Insurance requirements										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	1	0	10	15	7	0	1	23
DEMOGRAPHIC%	13.33%	7.69%	10.00%	0.00%	7.52%	7.77%	2.13%	0.00%	9.09%	4.17%
CATEGORY%	8.70%	8.70%	4.35%	0.00%	43.48%	65.22%	30.43%	0.00%	4.35%	100.00%
No	7	22	9	6	78	122	190	13	5	330
DEMOGRAPHIC%	46.67%	84.62%	90.00%	66.67%	58.65%	63.21%	57.75%	68.42%	45.45%	59.78%
CATEGORY%	2.12%	6.67%	2.73%	1.82%	23.64%	36.97%	57.58%	3.94%	1.52%	100.00%
Don't Know	6	2	0	3	45	56	132	6	5	199
DEMOGRAPHIC%	40.00%	7.69%	0.00%	33.33%	33.83%	29.02%	40.12%	31.58%	45.45%	36.05%
CATEGORY%	3.02%	1.01%	0.00%	1.51%	22.61%	28.14%	66.33%	3.02%	2.51%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q42e. Depart of Admin Barrier - Bid specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	4	5	1	23	35	30	0	3	68
DEMOGRAPHIC%	13.33%	15.38%	50.00%	11.11%	17.29%	18.13%	9.12%	0.00%	27.27%	12.32%
CATEGORY%	2.94%	5.88%	7.35%	1.47%	33.82%	51.47%	44.12%	0.00%	4.41%	100.00%
No	10	21	5	6	80	122	213	14	5	354
DEMOGRAPHIC%	66.67%	80.77%	50.00%	66.67%	60.15%	63.21%	64.74%	73.68%	45.45%	64.13%
CATEGORY%	2.82%	5.93%	1.41%	1.69%	22.60%	34.46%	60.17%	3.95%	1.41%	100.00%
Don't Know	3	1	0	2	30	36	86	5	3	130
DEMOGRAPHIC%	20.00%	3.85%	0.00%	22.22%	22.56%	18.65%	26.14%	26.32%	27.27%	23.55%
CATEGORY%	3.21%	0.77%	0.00%	1.54%	23.08%	27.69%	66.15%	3.85%	2.31%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q42e. Depart of Trans Barrier - Bid specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	4	5	1	26	38	28	1	3	70
DEMOGRAPHIC%	13.33%	15.38%	50.00%	11.11%	19.55%	19.69%	8.51%	5.26%	27.27%	12.68%
CATEGORY%	2.86%	5.71%	7.14%	1.43%	37.14%	54.29%	40.00%	1.43%	4.29%	10

Q42e. Mosquito Control Barrier - Bid specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	4	5	1	15	27	21	0	3	51
DEMOGRAPHIC% CATEGORY%	13.33% 3.92%	15.38% 7.84%	50.00% 9.80%	11.11% 1.96%	11.28% 29.41%	13.99% 52.94%	6.38% 41.18%	0.00% 0.00%	27.27% 5.88%	9.24% 100.00%
No	7	20	5	5	68	105	173	13	3	294
DEMOGRAPHIC% CATEGORY%	46.67% 2.38%	76.92% 6.80%	50.00% 1.70%	55.56% 1.70%	51.13% 23.13%	54.40% 35.71%	52.58% 58.84%	68.42% 4.42%	27.27% 1.02%	53.26% 100.00%
Don't Know	6	2	0	3	50	61	135	6	5	207
DEMOGRAPHIC% CATEGORY%	40.00% 2.90%	7.69% 0.97%	0.00% 0.00%	33.33% 1.45%	37.59% 24.15%	31.61% 29.47%	41.03% 65.22%	31.58% 2.90%	45.45% 2.42%	37.50% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q42e. Airports Commission Barrier - Bid specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	4	5	1	18	30	23	0	3	56
DEMOGRAPHIC% CATEGORY%	13.33% 3.57%	15.38% 7.14%	50.00% 8.93%	11.11% 1.79%	13.53% 32.14%	15.54% 53.57%	6.99% 41.07%	0.00% 0.00%	27.27% 5.36%	10.14% 100.00%
No	8	20	5	7	80	120	199	13	5	337
DEMOGRAPHIC% CATEGORY%	53.33% 2.37%	76.92% 5.93%	50.00% 1.48%	77.78% 2.08%	60.15% 23.74%	62.18% 35.61%	60.49% 59.05%	68.42% 3.86%	45.45% 1.48%	61.05% 100.00%
Don't Know	5	2	0	1	35	43	107	6	3	159
DEMOGRAPHIC% CATEGORY%	33.33% 3.14%	7.69% 1.26%	0.00% 0.00%	11.11% 0.63%	26.32% 22.01%	22.28% 27.04%	32.52% 67.30%	31.58% 3.77%	27.27% 1.89%	28.80% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q42e. Sports Facilities Barrier - Bid specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	4	5	1	17	29	22	0	3	54
DEMOGRAPHIC% CATEGORY%	13.33% 3.70%	15.38% 7.41%	50.00% 9.26%	11.11% 1.85%	12.78% 31.48%	15.03% 53.70%	6.69% 40.74%	0.00% 0.00%	27.27% 5.56%	9.78% 100.00%
No	7	20	5	5	71	108	175	13	3	299
DEMOGRAPHIC% CATEGORY%	46.67% 2.34%	76.92% 6.69%	50.00% 1.67%	55.56% 1.67%	53.38% 23.75%	55.96% 36.12%	53.19% 58.53%	68.42% 4.35%	27.27% 1.00%	54.17% 100.00%
Don't Know	6	2	0	3	45	56	132	6	5	199
DEMOGRAPHIC% CATEGORY%	40.00% 3.02%	7.69% 1.01%	0.00% 0.00%	33.33% 1.51%	33.83% 22.61%	29.02% 28.14%	40.12% 66.33%	31.58% 3.02%	45.45% 2.51%	36.05% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q43f. Depart of Admin Barrier - Limited time to prepare bids										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	4	2	4	1	15	26	20	1	2	49
DEMOGRAPHIC% CATEGORY%	26.67% 8.16%	7.69% 4.08%	40.00% 8.16%	11.11% 2.04%	11.28% 30.61%	13.47% 53.06%	6.08% 40.74%	5.26% 0.00%	18.18% 4.08%	8.88% 100.00%
No	8	23	6	5	84	126	222	13	6	367
DEMOGRAPHIC% CATEGORY%	53.33% 2.18%	88.46% 6.27%	60.00% 1.63%	55.56% 1.36%	63.16% 22.89%	65.28% 34.33%	67.48% 60.49%	68.42% 3.54%	54.55% 1.63%	66.49% 100.00%
Don't Know	3	1	0	3	34	41	87	5	3	136
DEMOGRAPHIC% CATEGORY%	20.00% 2.21%	3.85% 0.74%	0.00% 0.00%	33.33% 2.21%	25.56% 25.00%	21.24% 30.15%	26.44% 63.97%	26.32% 3.68%	27.27% 2.21%	24.64% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q43f. Depart of Trans Barrier - Limited time to prepare bids										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	2	4	1	16	26	22	1	2	51
DEMOGRAPHIC% CATEGORY%	20.00% 5.98%	7.69% 4.65%	40.00% 9.30%	11.11% 2.33%	12.03% 32.56%	13.47% 55.81%	6.69% 43.14%	5.26% 1.96%	18.18% 3.92%	9.24% 100.00%
No	8	23	6	7	85	129	229	14	8	380
DEMOGRAPHIC% CATEGORY%	53.33% 2.11%	88.46% 6.05%	60.00% 1.58%	77.78% 1.84%	63.91% 22.37%	66.84% 33.95%	69.60% 59.66%	73.68% 3.41%	72.73% 2.11%	68.84% 100.00%
Don't Know	4	1	0	1	32	38	78	4		

Q43f. Mosquito Control Barrier - Limited time to prepare bids										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	2	4	1	12	22	13	1	1	37
DEMOGRAPHIC% CATEGORY%	20.00% 8.11%	7.69% 5.41%	40.00% 10.81%	11.11% 2.70%	9.02% 32.43%	11.40% 59.46%	3.95% 35.14%	5.26% 2.70%	9.09% 2.70%	6.70% 100.00%
No	6	21	6	4	70	107	181	12	5	305
DEMOGRAPHIC% CATEGORY%	40.00% 1.97%	80.77% 6.89%	60.00% 1.97%	44.44% 1.31%	52.63% 22.95%	55.44% 35.08%	55.02% 59.34%	63.16% 3.93%	45.45% 1.64%	55.25% 100.00%
Don't Know	6	3	0	4	51	64	135	6	5	210
DEMOGRAPHIC% CATEGORY%	40.00% 2.86%	11.54% 1.43%	0.00% 0.00%	44.44% 1.90%	38.35% 24.29%	33.16% 30.48%	41.03% 64.29%	31.58% 2.86%	45.45% 2.38%	38.04% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q43f. Airports Commission Barrier - Limited time to prepare bids										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	2	4	1	13	23	17	1	2	43
DEMOGRAPHIC% CATEGORY%	20.00% 6.98%	7.69% 4.65%	40.00% 9.30%	11.11% 2.33%	9.77% 30.23%	11.92% 53.49%	5.17% 39.53%	5.26% 2.33%	18.18% 4.65%	7.79% 100.00%
No	7	22	6	6	82	123	203	12	6	344
DEMOGRAPHIC% CATEGORY%	46.67% 2.03%	84.62% 6.40%	60.00% 1.74%	66.67% 1.74%	61.65% 23.84%	63.73% 35.76%	61.70% 59.01%	63.16% 3.49%	54.55% 1.74%	62.32% 100.00%
Don't Know	5	2	0	2	38	47	109	6	3	165
DEMOGRAPHIC% CATEGORY%	33.33% 3.03%	7.69% 1.21%	0.00% 0.00%	22.22% 1.21%	28.57% 23.03%	24.35% 28.48%	33.13% 66.06%	31.58% 3.64%	27.27% 1.82%	29.89% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q43f. Sports Facilities Barrier - Limited time to prepare bids										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	2	4	1	12	22	14	1	1	38
DEMOGRAPHIC% CATEGORY%	20.00% 7.89%	7.69% 5.26%	40.00% 10.53%	11.11% 2.63%	9.02% 31.58%	11.40% 57.89%	4.26% 36.84%	5.26% 2.63%	9.09% 2.63%	6.88% 100.00%
No	6	21	6	4	74	111	182	12	5	310
DEMOGRAPHIC% CATEGORY%	40.00% 1.94%	80.77% 6.77%	60.00% 1.94%	44.44% 1.29%	55.64% 23.87%	57.51% 35.81%	55.32% 58.71%	63.16% 3.87%	45.45% 1.61%	56.16% 100.00%
Don't Know	6	3	0	4	47	60	133	6	5	204
DEMOGRAPHIC% CATEGORY%	40.00% 2.94%	11.54% 1.47%	0.00% 0.00%	44.44% 1.96%	35.34% 23.04%	31.09% 29.41%	40.43% 65.20%	31.58% 2.94%	45.45% 2.45%	36.96% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q44g. Depart of Admin Barrier - Limited knowledge policies and procedures										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	3	2	1	22	31	26	0	2	59
DEMOGRAPHIC% CATEGORY%	20.00% 5.08%	11.54% 5.08%	20.00% 3.39%	11.11% 1.69%	16.54% 37.29%	16.06% 52.54%	7.90% 44.07%	0.00% 0.00%	18.18% 3.39%	10.69% 100.00%
No	10	22	7	6	80	125	216	14	6	361
DEMOGRAPHIC% CATEGORY%	66.67% 2.77%	84.62% 6.09%	70.00% 1.94%	66.67% 1.66%	60.15% 22.16%	64.77% 34.63%	65.65% 59.83%	73.68% 3.88%	54.55% 1.66%	65.40% 100.00%
Don't Know	2	1	1	2	31	37	87	5	3	132
DEMOGRAPHIC% CATEGORY%	13.33% 1.52%	3.85% 0.76%	10.00% 0.76%	22.22% 1.52%	23.31% 23.48%	19.17% 28.03%	26.44% 65.91%	26.32% 3.79%	27.27% 2.27%	23.91% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q44g. Depart of Trans Barrier - Limited knowledge policies and procedures										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	3	2	1	23	32	20	0	2	54
DEMOGRAPHIC% CATEGORY%	20.00% 5.56%	11.54% 5.56%	20.00% 3.70%	11.11% 1.85%	17.29% 42.59%	16.58% 59.26%	6.08% 37.04%	0.00% 0.00%	18.18% 3.70%	9.79% 100.00%
No	9	22	7	8	82	128	231	15	8	382
DEMOGRAPHIC% CATEGORY%	60.00% 2.36%	84.62% 5.76%	70.00% 1.83%	88.89% 2.09%	61.65% 21.47%	66.32% 33.51%	70.21% 60.47%	78.95% 3.93%	72.73% 2.09%	69.20% 100.00%
Don't Know	3	1	1	0	28					

Q44g. Mosquito Control Barrier - Limited knowledge policies and procedures										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	3	2	1	16	25	16	0	2	43
DEMOGRAPHIC% CATEGORY%	20.00% 6.98%	11.54% 6.98%	20.00% 4.65%	11.11% 2.33%	12.03% 37.21%	12.95% 58.14%	4.86% 37.21%	0.00% 0.00%	18.18% 4.65%	7.79% 100.00%
No	7	20	7	5	67	106	176	13	4	299
DEMOGRAPHIC% CATEGORY%	46.67% 2.34%	76.92% 6.69%	70.00% 2.34%	55.56% 1.67%	50.38% 22.41%	54.92% 35.45%	53.50% 58.86%	68.42% 4.35%	36.36% 1.34%	54.17% 100.00%
Don't Know	5	3	1	3	50	62	137	6	5	210
DEMOGRAPHIC% CATEGORY%	33.33% 2.38%	11.54% 1.43%	10.00% 0.48%	33.33% 1.43%	37.59% 23.81%	32.12% 29.52%	41.64% 65.24%	31.58% 2.86%	45.45% 2.38%	38.04% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q44g. Airports Commission Barrier - Limited knowledge policies and procedures										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	3	2	1	17	26	20	0	2	48
DEMOGRAPHIC% CATEGORY%	20.00% 6.25%	11.54% 6.25%	20.00% 4.17%	11.11% 2.08%	12.78% 35.42%	13.47% 54.17%	6.08% 41.67%	0.00% 0.00%	18.18% 4.17%	8.70% 100.00%
No	8	21	7	7	80	123	201	13	6	343
DEMOGRAPHIC% CATEGORY%	53.33% 2.33%	80.77% 6.12%	70.00% 2.04%	77.78% 2.04%	60.15% 23.32%	63.73% 35.86%	61.09% 58.60%	68.42% 3.79%	54.55% 1.75%	62.14% 100.00%
Don't Know	4	2	1	1	36	44	108	6	3	161
DEMOGRAPHIC% CATEGORY%	26.67% 2.48%	7.69% 1.24%	10.00% 0.62%	11.11% 0.62%	27.07% 22.36%	22.80% 27.33%	32.83% 67.08%	31.58% 3.73%	27.27% 1.86%	29.17% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q44g. Sports Facilities Barrier - Limited knowledge policies and procedures										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	3	2	1	16	25	17	0	2	44
DEMOGRAPHIC% CATEGORY%	20.00% 6.82%	11.54% 6.82%	20.00% 4.55%	11.11% 2.27%	12.03% 36.36%	12.95% 56.82%	5.17% 38.64%	0.00% 0.00%	18.18% 4.55%	7.97% 100.00%
No	7	20	7	5	71	110	178	13	4	305
DEMOGRAPHIC% CATEGORY%	46.67% 2.30%	76.92% 6.56%	70.00% 2.30%	55.56% 1.64%	53.38% 23.28%	56.99% 36.07%	54.10% 58.36%	68.42% 4.26%	36.36% 1.31%	55.25% 100.00%
Don't Know	5	3	1	3	46	58	134	6	5	203
DEMOGRAPHIC% CATEGORY%	33.33% 2.46%	11.54% 1.48%	10.00% 0.49%	33.33% 1.48%	34.59% 22.66%	30.05% 28.57%	40.73% 66.01%	31.58% 2.96%	45.45% 2.46%	36.78% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q45h. Depart of Admin Barrier - Lack of experience										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	0	1	0	12	15	16	0	1	32
DEMOGRAPHIC% CATEGORY%	13.33% 6.25%	0.00% 0.00%	10.00% 3.13%	0.00% 0.00%	9.02% 37.50%	7.77% 46.88%	4.86% 50.00%	0.00% 0.00%	9.09% 3.13%	5.80% 100.00%
No	10	25	9	7	90	141	231	14	7	393
DEMOGRAPHIC% CATEGORY%	66.67% 2.54%	96.15% 6.36%	90.00% 2.29%	77.78% 1.78%	67.67% 22.90%	73.06% 35.88%	70.21% 58.78%	73.68% 3.56%	63.64% 1.78%	71.20% 100.00%
Don't Know	3	1	0	2	31	37	82	5	3	127
DEMOGRAPHIC% CATEGORY%	20.00% 2.36%	3.85% 0.79%	0.00% 0.00%	22.22% 1.57%	23.31% 24.41%	19.17% 29.13%	24.92% 64.57%	26.32% 3.94%	27.27% 2.36%	23.01% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q45h. Depart of Trans Barrier - Lack of experience										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	0	1	0	14	18	15	1	1	35
DEMOGRAPHIC% CATEGORY%	20.00% 8.57%	0.00% 0.00%	10.00% 2.86%	0.00% 0.00%	10.53% 40.00%	9.33% 51.43%	4.56% 42.86%	5.26% 2.86%	9.09% 2.86%	6.34% 100.00%
No	8	25	9	9	91	142	240	14	9	405
DEMOGRAPHIC% CATEGORY%	53.33% 1.98%	96.15% 6.17%	90.00% 2.22%	100.00% 2.22%	68.42% 22.47%	73.58% 35.06%	72.95% 59.26%	73.68% 3.46%	81.82% 2.22%	73.37% 100.00%
Don't Know	4	1	0	0	28	33	74			

Q45h. Mosquito Control Barrier - Lack of experience										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	0	1	0	8	11	9	0	1	21
DEMOGRAPHIC% CATEGORY%	13.33% 9.52%	0.00% 0.00%	10.00% 4.76%	0.00% 0.00%	6.02% 38.10%	5.70% 52.38%	2.74% 42.86%	0.00% 0.00%	9.09% 4.76%	3.80% 100.00%
No	7	23	9	6	76	121	188	13	5	327
DEMOGRAPHIC% CATEGORY%	46.67% 2.14%	88.46% 7.03%	90.00% 2.75%	66.67% 1.83%	57.14% 23.24%	62.69% 37.00%	57.14% 57.49%	68.42% 3.98%	45.45% 1.53%	59.24% 100.00%
Don't Know	6	3	0	3	49	61	132	6	5	204
DEMOGRAPHIC% CATEGORY%	40.00% 2.94%	11.54% 1.47%	0.00% 0.00%	33.33% 1.47%	36.84% 24.02%	31.61% 29.90%	40.12% 64.71%	31.58% 2.94%	45.45% 2.45%	36.96% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q45h. Airports Commission Barrier - Lack of experience										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	0	1	0	12	15	13	0	1	29
DEMOGRAPHIC% CATEGORY%	13.33% 6.90%	0.00% 0.00%	10.00% 3.45%	0.00% 0.00%	9.02% 41.38%	7.77% 51.72%	3.95% 44.83%	0.00% 0.00%	9.09% 3.45%	5.25% 100.00%
No	8	24	9	8	86	135	212	13	7	367
DEMOGRAPHIC% CATEGORY%	53.33% 2.18%	92.31% 6.54%	90.00% 2.45%	88.89% 2.18%	64.66% 23.43%	69.95% 36.78%	64.44% 57.77%	68.42% 3.54%	63.64% 1.91%	66.49% 100.00%
Don't Know	5	2	0	1	35	43	104	6	3	156
DEMOGRAPHIC% CATEGORY%	33.33% 3.21%	7.69% 1.28%	0.00% 0.00%	11.11% 0.64%	26.32% 22.44%	22.28% 27.56%	31.61% 66.67%	31.58% 3.85%	27.27% 1.92%	28.26% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q45h. Sports Facilities Barrier - Lack of experience										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	0	1	0	9	12	10	0	1	23
DEMOGRAPHIC% CATEGORY%	13.33% 8.70%	0.00% 0.00%	10.00% 4.35%	0.00% 0.00%	6.77% 39.13%	6.22% 52.17%	3.04% 43.48%	0.00% 0.00%	9.09% 4.35%	4.17% 100.00%
No	7	23	9	6	79	124	190	13	5	332
DEMOGRAPHIC% CATEGORY%	46.67% 2.11%	88.46% 6.93%	90.00% 2.71%	66.67% 1.81%	59.40% 23.80%	64.25% 37.35%	57.75% 57.23%	68.42% 3.92%	45.45% 1.51%	60.14% 100.00%
Don't Know	6	3	0	3	45	57	129	6	5	197
DEMOGRAPHIC% CATEGORY%	40.00% 3.05%	11.54% 1.52%	0.00% 0.00%	33.33% 1.52%	33.83% 22.84%	29.53% 28.93%	39.21% 65.48%	31.58% 3.05%	45.45% 2.54%	35.69% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q46i. Depar t of Admin Barrier - Lack of personnel										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	1	1	1	9	14	8	0	0	22
DEMOGRAPHIC% CATEGORY%	13.33% 9.09%	3.85% 4.55%	10.00% 4.55%	11.11% 4.55%	6.77% 40.91%	7.25% 63.64%	2.43% 36.36%	0.00% 0.00%	0.00% 0.00%	3.99% 100.00%
No	10	24	9	6	93	142	239	14	8	403
DEMOGRAPHIC% CATEGORY%	66.67% 2.48%	92.31% 5.96%	90.00% 2.23%	66.67% 1.49%	69.92% 23.08%	73.58% 35.24%	72.64% 59.31%	73.68% 3.47%	72.73% 1.99%	73.01% 100.00%
Don't Know	3	1	0	2	31	37	82	5	3	127
DEMOGRAPHIC% CATEGORY%	20.00% 2.36%	3.85% 0.79%	0.00% 0.00%	22.22% 1.57%	23.31% 24.41%	19.17% 29.13%	24.92% 64.57%	26.32% 3.94%	27.27% 2.36%	23.01% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q46i. Depar t of Trans Barrier - Lack of personnel										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	1	1	1	9	14	10	0	0	24
DEMOGRAPHIC% CATEGORY%	13.33% 8.33%	3.85% 4.17%	10.00% 4.17%	11.11% 4.17%	6.77% 37.50%	7.25% 58.33%	3.04% 41.67%	0.00% 0.00%	0.00% 0.00%	4.35% 100.00%
No	9	24	9	8	95	145	245	15	10	415
DEMOGRAPHIC% CATEGORY%	60.00% 2.17%	92.31% 5.78%	90.00% 2.17%	88.89% 1.93%	71.43% 22.89%	75.13% 34.94%	74.47% 59.04%	78.95% 36.11%	90.91% 2.41%	75.18% 100.00%
Don't Know	4	1	0	0	29	34	74	4	1	113

Q46i. Mosquito Control Barrier - Lack of personnel										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	1	1	1	7	12	5	0	0	17
DEMOGRAPHIC% CATEGORY%	13.33% 11.76%	3.85% 5.88%	10.00% 5.88%	11.11% 5.88%	5.26% 41.18%	6.22% 70.59%	1.52% 29.41%	0.00% 0.00%	0.00% 0.00%	3.08% 100.00%
No	7	22	9	5	77	120	192	13	6	331
DEMOGRAPHIC% CATEGORY%	46.67% 2.11%	84.62% 6.65%	90.00% 2.72%	55.56% 1.51%	57.89% 23.26%	62.18% 36.25%	58.36% 58.01%	68.42% 3.93%	54.55% 1.81%	59.96% 100.00%
Don't Know	6	3	0	3	49	61	132	6	5	204
DEMOGRAPHIC% CATEGORY%	40.00% 2.94%	11.54% 1.47%	0.00% 0.00%	33.33% 1.47%	36.84% 24.02%	31.61% 29.90%	40.12% 64.71%	31.58% 2.94%	45.45% 2.45%	36.96% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q46i. Airports Commission Barrier - Lack of personnel										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	1	1	1	9	14	9	0	0	23
DEMOGRAPHIC% CATEGORY%	13.33% 8.70%	3.85% 4.35%	10.00% 4.35%	11.11% 4.35%	6.77% 39.13%	7.25% 60.87%	2.74% 39.13%	0.00% 0.00%	0.00% 0.00%	4.17% 100.00%
No	8	23	9	7	88	135	216	13	8	372
DEMOGRAPHIC% CATEGORY%	53.33% 2.15%	88.46% 6.18%	90.00% 2.42%	77.78% 1.88%	66.17% 23.66%	69.95% 36.29%	65.65% 58.06%	68.42% 3.49%	72.73% 2.15%	67.39% 100.00%
Don't Know	5	2	0	1	36	44	104	6	3	157
DEMOGRAPHIC% CATEGORY%	33.33% 3.18%	7.69% 1.27%	0.00% 0.00%	11.11% 0.64%	27.07% 22.93%	22.80% 28.03%	31.61% 66.24%	31.58% 3.82%	27.27% 1.91%	28.44% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q46i. Sports Facilities Barrier - Lack of personnel										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	1	1	1	8	13	5	0	0	18
DEMOGRAPHIC% CATEGORY%	13.33% 11.11%	3.85% 5.56%	10.00% 5.56%	11.11% 5.56%	6.02% 44.44%	6.74% 72.22%	1.52% 27.78%	0.00% 0.00%	0.00% 0.00%	3.26% 100.00%
No	7	22	9	5	80	123	195	13	6	337
DEMOGRAPHIC% CATEGORY%	46.67% 2.08%	84.62% 6.53%	90.00% 2.67%	55.56% 1.48%	60.15% 23.74%	63.73% 36.50%	59.27% 57.86%	68.42% 3.86%	54.55% 1.78%	61.05% 100.00%
Don't Know	6	3	0	3	45	57	129	6	5	197
DEMOGRAPHIC% CATEGORY%	40.00% 3.05%	11.54% 1.52%	0.00% 0.00%	33.33% 1.52%	33.83% 22.84%	29.53% 28.93%	39.21% 65.48%	31.58% 3.05%	45.45% 2.54%	35.69% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q47j. Depar of Admin Barrier - Contract too large										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	7	4	4	2	25	42	22	1	0	65
DEMOGRAPHIC% CATEGORY%	46.67% 10.77%	15.38% 6.15%	40.00% 6.15%	22.22% 3.08%	18.80% 38.46%	21.76% 64.62%	6.69% 33.85%	5.26% 1.54%	0.00% 0.00%	11.78% 100.00%
No	6	21	6	5	77	115	225	13	8	361
DEMOGRAPHIC% CATEGORY%	40.00% 1.66%	80.77% 5.82%	60.00% 1.66%	55.56% 1.39%	57.89% 21.33%	59.59% 31.86%	68.39% 62.33%	68.42% 3.60%	72.73% 2.22%	65.40% 100.00%
Don't Know	2	1	0	2	31	36	82	5	3	126
DEMOGRAPHIC% CATEGORY%	13.33% 1.59%	3.85% 0.79%	0.00% 0.00%	22.22% 1.59%	23.31% 24.60%	18.65% 28.57%	24.92% 65.08%	26.32% 3.97%	27.27% 2.38%	22.83% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q47j. Depar of Trans Barrier - Contract too large										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	7	4	4	3	23	41	26	1	0	68
DEMOGRAPHIC% CATEGORY%	46.67% 10.29%	15.38% 5.88%	40.00% 5.88%	33.33% 4.41%	17.29% 33.82%	21.24% 60.29%	7.90% 38.24%	5.26% 1.47%	0.00% 0.00%	12.32% 100.00%
No	4	21	6	6	80	117	230	14	10	371
DEMOGRAPHIC% CATEGORY%	26.67% 1.08%	80.77% 5.66%	60.00% 1.62%	66.67% 1.62%	60.15% 21.56%	60.62% 31.54%	69.91% 61.99%	73.68% 3.77%	90.91% 2.70%	67.21% 100.00%
Don't Know	4	1	0	0	30	35	73	4	1	

Q47j. Mosquito Control Barrier - Contract too large										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	7 46.67% 13.73%	4 15.38% 7.84%	4 40.00% 7.84%	2 22.22% 3.92%	17 12.78% 33.33%	34 17.62% 66.67%	16 4.86% 31.37%	1 5.26% 1.96%	0 0.00% 0.00%	51 9.24% 100.00%
No	3 20.00% 1.01%	19 73.08% 6.38%	6 60.00% 2.01%	4 44.44% 1.34%	66 49.62% 22.15%	98 50.78% 32.89%	182 55.32% 61.07%	12 63.16% 4.03%	6 54.55% 2.01%	298 53.99% 100.00%
Don't Know	5 33.33% 2.46%	3 11.54% 1.48%	0 0.00% 0.00%	3 33.33% 1.48%	50 37.59% 24.63%	61 31.61% 30.05%	131 39.82% 64.53%	6 31.58% 2.96%	5 45.45% 2.46%	203 36.78% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q47j. Airports Commission Barrier - Contract too large										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	7 46.67% 12.50%	4 15.38% 7.14%	4 40.00% 7.14%	2 22.22% 3.57%	20 15.04% 35.71%	37 19.17% 66.07%	18 5.47% 32.14%	1 5.26% 1.79%	0 0.00% 0.00%	56 10.14% 100.00%
No	4 26.67% 1.18%	20 76.92% 5.88%	6 60.00% 1.76%	6 66.67% 1.76%	76 57.14% 22.35%	112 58.03% 32.94%	208 63.22% 61.18%	12 63.16% 3.53%	8 72.73% 2.35%	340 61.59% 100.00%
Don't Know	4 26.67% 2.56%	2 7.69% 1.28%	0 0.00% 0.00%	1 11.11% 0.64%	37 27.82% 23.72%	44 22.80% 28.21%	103 31.31% 66.03%	6 31.58% 3.85%	3 27.27% 1.92%	156 28.26% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q47j. Sports Facilities Barrier - Contract too large										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	7 46.67% 12.96%	4 15.38% 7.41%	4 40.00% 7.41%	2 22.22% 3.70%	19 14.29% 35.19%	36 18.65% 66.67%	17 5.17% 31.48%	1 5.26% 1.85%	0 0.00% 0.00%	54 9.78% 100.00%
No	3 20.00% 0.99%	19 73.08% 6.29%	6 60.00% 1.99%	4 44.44% 1.32%	68 51.13% 22.52%	100 51.81% 33.11%	184 55.93% 60.93%	12 63.16% 3.97%	6 54.55% 1.99%	302 54.71% 100.00%
Don't Know	5 33.33% 2.55%	3 11.54% 1.53%	0 0.00% 0.00%	3 33.33% 1.53%	46 34.59% 23.47%	57 29.53% 29.08%	128 38.91% 65.31%	6 31.58% 3.06%	5 45.45% 2.55%	196 35.51% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q48k. Depart of Admin Barrier - Selection process										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	6 40.00% 6.12%	9 34.62% 9.18%	6 60.00% 6.12%	2 22.22% 2.04%	28 21.05% 28.57%	51 26.42% 52.04%	42 12.77% 42.86%	2 10.53% 2.04%	3 27.27% 3.06%	98 17.75% 100.00%
No	6 40.00% 1.88%	16 61.54% 5.00%	4 40.00% 1.25%	5 55.56% 1.56%	70 52.63% 21.88%	101 52.33% 31.56%	202 61.40% 63.13%	12 63.16% 3.75%	5 45.45% 1.56%	320 57.97% 100.00%
Don't Know	3 20.00% 2.24%	1 3.85% 0.75%	0 0.00% 0.00%	2 22.22% 1.49%	35 26.32% 26.12%	41 21.24% 30.60%	85 25.84% 63.43%	5 26.32% 3.73%	3 27.27% 2.24%	134 24.28% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q48k. Depart of Trans Barrier - Selection process										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	6 40.00% 6.25%	7 26.92% 7.29%	6 60.00% 6.25%	2 22.22% 2.08%	26 19.55% 27.08%	47 24.35% 48.96%	44 13.37% 45.83%	2 10.53% 2.08%	3 27.27% 3.13%	96 17.39% 100.00%
No	5 33.33% 1.49%	18 69.23% 5.36%	4 40.00% 1.19%	7 77.78% 2.08%	74 55.64% 22.02%	108 55.96% 32.14%	208 63.22% 61.90%	13 68.42% 3.87%	7 63.64% 2.08%	336 60.87% 100.00%
Don't Know	4 26.67% 3.33%	1 3.85% 0.83%	0 0.00% 0.00%	0 0.00% 0.00%	33 24.81% 27.50%	38 19.69% 31.67%	77 23.40% 64.17%	4 21.05% 3.33%	1 9.09% 0.83%	120 21.74% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q48k. Met Council Barrier - Selection process			
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Q48k. Mosquito Control Barrier - Selection process										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	6	7	6	2	20	41	36	2	3	82
DEMOGRAPHIC% CATEGORY%	40.00% 7.32%	26.92% 8.54%	60.00% 7.32%	22.22% 2.44%	15.04% 24.39%	21.24% 50.00%	10.94% 43.90%	10.53% 2.44%	27.27% 3.66%	14.86% 100.00%
No	3	16	4	4	61	88	159	11	3	261
DEMOGRAPHIC% CATEGORY%	20.00% 1.15%	61.54% 6.13%	40.00% 1.53%	44.44% 1.53%	45.86% 23.37%	45.60% 33.72%	48.33% 60.92%	57.89% 4.21%	27.27% 1.15%	47.28% 100.00%
Don't Know	6	3	0	3	52	64	134	6	5	209
DEMOGRAPHIC% CATEGORY%	40.00% 2.87%	11.54% 1.44%	0.00% 0.00%	33.33% 1.44%	39.10% 24.88%	33.16% 30.62%	40.73% 64.11%	31.58% 2.87%	45.45% 2.39%	37.86% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q48k. Airports Commission Barrier - Selection process										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	6	7	6	2	22	43	40	2	3	88
DEMOGRAPHIC% CATEGORY%	40.00% 6.82%	26.92% 7.95%	60.00% 6.82%	22.22% 2.27%	16.54% 25.00%	22.28% 48.86%	12.16% 45.45%	10.53% 2.27%	27.27% 3.41%	15.94% 100.00%
No	4	17	4	6	71	102	181	11	5	299
DEMOGRAPHIC% CATEGORY%	26.67% 1.34%	65.38% 5.69%	40.00% 1.34%	66.67% 2.01%	53.38% 23.75%	52.85% 34.11%	55.02% 60.54%	57.89% 3.68%	45.45% 1.67%	54.17% 100.00%
Don't Know	5	2	0	1	40	48	108	6	3	165
DEMOGRAPHIC% CATEGORY%	33.33% 3.03%	7.69% 1.21%	0.00% 0.00%	11.11% 0.61%	30.08% 24.24%	24.87% 29.09%	32.83% 65.45%	31.58% 3.64%	27.27% 1.82%	29.89% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q48k. Sports Facilities Barrier - Selection process										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	6	7	6	2	21	42	36	2	3	83
DEMOGRAPHIC% CATEGORY%	40.00% 7.23%	26.92% 8.43%	60.00% 7.23%	22.22% 2.41%	15.79% 25.30%	21.76% 50.60%	10.94% 43.37%	10.53% 2.41%	27.27% 3.61%	15.04% 100.00%
No	3	16	4	4	64	91	160	11	3	265
DEMOGRAPHIC% CATEGORY%	20.00% 1.13%	61.54% 6.04%	40.00% 1.51%	44.44% 1.51%	48.12% 24.15%	47.15% 34.34%	48.63% 60.38%	57.89% 4.15%	27.27% 1.13%	48.01% 100.00%
Don't Know	6	3	0	3	48	60	133	6	5	204
DEMOGRAPHIC% CATEGORY%	40.00% 2.94%	11.54% 1.47%	0.00% 0.00%	33.33% 1.47%	36.09% 23.53%	31.09% 29.41%	40.43% 65.20%	31.58% 2.94%	45.45% 2.45%	36.96% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q49l. Depart of Admin Barrier - Compete with large companies										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	9	11	4	4	44	72	55	1	4	132
DEMOGRAPHIC% CATEGORY%	60.00% 6.82%	42.31% 8.33%	40.00% 3.03%	44.44% 3.03%	33.08% 33.33%	37.31% 54.55%	16.72% 41.67%	5.26% 0.76%	36.36% 3.03%	23.91% 100.00%
No	4	14	6	3	57	84	192	13	4	293
DEMOGRAPHIC% CATEGORY%	26.67% 1.37%	53.85% 4.78%	60.00% 2.05%	44.44% 1.02%	42.86% 19.45%	43.52% 28.67%	58.36% 65.53%	68.42% 4.44%	36.36% 1.37%	53.08% 100.00%
Don't Know	2	1	0	2	32	37	82	5	3	127
DEMOGRAPHIC% CATEGORY%	13.33% 1.57%	3.85% 0.79%	0.00% 0.00%	22.22% 1.57%	24.06% 25.20%	19.17% 29.13%	24.92% 64.57%	26.32% 3.94%	27.27% 2.36%	23.01% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q49l. Depart of Trans Barrier - Compete with large companies										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	8	10	4	5	45	72	53	2	4	131
DEMOGRAPHIC% CATEGORY%	53.33% 6.11%	38.46% 7.63%	40.00% 3.05%	55.56% 3.82%	33.83% 34.35%	37.31% 54.96%	16.11% 40.46%	10.53% 1.53%	36.36% 3.05%	23.73% 100.00%
No	3	15	6	4	58	86	203	13	6	308
DEMOGRAPHIC% CATEGORY%	20.00% 0.97%	57.69% 4.87%	60.00% 1.95%	44.44% 1.30%	43.61% 18.83%	44.56% 27.92%	61.70% 65.91%	68.42% 4.22%	54.55% 1.95%	55.80% 100.00%
Don't Know</										

Q49i. Mosquito Control Barrier - Compete with large companies										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	8	10	4	3	33	58	43	1	4	106
DEMOGRAPHIC% CATEGORY%	53.33% 7.55%	38.46% 9.43%	40.00% 3.77%	33.33% 2.83%	24.81% 31.13%	30.05% 54.72%	13.07% 40.57%	5.26% 0.94%	36.36% 3.77%	19.20% 100.00%
No	2	13	6	3	49	73	155	12	2	242
DEMOGRAPHIC% CATEGORY%	13.33% 0.83%	50.00% 5.37%	60.00% 2.48%	33.33% 1.24%	36.84% 20.25%	37.82% 30.17%	47.11% 64.05%	63.16% 4.96%	18.18% 0.83%	43.84% 100.00%
Don't Know	5	3	0	3	51	62	131	6	5	204
DEMOGRAPHIC% CATEGORY%	33.33% 2.45%	11.54% 1.47%	0.00% 0.00%	33.33% 1.47%	38.35% 25.00%	32.12% 30.39%	39.82% 64.22%	31.58% 2.94%	45.45% 2.45%	36.96% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q49i. Airports Commission Barrier - Compete with large companies										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	8	10	4	4	39	65	48	1	4	118
DEMOGRAPHIC% CATEGORY%	53.33% 6.78%	38.46% 8.47%	40.00% 3.39%	44.44% 3.39%	29.32% 33.05%	33.68% 55.08%	14.59% 40.68%	5.26% 0.85%	36.36% 3.39%	21.38% 100.00%
No	3	14	6	4	57	84	178	12	4	278
DEMOGRAPHIC% CATEGORY%	20.00% 1.08%	53.85% 5.04%	60.00% 2.16%	44.44% 1.44%	42.86% 20.50%	43.52% 30.22%	54.10% 64.03%	63.16% 4.32%	36.36% 1.44%	50.36% 100.00%
Don't Know	4	2	0	1	37	44	103	6	3	156
DEMOGRAPHIC% CATEGORY%	26.67% 2.56%	7.69% 1.28%	0.00% 0.00%	11.11% 0.64%	27.82% 23.72%	22.80% 28.21%	31.31% 66.03%	31.58% 3.85%	27.27% 1.92%	28.26% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q49i. Sports Facilities Barrier - Compete with large companies										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	8	10	4	3	35	60	43	1	4	106
DEMOGRAPHIC% CATEGORY%	53.33% 7.41%	38.46% 9.26%	40.00% 3.70%	33.33% 2.78%	26.32% 32.41%	31.09% 55.56%	13.07% 39.81%	5.26% 0.93%	36.36% 3.70%	19.57% 100.00%
No	2	13	6	3	51	75	157	12	2	246
DEMOGRAPHIC% CATEGORY%	13.33% 0.81%	50.00% 5.28%	60.00% 2.44%	33.33% 1.22%	38.35% 20.73%	38.86% 30.49%	47.72% 63.82%	63.16% 4.88%	18.18% 0.81%	44.57% 100.00%
Don't Know	5	3	0	3	47	58	129	6	5	198
DEMOGRAPHIC% CATEGORY%	33.33% 2.53%	11.54% 1.52%	0.00% 0.00%	33.33% 1.52%	35.34% 23.74%	30.05% 29.29%	39.21% 65.15%	31.58% 3.03%	45.45% 2.53%	35.87% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q50m. Depart of Admin Barrier - Collusion with competitors										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	2	1	17	24	12	0	4	40
DEMOGRAPHIC% CATEGORY%	13.33% 5.00%	7.69% 5.00%	20.00% 5.00%	11.11% 2.50%	12.78% 42.50%	12.44% 60.00%	3.65% 30.00%	0.00% 0.00%	36.36% 10.00%	7.25% 100.00%
No	9	23	8	6	81	127	231	13	4	375
DEMOGRAPHIC% CATEGORY%	60.00% 2.40%	88.46% 6.13%	80.00% 2.13%	66.67% 1.60%	60.90% 21.60%	65.80% 33.87%	70.21% 61.60%	68.42% 3.47%	36.36% 1.07%	67.93% 100.00%
Don't Know	4	1	0	2	35	42	86	6	3	137
DEMOGRAPHIC% CATEGORY%	26.67% 2.92%	3.85% 0.73%	0.00% 0.00%	22.22% 1.46%	26.32% 25.55%	21.76% 30.66%	26.14% 62.77%	31.58% 4.38%	27.27% 2.19%	24.82% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q50m. Depart of Trans Barrier - Collusion with competitors										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	2	1	19	26	15	0	4	45
DEMOGRAPHIC% CATEGORY%	13.33% 4.44%	7.69% 4.44%	20.00% 4.44%	11.11% 2.22%	14.29% 42.22%	13.47% 57.78%	4.56% 33.33%	0.00% 0.00%	36.36% 8.89%	8.15% 100.00%
No	7	23	8	8	80	126	236	15	6	383
DEMOGRAPHIC% CATEGORY%	46.67% 1.83%	88.46% 6.01%	80.00% 2.09%	88.89% 2.09%	60.15% 20.89%	65.28% 32.90%	71.73% 61.62%	78.95% 3.92%	54.55% 1.57%	69.38% 100.00%
Don't Know	6	1	0	0						

Q50m. Mosquito Control Barrier - Collusion with competitors										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	2	1	13	20	13	0	4	37
DEMOGRAPHIC% CATEGORY%	13.33% 5.41%	7.69% 5.41%	20.00% 5.41%	11.11% 2.70%	9.77% 35.14%	10.36% 54.05%	3.95% 35.14%	0.00% 0.00%	36.36% 10.81%	6.70% 100.00%
No	6	21	8	5	69	109	181	13	2	305
DEMOGRAPHIC% CATEGORY%	40.00% 1.97%	80.77% 6.89%	80.00% 2.62%	55.56% 1.64%	51.88% 22.62%	56.48% 35.74%	55.02% 59.34%	68.42% 4.26%	18.18% 0.66%	55.25% 100.00%
Don't Know	7	3	0	3	51	64	135	6	5	210
DEMOGRAPHIC% CATEGORY%	46.67% 3.33%	11.54% 1.43%	0.00% 0.00%	33.33% 1.43%	38.35% 24.29%	33.16% 30.48%	41.03% 64.29%	31.58% 2.86%	45.45% 2.38%	38.04% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q50m. Airports Commission Barrier - Collusion with competitors										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	2	1	14	21	12	0	4	37
DEMOGRAPHIC% CATEGORY%	13.33% 5.41%	7.69% 5.41%	20.00% 5.41%	11.11% 2.70%	10.53% 37.84%	10.88% 56.76%	3.65% 32.43%	0.00% 0.00%	36.36% 10.81%	6.70% 100.00%
No	7	22	8	7	80	124	209	13	4	350
DEMOGRAPHIC% CATEGORY%	46.67% 2.00%	84.62% 6.29%	80.00% 2.29%	77.78% 2.00%	60.15% 22.86%	64.25% 35.43%	63.53% 59.71%	68.42% 3.71%	36.36% 1.14%	63.41% 100.00%
Don't Know	6	2	0	1	39	48	108	6	3	165
DEMOGRAPHIC% CATEGORY%	40.00% 3.64%	7.69% 1.21%	0.00% 0.00%	11.11% 0.61%	29.32% 23.64%	24.87% 29.09%	32.83% 65.45%	31.58% 3.64%	27.27% 1.82%	29.89% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q50m. Sports Facilities Barrier - Collusion with competitors										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	2	2	1	14	21	14	0	4	39
DEMOGRAPHIC% CATEGORY%	13.33% 5.13%	7.69% 5.13%	20.00% 5.13%	11.11% 2.56%	10.53% 35.90%	10.88% 53.85%	4.26% 35.90%	0.00% 0.00%	36.36% 10.26%	7.07% 100.00%
No	6	21	8	5	72	112	182	13	2	309
DEMOGRAPHIC% CATEGORY%	40.00% 1.94%	80.77% 6.80%	80.00% 2.59%	55.56% 1.62%	54.14% 23.30%	58.03% 36.25%	55.32% 58.90%	68.42% 4.21%	18.18% 0.65%	55.98% 100.00%
Don't Know	7	3	0	3	47	60	133	6	5	204
DEMOGRAPHIC% CATEGORY%	46.67% 3.43%	11.54% 1.47%	0.00% 0.00%	33.33% 1.47%	35.34% 23.04%	31.09% 29.41%	40.43% 65.20%	31.58% 2.94%	45.45% 2.45%	36.96% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q51n. Depart of Admin Barrier - Fraud/fronting										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	1	0	0	8	10	2	0	1	13
DEMOGRAPHIC% CATEGORY%	6.67% 7.69%	3.85% 7.69%	0.00% 0.00%	0.00% 0.00%	6.02% 61.54%	5.18% 76.92%	0.61% 15.38%	0.00% 0.00%	9.09% 7.69%	2.36% 100.00%
No	10	22	9	7	91	139	239	14	7	399
DEMOGRAPHIC% CATEGORY%	66.67% 2.51%	84.62% 5.51%	90.00% 2.26%	77.78% 1.75%	68.42% 22.81%	72.02% 34.84%	72.64% 59.90%	73.68% 3.51%	63.64% 1.75%	72.28% 100.00%
Don't Know	4	3	1	2	34	44	88	5	3	140
DEMOGRAPHIC% CATEGORY%	26.67% 2.86%	11.54% 2.14%	10.00% 0.71%	22.22% 1.43%	25.56% 24.29%	22.80% 31.43%	26.75% 62.86%	26.32% 3.57%	27.27% 2.14%	25.36% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q51n. Depart of Trans Barrier - Fraud/fronting										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	1	0	0	10	12	4	0	1	17
DEMOGRAPHIC% CATEGORY%	6.67% 5.88%	3.85% 5.88%	0.00% 0.00%	0.00% 0.00%	7.52% 58.82%	6.22% 70.59%	1.22% 23.53%	0.00% 0.00%	9.09% 5.88%	3.08% 100.00%
No	9	23	9	8	90	139	243	15	9	406
DEMOGRAPHIC% CATEGORY%	60.00% 2.22%	88.46% 5.67%	90.00% 2.22%	88.89% 1.97%	67.67% 22.17%	72.02% 34.24%	73.86% 59.85%	78.95% 3.69%	81.82% 2.22%	73.55% 100.00%
Don't Know	5	2	1	1	33	42	82	4	1	

Q51n. Mosquito Control Barrier - Fraud/fronting										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	1	0	0	5	7	2	0	1	10
DEMOGRAPHIC% CATEGORY%	6.67% 10.00%	3.85% 10.00%	0.00% 0.00%	0.00% 0.00%	3.76% 50.00%	3.63% 70.00%	0.61% 20.00%	0.00% 0.00%	9.09% 10.00%	1.81% 100.00%
No	7	22	9	6	78	122	190	13	5	330
DEMOGRAPHIC% CATEGORY%	46.67% 2.12%	84.62% 6.67%	90.00% 2.73%	66.67% 1.82%	58.65% 23.64%	63.21% 36.97%	57.75% 57.58%	68.42% 3.94%	45.45% 1.52%	59.78% 100.00%
Don't Know	7	3	1	3	50	64	137	6	5	212
DEMOGRAPHIC% CATEGORY%	46.67% 3.30%	11.54% 1.42%	10.00% 0.47%	33.33% 1.42%	37.59% 23.58%	33.16% 30.19%	41.64% 64.62%	31.58% 2.83%	45.45% 2.36%	38.41% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q51n. Airports Commission Barrier - Fraud/fronting										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	1	0	0	7	9	3	0	1	13
DEMOGRAPHIC% CATEGORY%	6.67% 7.69%	3.85% 7.69%	0.00% 0.00%	0.00% 0.00%	5.26% 53.85%	4.66% 69.23%	0.91% 23.08%	0.00% 0.00%	9.09% 7.69%	2.36% 100.00%
No	8	22	9	8	88	135	215	13	7	370
DEMOGRAPHIC% CATEGORY%	53.33% 2.16%	84.62% 5.95%	90.00% 2.43%	88.89% 2.16%	66.17% 23.78%	69.95% 36.49%	65.35% 58.11%	68.42% 3.51%	63.64% 1.89%	67.03% 100.00%
Don't Know	6	3	1	1	38	49	111	6	3	169
DEMOGRAPHIC% CATEGORY%	40.00% 3.55%	11.54% 1.78%	10.00% 0.59%	11.11% 0.59%	28.57% 22.49%	25.39% 28.99%	33.74% 65.68%	31.58% 3.55%	27.27% 1.78%	30.62% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q51n. Sports Facilities Barrier - Fraud/fronting										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	1	0	0	7	9	3	0	1	13
DEMOGRAPHIC% CATEGORY%	6.67% 7.69%	3.85% 7.69%	0.00% 0.00%	0.00% 0.00%	5.26% 53.85%	4.66% 69.23%	0.91% 23.08%	0.00% 0.00%	9.09% 7.69%	2.36% 100.00%
No	7	22	9	6	80	124	191	13	5	333
DEMOGRAPHIC% CATEGORY%	46.67% 2.10%	84.62% 6.61%	90.00% 2.70%	66.67% 1.80%	60.15% 24.02%	64.25% 37.24%	58.05% 57.36%	68.42% 3.90%	45.45% 1.50%	60.33% 100.00%
Don't Know	7	3	1	3	46	60	135	6	5	206
DEMOGRAPHIC% CATEGORY%	46.67% 3.40%	11.54% 1.46%	10.00% 0.49%	33.33% 1.46%	34.59% 22.33%	31.09% 29.13%	41.03% 65.53%	31.58% 2.91%	45.45% 2.43%	37.32% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q52o. Depart of Admin Barrier - Slow or nonpayment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	4	3	1	2	16	26	6	0	0	32
DEMOGRAPHIC% CATEGORY%	26.67% 12.50%	11.54% 9.38%	10.00% 3.13%	22.22% 6.25%	12.03% 50.00%	13.47% 81.25%	1.82% 18.75%	0.00% 0.00%	0.00% 0.00%	5.80% 100.00%
No	7	21	8	5	82	123	238	14	8	383
DEMOGRAPHIC% CATEGORY%	46.67% 1.83%	80.77% 5.48%	80.00% 2.09%	55.56% 1.31%	61.65% 21.41%	63.73% 32.11%	72.34% 62.14%	73.68% 3.66%	72.73% 2.09%	69.38% 100.00%
Don't Know	4	2	1	2	35	44	85	5	3	137
DEMOGRAPHIC% CATEGORY%	26.67% 2.92%	7.69% 1.46%	10.00% 0.73%	22.22% 1.46%	26.32% 25.55%	22.80% 32.12%	25.84% 62.04%	26.32% 3.65%	27.27% 2.19%	24.82% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q52o. Depart of Trans Barrier - Slow or nonpayment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	2	1	2	19	27	8	1	0	36
DEMOGRAPHIC% CATEGORY%	20.00% 8.33%	7.69% 5.56%	10.00% 2.78%	22.22% 5.56%	14.29% 52.78%	13.99% 75.00%	2.43% 22.22%	5.26% 2.78%	0.00% 0.00%	6.52% 100.00%
No	7	22	8	7	82	126	244	14	10	394
DEMOGRAPHIC% CATEGORY%	46.67% 1.78%	84.62% 5.58%	80.00% 2.03%	77.78% 1.78%	61.65% 20.81%	65.28% 31.98%	74.16% 61.93%	73.68% 3.55%	90.91% 2.54%	71.38% 100.00%
Don't Know	5	2	1	0	32	40	77	4	1	122

Q52o. Mosquito Control Barrier - Slow or nonpayment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	2	1	1	10	17	5	0	0	22
DEMOGRAPHIC% CATEGORY%	20.00% 13.64%	7.69% 9.09%	10.00% 4.55%	11.11% 4.55%	7.52% 45.45%	8.81% 77.27%	1.52% 22.73%	0.00% 0.00%	0.00% 0.00%	3.99% 100.00%
No	5	20	8	5	71	109	190	13	6	318
DEMOGRAPHIC% CATEGORY%	33.33% 1.57%	76.92% 6.29%	80.00% 2.52%	55.56% 1.57%	53.38% 22.33%	56.48% 34.28%	57.75% 59.75%	68.42% 4.09%	54.55% 1.89%	57.61% 100.00%
Don't Know	7	4	1	3	52	67	134	6	5	212
DEMOGRAPHIC% CATEGORY%	46.67% 3.30%	15.38% 1.89%	10.00% 0.47%	33.33% 1.42%	39.10% 24.53%	34.72% 31.60%	40.73% 63.21%	31.58% 2.83%	45.45% 3.44%	38.41% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q52o. Airports Commission Barrier - Slow or nonpayment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	2	1	2	15	23	8	0	0	31
DEMOGRAPHIC% CATEGORY%	20.00% 9.68%	7.69% 6.45%	10.00% 3.23%	22.22% 6.45%	11.28% 48.39%	11.92% 74.19%	2.43% 25.81%	0.00% 0.00%	0.00% 0.00%	5.62% 100.00%
No	6	21	8	6	78	119	215	13	8	355
DEMOGRAPHIC% CATEGORY%	40.00% 1.69%	80.77% 5.92%	80.00% 2.25%	66.67% 1.69%	58.65% 21.97%	61.66% 33.52%	65.35% 60.56%	68.42% 3.66%	72.73% 2.25%	64.31% 100.00%
Don't Know	6	3	1	1	40	51	106	6	3	166
DEMOGRAPHIC% CATEGORY%	40.00% 3.61%	11.54% 1.81%	10.00% 0.60%	11.11% 0.60%	30.08% 24.10%	26.42% 30.72%	32.22% 63.86%	31.58% 3.61%	27.27% 1.81%	30.07% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q52o. Sports Facilities Barrier - Slow or nonpayment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	2	1	1	10	17	6	0	0	23
DEMOGRAPHIC% CATEGORY%	20.00% 13.04%	7.69% 8.70%	10.00% 4.35%	11.11% 4.35%	7.52% 43.48%	8.81% 73.91%	1.82% 26.09%	0.00% 0.00%	0.00% 0.00%	4.17% 100.00%
No	5	20	8	5	75	113	191	13	6	323
DEMOGRAPHIC% CATEGORY%	33.33% 1.55%	76.92% 6.19%	80.00% 2.48%	55.56% 1.55%	56.39% 23.22%	58.55% 34.98%	58.05% 59.13%	68.42% 4.02%	54.55% 1.86%	58.51% 100.00%
Don't Know	7	4	1	3	48	63	132	6	5	206
DEMOGRAPHIC% CATEGORY%	46.67% 3.40%	15.38% 1.94%	10.00% 0.49%	33.33% 1.46%	36.09% 23.30%	32.64% 30.58%	40.12% 64.08%	31.58% 2.91%	45.45% 2.43%	37.32% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q53p. Depart of Admin Barrier - Unnecessary restrictive contract specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3	5	3	2	25	38	38	0	4	80
DEMOGRAPHIC% CATEGORY%	20.00% 3.75%	19.23% 6.25%	30.00% 3.75%	22.22% 2.50%	18.80% 31.25%	19.69% 47.50%	11.55% 47.50%	0.00% 0.00%	36.36% 5.00%	14.49% 100.00%
No	9	20	6	5	76	116	207	14	4	341
DEMOGRAPHIC% CATEGORY%	60.00% 2.64%	76.92% 5.87%	60.00% 1.76%	55.56% 1.47%	57.14% 22.29%	60.10% 34.02%	62.92% 60.70%	73.68% 4.11%	36.36% 1.17%	61.78% 100.00%
Don't Know	3	1	1	2	32	39	84	5	3	131
DEMOGRAPHIC% CATEGORY%	20.00% 2.29%	3.85% 0.76%	10.00% 0.76%	22.22% 1.53%	24.06% 24.43%	20.21% 29.77%	25.53% 64.12%	26.32% 3.82%	27.27% 2.29%	23.73% 100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00% 2.72%	100.00% 4.71%	100.00% 1.81%	100.00% 1.63%	100.00% 24.09%	100.00% 34.96%	100.00% 59.60%	100.00% 3.44%	100.00% 1.99%	100.00% 100.00%

Q53p. Depart of Trans Barrier - Unnecessary restrictive contract specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	4	5	4	2	26	41	39	1	4	85
DEMOGRAPHIC% CATEGORY%	26.67% 4.71%	19.23% 5.88%	40.00% 4.71%	22.22% 2.35%	19.55% 30.59%	21.24% 48.24%	11.85% 45.88%	5.26% 1.18%	36.36% 4.71%	15.40% 100.00%
No	7	20	5	7	77	116	213	14	6	349
DEMOGRAPHIC% CATEGORY%	46.67% 2.01%	76.92% 5.73%	50.00% 1.43%	77.78% 2.01%	57.89% 22.06%	60.10% 33.24%	64.74% 61.03%	73.68% 4.01%	54.55% 1.72%	63.22% 100.00%
Don't Know	4	1	1	0	30	36				

Q53p. Mosquito Control Barrier - Unnecessary restrictive contract specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3 20.00% 4.69%	5 19.23% 7.81%	4 40.00% 6.25%	1 11.11% 1.56%	20 15.04% 31.25%	33 17.10% 51.56%	28 8.51% 43.75%	0 0.00% 0.00%	3 27.27% 4.69%	64 11.59% 100.00%
No	6 40.00% 2.14%	18 69.23% 6.43%	5 50.00% 1.79%	5 55.56% 1.79%	62 46.62% 22.14%	96 49.74% 34.29%	168 51.06% 60.00%	13 68.42% 4.64%	3 27.27% 1.07%	280 50.72% 100.00%
Don't Know	6 40.00% 2.88%	3 11.54% 1.44%	1 10.00% 0.48%	3 33.33% 1.44%	51 38.35% 24.52%	64 33.16% 30.77%	133 40.43% 63.94%	6 31.58% 2.88%	5 45.45% 2.40%	208 37.68% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q53p. Airports Commission Barrier - Unnecessary restrictive contract specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3 20.00% 4.29%	5 19.23% 7.14%	4 40.00% 5.71%	2 22.22% 2.86%	22 16.54% 31.43%	36 18.65% 51.43%	30 9.12% 42.86%	0 0.00% 0.00%	4 36.36% 5.71%	70 12.68% 100.00%
No	7 46.67% 2.19%	19 73.08% 5.94%	5 50.00% 1.56%	6 66.67% 1.88%	73 54.89% 22.81%	110 56.99% 34.38%	193 58.66% 60.31%	13 68.42% 4.06%	4 36.36% 1.25%	320 57.97% 100.00%
Don't Know	5 33.33% 3.09%	2 7.69% 1.23%	1 10.00% 0.62%	1 11.11% 0.62%	38 28.57% 23.46%	47 24.35% 29.01%	106 32.22% 65.43%	6 31.58% 3.70%	3 27.27% 1.85%	162 29.35% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q53p. Sports Facilities Barrier - Unnecessary restrictive contract specifications										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3 20.00% 4.62%	5 19.23% 7.69%	4 40.00% 6.15%	1 11.11% 1.54%	21 15.79% 32.31%	34 17.62% 52.31%	28 8.51% 43.08%	0 0.00% 0.00%	3 27.27% 4.62%	65 11.78% 100.00%
No	6 40.00% 2.10%	18 69.23% 6.29%	5 50.00% 1.75%	5 55.56% 1.75%	65 48.87% 22.73%	99 51.30% 34.62%	171 51.98% 59.79%	13 68.42% 4.55%	3 27.27% 1.05%	286 51.81% 100.00%
Don't Know	6 40.00% 2.99%	3 11.54% 1.49%	1 10.00% 0.50%	3 33.33% 1.49%	47 35.34% 23.38%	60 31.09% 29.85%	130 39.51% 64.68%	6 31.58% 2.99%	5 45.45% 2.49%	201 36.41% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q54. Depart of Admin Barrier - Public sector discriminatory behavior										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1 6.67% 6.67%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	8 6.02% 53.33%	9 4.66% 60.00%	5 1.52% 33.33%	0 0.00% 0.00%	1 9.09% 6.67%	15 2.72% 100.00%
No	10 66.67% 2.71%	23 88.46% 6.23%	10 100.00% 2.71%	6 66.67% 1.63%	82 61.65% 22.22%	131 67.88% 35.50%	218 66.26% 59.08%	14 73.68% 3.79%	6 54.55% 1.63%	369 66.85% 100.00%
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 3.01% 17.39%	4 2.07% 17.39%	17 5.17% 73.91%	1 5.26% 4.35%	1 9.09% 4.35%	23 4.17% 100.00%
NA-Did not bid	4 26.67% 2.76%	3 11.54% 2.07%	0 0.00% 0.00%	3 33.33% 2.07%	39 29.32% 26.90%	49 25.39% 33.79%	89 27.05% 61.38%	4 21.05% 2.76%	3 27.27% 2.07%	145 26.27% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q54. Depart of Trans Barrier - Public sector discriminatory behavior										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2 13.33% 18.18%	1 3.85% 9.09%	0 0.00% 0.00%	0 0.00% 0.00%	4 3.01% 36.36%	7 3.63% 63.64%	3 0.91% 27.27%	0 0.00% 0.00%	1 9.09% 9.09%	11 1.99% 100.00%
No	9 60.00% 2.31%	21 80.77% 5.38%	9 90.00% 2.31%	8 88.89% 2.05%	88 66.17% 22.56%	135 69.95% 34.62%	231 70.21% 59.23%	15 78.95% 3.85%	9 81.82% 2.31%	390 70.65% 100.00%
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 1.50% 16.67%	2 1.04% 16.67%	9 2.74% 75.00%	1 5.26% 8.33%	0 0.00% 0.00%	12 2.17% 100.00%
NA-Did not bid	4 26.67% 2.88%	4 15.38% 2.88%	1 10.00% 0.72%	1 11.11% 0.72%	39 29.32% 28.06%	49 25.39% 35.25%	86 26.14% 61.87%	3 15.79% 2.16%	1 9.09% 0.72%	139 25.18% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%		

Q54. Met Council Barrier - Public sector discriminatory behavior										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	1	0	0	3	4	6	0	1	11
DEMOGRAPHIC% CATEGORY%	0.00%	3.85%	0.00%	0.00%	2.26%	2.07%	1.82%	0.00%	9.09%	1.99%
	0.00%	9.09%	0.00%	0.00%	27.27%	36.36%	54.55%	0.00%	9.09%	100.00%
No	10	21	9	6	82	128	202	12	6	348
DEMOGRAPHIC% CATEGORY%	66.67%	80.77%	90.00%	66.67%	61.65%	66.32%	61.40%	63.16%	54.55%	63.04%
	2.87%	6.03%	2.59%	1.72%	23.56%	36.78%	58.05%	3.45%	1.72%	100.00%
Don't Know	0	0	0	0	2	2	8	1	1	12
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	1.50%	1.04%	2.43%	5.26%	9.09%	2.17%
	0.00%	0.00%	0.00%	0.00%	16.67%	16.67%	66.67%	8.33%	8.33%	100.00%
NA-Did not bid	5	4	1	3	46	59	113	6	3	181
DEMOGRAPHIC% CATEGORY%	33.33%	15.38%	10.00%	33.33%	34.59%	30.57%	34.35%	31.58%	27.27%	32.79%
	2.76%	2.21%	0.55%	1.66%	25.41%	32.60%	62.43%	3.31%	1.66%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q54. Mosquito Control Barrier - Public sector discriminatory behavior										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	0	0	2	0	1	3
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.61%	0.00%	9.09%	0.54%
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	0.00%	33.33%	100.00%
No	9	20	9	5	68	111	174	12	5	302
DEMOGRAPHIC% CATEGORY%	60.00%	76.92%	90.00%	55.56%	51.13%	57.51%	52.89%	63.16%	45.45%	54.71%
	2.98%	6.62%	2.98%	1.66%	22.52%	36.75%	57.62%	3.97%	1.66%	100.00%
Don't Know	0	0	0	0	2	2	6	1	1	10
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	1.50%	1.04%	1.82%	5.26%	9.09%	1.81%
	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	60.00%	10.00%	10.00%	100.00%
NA-Did not bid	6	6	1	4	63	80	147	6	4	237
DEMOGRAPHIC% CATEGORY%	40.00%	23.08%	10.00%	44.44%	47.37%	41.45%	44.68%	31.58%	36.36%	42.93%
	2.53%	2.53%	0.42%	1.69%	26.58%	33.76%	62.03%	2.53%	1.69%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q54. Airports Commission Barrier - Public sector discriminatory behavior										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	4	4	3	0	1	8
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	3.01%	2.07%	0.91%	0.00%	9.09%	1.45%
	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	37.50%	0.00%	12.50%	100.00%
No	9	22	9	7	80	127	197	12	6	342
DEMOGRAPHIC% CATEGORY%	60.00%	84.62%	90.00%	77.78%	60.15%	65.80%	59.88%	63.16%	54.55%	61.96%
	2.63%	6.43%	2.63%	2.05%	23.39%	37.13%	57.60%	3.51%	1.75%	100.00%
Don't Know	0	0	0	0	1	1	4	1	1	7
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.75%	0.52%	1.22%	5.26%	9.09%	1.27%
	0.00%	0.00%	0.00%	0.00%	14.29%	14.29%	57.14%	14.29%	14.29%	100.00%
NA-Did not bid	6	4	1	2	48	61	125	6	3	195
DEMOGRAPHIC% CATEGORY%	40.00%	15.38%	10.00%	22.22%	36.09%	31.61%	37.99%	31.58%	27.27%	35.33%
	3.08%	2.05%	0.51%	1.03%	24.62%	31.28%	64.10%	3.08%	1.54%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC% CATEGORY%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

Q54. Sports Facilities Barrier - Public sector discriminatory behavior										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	1	1	3	0	1	5
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.75%	0.52%	0.91%	0.00%	9.09%	0.91%
	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	60.00%	0.00%	20.00%	100.00%
No	9	20	9	5	72	115	175	12	6	308
DEMOGRAPHIC% CATEGORY%	60.00%	76.92%	90.00%	55.56%	54.14%	59.59%	53.19%	63.16%	54.55%	55.80%
	2.92%	6.49%	2.92%	1.62%	23.38%	37.34%	56.82%	3.90%	1.95%	100.00%
Don't Know	0	0	0	0	1	1	6	1	1	9
DEMOGRAPHIC% CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.75%	0.52%	1.82%	5.26%	9.09%	1.63%
	0.00%	0.00%	0.00%	0.00%	11.11%	11.11%	66.67%	11.11%	11.11%	100.00%
NA-Did not bid	6	6	1	4	59	76	145	6	3	230
DEMOGRAPHIC% CATEGORY%	40.00%	23.08%	10.00%	44.44%	44.36%	39.38%	44.07%	31.58%	27.27%	41.67%
	2.61%	2.61%	0.43%	1.74%	25.65%	33.04%	63.04%	2.61%	1.30%	100.00%
Total	15	26	10							

Q55. Depart of Trans - Aware of discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Verbal Comment	0	1	0	0	2	3	0	2	0	0
	0.00%	100.00%	0.00%	0.00%	50.00%	33.33%	0.00%	28.57%	0.00%	27.78%
	0.00%	0.00%	0.00%	0.00%	40.00%	60.00%	0.00%	40.00%	0.00%	100.00%
Written Statement	0	0	0	0	1	1	2	3	0	0
	0.00%	0.00%	0.00%	0.00%	25.00%	11.11%	66.67%	42.86%	0.00%	33.33%
	0.00%	0.00%	0.00%	0.00%	16.67%	16.67%	33.33%	50.00%	0.00%	100.00%
Action taken against company	2	0	0	0	1	3	1	2	1	1
	100.00%	0.00%	0.00%	0.00%	25.00%	33.33%	33.33%	28.57%	100.00%	38.89%
	28.57%	0.00%	0.00%	0.00%	14.29%	42.86%	14.29%	28.57%	14.29%	100.00%
Total	2	1	0	0	4	7	3	7	1	1
	100.00%	100.00%	0.00%	0.00%	100.00%	77.78%	100.00%	100.00%	100.00%	100.00%
	11.11%	0.00%	0.00%	0.00%	22.22%	38.89%	16.67%	38.89%	5.56%	100.00%

Q55. Met Council - Aware of discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Verbal Comment	1	0	0	0	1	2	1	0	0	1
	100.00%	0.00%	0.00%	0.00%	25.00%	22.22%	33.33%	0.00%	0.00%	27.27%
	33.33%	0.00%	0.00%	0.00%	33.33%	66.67%	33.33%	0.00%	0.00%	100.00%
Written Statement	0	0	0	0	1	1	1	0	0	1
	0.00%	0.00%	0.00%	0.00%	25.00%	11.11%	33.33%	0.00%	0.00%	18.18%
	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Action taken against company	0	0	0	0	1	1	1	0	1	1
	0.00%	0.00%	0.00%	0.00%	25.00%	11.11%	33.33%	0.00%	100.00%	27.27%
	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%	0.00%	33.33%	100.00%
Don't Know	0	0	0	0	0	0	3	0	0	1
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	27.27%
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Total	1	0	0	0	3	4	6	0	1	1
	100.00%	0.00%	0.00%	0.00%	75.00%	44.44%	200.00%	0.00%	100.00%	100.00%
	9.09%	0.00%	0.00%	0.00%	27.27%	36.36%	54.55%	0.00%	9.09%	100.00%

Q55. Mosquito Control - Aware of discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Written Statement	0	0	0	0	1	1	1	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	50.00%	0.00%	0.00%	33.33%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Action taken against company	0	0	0	0	2	2	1	0	1	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	66.67%	66.67%	50.00%	0.00%	100.00%	66.67%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	50.00%	25.00%	0.00%	25.00%	100.00%
Total	0	0	0	0	3	3	2	0	1	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	50.00%	33.33%	0.00%	16.67%	100.00%

Q55. Airports Commission - Aware of discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Verbal Comment	0	0	0	0	1	1	0	0	0	0
	0.00%	0.00%	0.00%	0.00%	25.00%	11.11%	0.00%	0.00%	0.00%	12.50%
	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Written Statement	0	0	0	0	2	2	1	0	0	0
	0.00%	0.00%	0.00%	0.00%	50.00%	22.22%	33.33%	0.00%	0.00%	37.50%
	0.00%	0.00%	0.00%	0.00%	100.00%	66.67%	33.33%	0.00%	0.00%	100.00%
Action taken against company	0	0	0	0	1	1	1	0	1	1
	0.00%	0.00%	0.00%	0.00%	25.00%	11.11%	33.33%	0.00%	100.00%	37.50%
	0.00%	0.00%	0.00%	0.00%	100.00%	33.33%	33.33%	0.00%	33.33%	100.00%
Don't Know	0	0	0	0	0	0	1	0	0	0
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	12.50%
	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Total	0	0	0	0	4	4	3	0	1	1
	0.00%	0.00%	0.00%	0.00%	100.00%	44.44%	100.00%	0.00%	100.00%	100.00%
	0.00%	0.00%	0.00%	0.00%	100.00%	50.00%	37.50%	0.00%	12.50%	100.00%

Q55. Sports Facilities - Aware of discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Written Statement	0	0	0	0	0	0	0	0	0	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Action taken against company	0	0	0	0	0	0	2	0	1	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	66.67%	0.00%	33.33%	100.00%
Total	0	0	0	0	1	1	2	0	0	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	0.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	33.33%	60.00%	0.00%	20.00%	100.00%

Q56. Depart of Admin - Perceived reason for discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Owner's race or ethnicity	0	0	0	0	1	1	4	1	1	6
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	12.50%	11.11%	80.00%	0.00%	100.00%	40.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	16.67%	60.00%	0.00%	20.00%	100.00%
Owner's sex	0	0	0	0	3	3	0	0	0	3
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	37.50%	33.33%	0.00%	0.00%	0.00%	20.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	60.00%	0.00%	20.00%	100.00%
Time in business	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	12.50%	11.11%	0.00%	0.00%	0.00%	6.67%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	60.00%	0.00%	20.00%	100.00%
Company size	1	0	0	0	1	2	0	0	0	2
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	12.50%	22.22%	0.00%	0.00%	0.00%	13.33%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	60.00%	0.00%	20.00%	100.00%
Company experience	0	0	0	0	0	0	1	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	0.00%	0.00%	6.67%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	60.00%	0.00%	20.00%	100.00%
Don't Know	0	0	0	0	2	2	0	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	25.00%	22.22%	0.00%	0.00%	0.00%	13.33%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	60.00%	0.00%	20.00%	100.00%
Total	1	0	0	0	8	9	5	1	1	15
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
	0.00%	0.00%	0.00%	0.00%	100.00%	60.00%	60.00%	0.00%	20.00%	100.00%

Q56. Depart of Trans - Perceived reason for discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Owner's race or ethnicity	2	0	0	0	0	2	2	0	1	5
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	0.00%	28.57%	66.67%	0.00%	100.00%	45.45%
CATEGORY%	40.00%	0.00%	0.00%	0.00%	0.00%	40.00%	40.00%	0.00%	20.00%	100.00%
Owner's sex	0	0	0	0	3	3	0	0	0	3
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	75.00%	42.86%	0.00%	0.00%	0.00%	27.27%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Company experience	0	1	0	0	0	1	0	0	0	1
DEMOGRAPHIC%	0.00%	100.00%	0.00%	0.00%	0.00%	14.29%	0.00%	0.00%	0.00%	9.09%
CATEGORY%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Don't Know	0	0	0	0	1	1	1	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	25.00%	14.29%	33.33%	0.00%	0.00%	18.18%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Total	2	1	0	0	4	7	3	0	1	11
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
	18.18%	9.09%	0.00%	0.00%	36.36%	63.64%	27.27%	0.00%	9.09%	100.00%

Q56. Met Council - Perceived reason for discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Owner's race or ethnicity	0	0	0	0	0	0	3	0	1	4
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%	36.36%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	75.00%	0.00%	25.00%	100.00%
Owner's sex	0	0	0	0	3	3	0	0	0	3
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	33.33%	0.00%	0.00%	0.00%	27.27%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Company experience	1	0	0	0	0	1	3	0	0	4
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	0.00%	11.11%	50.00%	0.00%	0.00%	36.36%
CATEGORY%	25.00%	0.00%	0.00%	0.00%	0.00%	25.00%	75.00%	0.00%	0.00%	100.00%
Total	1	0	0	0	3	4	6	0	1	11
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	100.00%	44.44%	100.00%	0.00%	100.00%	100.00%
	9.09%	0.00%	0.00%	0.00%	27.27%	36.36%	54.55%	0.00%	9.09%	100.00%

Q56. Mosquito Control - Perceived reason for discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Owner's race or ethnicity	0	0	0	0	0	0	0	0	0	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Don't Know	0	0	0	0	1	1	1	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	11.11%	100.00%	0.00%	0.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Total	0	0	0	0	1	1	1	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	11.11%	100.00%	0.00%	0.00%	100.00%
	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%

Q56. Airports Commission - Perceived reason for discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Owner's race or ethnicity	0	0	0	0	0	0	3	0	1	4
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	50.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	75.00%	0.00%	25.00%	100.00%
Owner's sex	0	0	0	0	3	3	0	0	0	3
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	75.00%	33.33%	0.00%	0.00%	0.00%	37.50%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Time in business	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	25.00%	11.11%	0.00%	0.00%	0.00%	12.50%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Total	0	0	0	0	4	4	3	0	1	8
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	44.44%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	37.50%	0.00%	12.50%	100.00%

Q56. Sports Facilities - Perceived reason for discrimination against company										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Owner's race or ethnicity	0	0	0	0	0	0	0	0	0	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Time in business	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	11.11%	0.00%	0.00%	0.00%	20.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Don't Know	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	0.00%	0.00%	40.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Total	0	0	0	0	1	1	3	0	1	5
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	11.11%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	60.00%	0.00%	20.00%	100.00%

Q57. Depart of Admin - Experienced Harassment/sabotage										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	12.50%	11.11%	0.00%	0.00%	0.00%	6.67%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	60.00%	0.00%	20.00%	100.00%
No	1	0	0	0	6	7	5	0	1	13
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	75.00%	77.78%	100.00%	0.00%	100.00%	86.67%
CATEGORY%	7.69%	0.00%	0.00%	0.00%	100.00%	53.85%	60.00%	0.00%	20.00%	100.00%
NA-Did not bid	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	12.50%	11.11%	0.00%	0.00%	0.00%	6.67%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	60.00%	0.00%	20.00%	100.00%
Total	1	0	0	0	8	9	5	0	1	15
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	6.67%	0.00%	0.00%	0.00%	100.00%	60.00%	60.00%	0.00%	20.00%	100.00%

Q57. Depart of Trans - Experienced Harassment/sabotage										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	0	0	0	1	3	0	0	0	3
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	25.00%	33.33%	0.00%	0.00%	0.00%	27.27%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	60.00%	0.00%	20.00%	100.00%
No	0	1	0	0	3	4	3	0	1	8
DEMOGRAPHIC%	0.00%	100.00%	0.00%	0.00%	75.00%	44.44%	100.00%	0.00%	100.00%	72.73%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	50.00%	60.00%	0.00%	20.00%	100.00%
Total	2	1	0	0	4	7	3	0	1	11
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	100.00%	77.78%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	63.64%	60.00%	0.00%	20.00%	100.00%

Q57. Met Council - Experienced Harassment/sabotage										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	33.33%	11.11%	0.00%	0.00%	0.00%	9.09%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	60.00%	0.00%	20.00%	100.00%
No	1	0	0	0	2	3	6	0	1	10
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	66.67%	33.33%	100.00%	0.00%	100.00%	90.91%
CATEGORY%	10.00%	0.00%	0.00%	0.00%	100.00%	30.00%	60.00%	0.00%	20.00%	100.00%
Total	1	0	0	0	3	4	6	0	1	11
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	1					

Q57. Sports Facilities - Experienced Harassment/sabotage										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
No	0	0	0	0	1	1	3	0	1	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 20.00%	100.00% 20.00%	100.00% 60.00%	0.00% 0.00%	100.00% 20.00%	100.00% 100.00%
Total	0	0	0	0	1	1	3	0	1	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 20.00%	100.00% 20.00%	100.00% 60.00%	0.00% 0.00%	100.00% 20.00%	100.00% 100.00%

Q58. Depart of Admin - Unequal or unfair treatment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	0	0	0	4	5	1	0	1	7
DEMOGRAPHIC% CATEGORY%	100.00% 14.29%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	50.00% 57.14%	55.56% 71.43%	20.00% 14.29%	0.00% 0.00%	100.00% 14.29%	46.67% 100.00%
No	0	0	0	0	3	3	4	0	0	7
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	37.50% 42.86%	33.33% 42.86%	80.00% 57.14%	0.00% 0.00%	0.00% 0.00%	46.67% 100.00%
NA-Did not bid	0	0	0	0	1	1	0	0	0	1
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	12.50% 100.00%	11.11% 100.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	6.67% 100.00%
Total	1	0	0	0	8	9	5	0	1	15
DEMOGRAPHIC% CATEGORY%	100.00% 6.67%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 53.33%	100.00% 60.00%	100.00% 33.33%	0.00% 0.00%	100.00% 6.67%	100.00% 100.00%

Q58. Depart of Trans - Unequal or unfair treatment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	0	0	0	3	5	1	0	1	7
DEMOGRAPHIC% CATEGORY%	100.00% 28.57%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	75.00% 42.86%	71.43% 71.43%	33.33% 14.29%	0.00% 0.00%	100.00% 14.29%	63.64% 100.00%
No	0	1	0	0	1	2	2	0	0	4
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	100.00% 25.00%	0.00% 0.00%	0.00% 0.00%	25.00% 25.00%	28.57% 50.00%	66.67% 50.00%	0.00% 0.00%	0.00% 0.00%	36.36% 100.00%
Total	2	1	0	0	4	7	3	0	1	11
DEMOGRAPHIC% CATEGORY%	100.00% 18.18%	100.00% 9.09%	0.00% 0.00%	0.00% 0.00%	100.00% 36.36%	100.00% 63.64%	100.00% 27.27%	0.00% 0.00%	100.00% 9.09%	100.00% 100.00%

Q58. Met Council - Unequal or unfair treatment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	2	2	2	0	1	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	66.67% 40.00%	50.00% 40.00%	33.33% 40.00%	0.00% 0.00%	100.00% 20.00%	45.45% 100.00%
No	1	0	0	0	1	2	4	0	0	6
DEMOGRAPHIC% CATEGORY%	100.00% 16.67%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	33.33% 16.67%	50.00% 33.33%	66.67% 66.67%	0.00% 0.00%	0.00% 0.00%	54.55% 100.00%
Total	1	0	0	0	3	4	6	0	1	11
DEMOGRAPHIC% CATEGORY%	100.00% 9.09%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 27.27%	100.00% 36.36%	100.00% 54.55%	0.00% 0.00%	100.00% 9.09%	100.00% 100.00%

Q58. Mosquito Control - Unequal or unfair treatment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	2	2	1	0	1	4
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	66.67% 50.00%	0.00% 50.00%	50.00% 25.00%	0.00% 0.00%	100.00% 25.00%	66.67% 100.00%
No	0	0	0	0	1	1	1	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	33.33% 50.00%	0.00% 50.00%	50.00% 50.00%	0.00% 0.00%	0.00% 0.00%	33.33% 100.00%
Total	0	0	0	0	3	3	2	0	1	6
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 50.00%	0.00% 50.00%	100.00% 33.33%	0.00% 0.00%	100.00% 16.67%	100.00% 100.00%

Q58. Airports Commission - Unequal or unfair treatment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	1	1	1	0	1	3
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	25.00% 33.33%	0.00% 33.33%	33.33% 33.33%	0.00% 0.00%	100.00% 33.33%	37.50% 100.00%
No	0	0	0	0	3	3	2	0	0	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	75.00% 60.00%	0.00% 60.00%	40.00% 40.00%	0.00% 0.00%	0.00% 0.00%	62.50% 100.00%
Total	0	0	0	0	4	4	3	0	1	8
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 50.00%	0.00% 50.00%	37.50% 37.50%	0.00% 0.00%	100.00% 12.50%	100.00% 100.00%

Q58. Sports Facilities - Unequal or unfair treatment										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total

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Q59. Depart of Admin - Bid shopping or bid manipulation										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	0	0	0	2	3	0	0	0	3
DEMOGRAPHIC% CATEGORY%	100.00% 33.33%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	25.00% 66.67%	33.33% 100.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	20.00% 100.00%
No	0	0	0	0	6	6	5	0	1	12
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	75.00% 50.00%	66.67% 50.00%	100.00% 41.67%	0.00% 0.00%	100.00% 8.33%	80.00% 100.00%
Total	1	0	0	0	8	9	5	0	1	15
DEMOGRAPHIC% CATEGORY%	100.00% 6.67%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 53.33%	100.00% 60.00%	100.00% 33.33%	0.00% 0.00%	100.00% 6.67%	100.00% 100.00%

Q59. Depart of Trans - Bid shopping or bid manipulation										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	0	0	0	1	2	1	0	0	3
DEMOGRAPHIC% CATEGORY%	50.00% 33.33%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	25.00% 33.33%	28.57% 66.67%	33.33% 33.33%	0.00% 0.00%	0.00% 0.00%	27.27% 100.00%
No	1	1	0	0	3	5	2	0	1	8
DEMOGRAPHIC% CATEGORY%	50.00% 12.50%	100.00% 12.50%	0.00% 0.00%	0.00% 0.00%	75.00% 37.50%	71.43% 62.50%	66.67% 25.00%	0.00% 0.00%	100.00% 12.50%	72.73% 100.00%
Total	2	1	0	0	4	7	3	0	1	11
DEMOGRAPHIC% CATEGORY%	100.00% 18.18%	100.00% 9.09%	0.00% 0.00%	0.00% 0.00%	100.00% 36.36%	100.00% 63.64%	100.00% 27.27%	0.00% 0.00%	100.00% 9.09%	100.00% 100.00%

Q59. Met Council - Bid shopping or bid manipulation										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	2	2	0	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	66.67% 100.00%	50.00% 100.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	18.18% 100.00%
No	1	0	0	0	1	2	6	0	1	9
DEMOGRAPHIC% CATEGORY%	100.00% 11.11%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	33.33% 11.11%	50.00% 22.22%	100.00% 66.67%	0.00% 0.00%	100.00% 11.11%	81.82% 100.00%
Total	1	0	0	0	3	4	6	0	1	11
DEMOGRAPHIC% CATEGORY%	100.00% 9.09%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 27.27%	100.00% 36.36%	100.00% 54.55%	0.00% 0.00%	100.00% 9.09%	100.00% 100.00%

Q59. Mosquito Control - Bid shopping or bid manipulation										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	1	1	1	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	33.33% 50.00%	33.33% 50.00%	100.00% 50.00%	0.00% 0.00%	0.00% 0.00%	18.18% 100.00%
No	0	0	0	0	2	2	1	0	1	4
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	66.67% 50.00%	66.67% 50.00%	50.00% 25.00%	0.00% 0.00%	100.00% 25.00%	36.36% 100.00%
Total	0	0	0	0	3	3	2	0	1	6
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 50.00%	100.00% 50.00%	66.67% 33.33%	0.00% 0.00%	100.00% 12.50%	100.00% 100.00%

Q59. Airports Commission - Bid shopping or bid manipulation										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	2	2	1	0	0	3
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	50.00% 66.67%	50.00% 66.67%	33.33% 33.33%	0.00% 0.00%	0.00% 0.00%	37.50% 100.00%
No	0	0	0	0	2	2	2	0	1	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	50.00% 40.00%	50.00% 40.00%	66.67% 40.00%	0.00% 0.00%	100.00% 20.00%	62.50% 100.00%
Total	0	0	0	0	4	4	3	0	1	8
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 50.00%	100.00% 50.00%	100.00% 37.50%	0.00% 0.00%	100.00% 12.50%	100.00% 100.00%

Q59. Sports Facilities - Bid shopping or bid manipulations										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	0	0	2	0	0	2
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	66.67% 100.00%	0.00% 0.00%	0.00% 0.00%	40.00% 100.00%
No	0	0	0	0	1	1	1	0	1	3
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 33.33%	100.00% 33.33%	33.33% 33.33%	0.00% 0.00%	100.00% 33.33%	60.00% 100.00%
Total	0	0	0	0	1	1	3	0	1	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0							

Q60. Depart of Trans - Double standards in performance										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	2	0	0	0	3	5	0	0	1	6
DEMOGRAPHIC% CATEGORY%	100.00% 33.33%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	75.00% 50.00%	71.43% 83.33%	0.00% 0.00%	0.00% 0.00%	100.00% 16.67%	40.00% 100.00%
No	0	1	0	0	1	2	2	0	0	4
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	100.00% 25.00%	0.00% 0.00%	0.00% 0.00%	25.00% 25.00%	28.57% 50.00%	66.67% 50.00%	0.00% 0.00%	0.00% 0.00%	26.67% 100.00%
Don't Know	0	0	0	0	0	0	1	0	0	1
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	33.33% 100.00%	0.00% 0.00%	0.00% 0.00%	6.67% 100.00%
Total	2	1	0	0	4	7	3	0	1	11
DEMOGRAPHIC% CATEGORY%	100.00% 18.18%	100.00% 9.09%	0.00% 0.00%	0.00% 0.00%	100.00% 36.36%	100.00% 63.64%	100.00% 27.27%	0.00% 0.00%	100.00% 9.09%	100.00% 100.00%

Q60. Met Council - Double standards in performance										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	2	2	5	0	1	8
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	33.33% 66.67%	28.57% 25.00%	55.56% 62.50%	0.00% 0.00%	100.00% 12.50%	57.14% 100.00%
No	0	1	0	0	1	2	3	0	0	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	100.00% 20.00%	0.00% 0.00%	0.00% 0.00%	25.00% 33.33%	28.57% 40.00%	33.33% 60.00%	0.00% 0.00%	0.00% 0.00%	35.71% 100.00%
Don't Know	0	0	0	0	0	0	1	0	0	1
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	11.11% 100.00%	0.00% 0.00%	0.00% 0.00%	7.14% 100.00%
Total	0	1	0	0	3	4	9	0	1	14
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	100.00% 7.14%	0.00% 0.00%	0.00% 0.00%	27.27% 100.00%	57.14% 28.57%	100.00% 64.29%	0.00% 0.00%	100.00% 7.14%	100.00% 100.00%

Q60. Airports Commission - Double standards in performance										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	2	2	0	0	1	3
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	50.00% 66.67%	50.00% 66.67%	0.00% 0.00%	0.00% 0.00%	100.00% 33.33%	37.50% 100.00%
No	0	0	0	0	2	2	3	0	0	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	50.00% 40.00%	50.00% 40.00%	100.00% 60.00%	0.00% 0.00%	0.00% 0.00%	62.50% 100.00%
Total	0	0	0	0	4	4	3	0	1	8
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 50.00%	100.00% 50.00%	100.00% 37.50%	0.00% 0.00%	100.00% 12.50%	100.00% 100.00%

Q60. Sports Facilities - Double standards in performance										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	0	0	0	0	1	1
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 100.00%	20.00% 100.00%
No	0	0	0	0	1	1	2	0	0	3
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 33.33%	100.00% 33.33%	66.67% 66.67%	0.00% 0.00%	0.00% 0.00%	60.00% 100.00%
Don't Know	0	0	0	0	0	0	1	0	0	1
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	33.33% 100.00%	0.00% 0.00%	0.00% 0.00%	20.00% 100.00%
Total	0	0	0	0	1	1	3	0	1	5
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 20.00%	100.00% 20.00%	100.00% 60.00%	0.00% 0.00%	100.00% 20.00%	100.00% 100.00%

Q61. Depart of Admin - Denial of opportunity to bid										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	0	0	0	3	4	2	0	0	6
DEMOGRAPHIC% CATEGORY%	100.00% 16.67%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	37.50% 50.00%	44.44% 66.67%	40.00% 33.33%	0.00% 0.00%	0.00% 0.00%	40.00% 100.00%
No	0	0	0	0	5	5	3	0	1	9
DEMOGRAPHIC% CATEGORY%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	62.50% 55.56%	55.56% 55.56%	60.00% 33.33%	0.00% 0.00%	100.00% 11.11%	60.00% 100.00%
Total	1	0	0	0	8	9	5	0	1	15
DEMOGRAPHIC% CATEGORY%	100.00% 6.67%	0.00% 0.00%	0.00% 0.00%	0.00% 0.00%	100.00% 53.33%	100.00% 60.00%	100.00% 33.33%	0.00% 0.00%	100.00% 6.67%	100.00% 100.00%

Q61. Depart of Trans - Denial of opportunity to bid										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total

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Q61. Met Council - Denial of opportunity to bid										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 66.67% 28.57%	2 50.00% 28.57%	2 83.33% 71.43%	0 0.00% 0.00%	0 0.00% 0.00%	7 63.64% 100.00%
No	0 0.00% 0.00%	1 100.00% 25.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 33.33% 25.00%	2 50.00% 50.00%	1 16.67% 25.00%	0 0.00% 0.00%	1 100.00% 25.00%	4 36.36% 100.00%
Total	0 0.00% 0.00%	1 100.00% 9.09%	0 0.00% 0.00%	0 0.00% 0.00%	3 100.00% 27.27%	4 100.00% 36.36%	6 100.00% 54.55%	0 0.00% 0.00%	1 100.00% 9.09%	11 100.00% 100.00%

Q61. Mosquito Control - Denial of opportunity to bid										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 66.67% 100.00%	2 66.67% 100.00%	2 100.00% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 66.67% 100.00%
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 33.33% 100.00%	1 33.33% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 100.00%	1 33.33% 100.00%
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 100.00% 100.00%	3 100.00% 100.00%	2 100.00% 66.67%	0 0.00% 0.00%	1 100.00% 100.00%	3 100.00% 100.00%

Q61. Airports Commission - Denial of opportunity to bid										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 50.00% 50.00%	2 50.00% 50.00%	2 66.67% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 50.00% 100.00%
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 50.00% 50.00%	2 50.00% 50.00%	1 33.33% 25.00%	1 0.00% 0.00%	1 100.00% 25.00%	4 50.00% 100.00%
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 100.00% 50.00%	4 100.00% 50.00%	3 100.00% 37.50%	1 0.00% 0.00%	1 100.00% 12.50%	8 100.00% 100.00%

Q61. Sports Facilities - Denial of opportunity to bid										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 100.00% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 60.00% 100.00%
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 50.00%	1 0.00% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 50.00%	2 40.00% 100.00%
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 20.00%	1 0.00% 20.00%	3 100.00% 60.00%	1 0.00% 0.00%	1 100.00% 20.00%	5 100.00% 100.00%

Q62. Depart of Admin - Unfair denial of contract award										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1 100.00% 20.00%	0 0.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	3 37.50% 100.00%	4 44.44% 100.00%	1 20.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	5 33.33% 100.00%
No	0 0.00% 0.00%	0 0.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	1 50.00% 100.00%	4 44.44% 100.00%	0 80.00% 100.00%	1 0.00% 100.00%	1 100.00% 100.00%	9 60.00% 100.00%
NA-Did not bid	0 0.00% 0.00%	0 0.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	1 12.50% 100.00%	1 11.11% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	1 6.67% 100.00%
Total	1 100.00% 6.67%	0 0.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	8 100.00% 100.00%	9 100.00% 100.00%	5 100.00% 100.00%	1 0.00% 100.00%	1 100.00% 100.00%	15 100.00% 100.00%

Q62. Depart of Trans - Unfair denial of contract award										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	2 50.00% 100.00%	2 22.22% 100.00%	1 33.33% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	3 27.27% 100.00%
No	2 100.00% 25.00%	1 100.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	2 50.00% 100.00%	5 55.56% 100.00%	2 66.67% 100.00%	0 0.00% 100.00%	1 100.00% 100.00%	8 72.73% 100.00%
Total	2 100.00% 18.18%	1 100.00% 100.00%	0 0.00% 100.00%	0 0.00% 100.00%	4 100.00% 100.00%	7 77.78% 100.00%	3 100.00% 100.00%	0 0.00% 100.00%	1 100.00% 100.00%	11 100.00% 100.00%

Q62. Met Council - Unfair denial of contract award										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total

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Q62. Sports Facilities - Unfair denial of contract award										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	0	0	1	0	0	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	20.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
No	0	0	0	0	1	1	2	0	1	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	33.33%	66.67%	0.00%	100.00%	80.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	50.00%	0.00%	25.00%	100.00%
Total	0	0	0	0	1	1	3	0	1	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	33.33%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	60.00%	0.00%	20.00%	100.00%

Q63. Depart of Admin - Unfair termination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1	0	0	0	1	2	1	0	0	1
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	12.50%	22.22%	7.69%	0.00%	0.00%	60.00%
CATEGORY%	33.33%	0.00%	0.00%	0.00%	33.33%	66.67%	33.33%	0.00%	0.00%	100.00%
No	0	0	0	0	6	6	11	0	1	18
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	75.00%	66.67%	84.62%	0.00%	100.00%	360.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	61.11%	0.00%	5.56%	100.00%
NA-Did not bid	0	0	0	0	1	1	1	0	0	3
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	12.50%	11.11%	7.69%	0.00%	0.00%	40.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Total	1	0	0	0	8	9	13	0	1	23
DEMOGRAPHIC%	100.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	4.35%	0.00%	0.00%	0.00%	34.78%	39.13%	56.52%	0.00%	4.35%	100.00%

Q63. Depart of Trans - Unfair termination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	0	0	0	0	0	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
No	2	1	0	0	3	6	3	0	1	11
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	30.00%	66.67%	30.00%	0.00%	100.00%	43.48%
CATEGORY%	20.00%	10.00%	0.00%	0.00%	30.00%	60.00%	30.00%	0.00%	10.00%	100.00%
Total	2	1	0	0	3	6	7	0	1	14
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	27.27%	66.67%	100.00%	0.00%	100.00%	60.87%
CATEGORY%	14.29%	7.14%	0.00%	0.00%	21.43%	42.86%	50.00%	0.00%	7.14%	100.00%

Q63. Met Council - Unfair termination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0	0	0	0	0	0	1	0	0	0
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%	0.00%	0.00%	4.35%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
No	0	1	0	0	3	4	5	0	1	1
DEMOGRAPHIC%	0.00%	100.00%	0.00%	0.00%	100.00%	44.44%	83.33%	0.00%	100.00%	43.48%
CATEGORY%	0.00%	10.00%	0.00%	0.00%	30.00%	40.00%	50.00%	0.00%	10.00%	100.00%
Total	0	1	0	0	3	4	6	0	1	1
DEMOGRAPHIC%	0.00%	100.00%	0.00%	0.00%	100.00%	44.44%	100.00%	0.00%	100.00%	47.83%
CATEGORY%	0.00%	9.09%	0.00%	0.00%	27.27%	36.36%	54.55%	0.00%	9.09%	100.00%

Q63. Mosquito Control - Unfair termination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
No	0	0	0	3	3	6	3	0	1	10
DEMOGRAPHIC%	0.00%	0.00%	0.00%	100.00%	100.00%	66.67%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	30.00%	30.00%	60.00%	30.00%	0.00%	10.00%	100.00%
Total	0	0	0	3	3	6	3	0	1	10
DEMOGRAPHIC%	0.00%	0.00%	0.00%	100.00%	100.00%	66.67%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	30.00%	30.00%	60.00%	30.00%	0.00%	10.00%	100.00%

Q63. Airports Commission - Unfair termination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 100.00% 50.00%	4 44.44% 50.00%	3 100.00% 37.50%	0 0.00% 0.00%	1 100.00% 12.50%	8 80.00% 100.00%
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 100.00% 50.00%	4 44.44% 50.00%	3 100.00% 37.50%	0 0.00% 0.00%	1 100.00% 12.50%	8 80.00% 100.00%

Q63. Sports Facilities - Unfair termination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 20.00%	1 11.11% 20.00%	3 60.00% 60.00%	0 0.00% 0.00%	1 100.00% 20.00%	5 100.00% 100.00%
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 20.00%	1 11.11% 20.00%	3 60.00% 60.00%	0 0.00% 0.00%	1 100.00% 20.00%	5 100.00% 100.00%

Q64. Depart of Admin - Experienced other form of discrimination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1 100.00% 14.29%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	5 62.50% 71.43%	6 66.67% 85.71%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 14.29%	7 140.00% 100.00%
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 25.00% 28.57%	2 22.22% 28.57%	5 71.43% 71.43%	0 0.00% 0.00%	0 0.00% 0.00%	7 140.00% 100.00%
NA-Did not bid	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 12.50% 100.00%	1 11.11% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 20.00% 100.00%
Total	1 100.00% 6.67%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	8 100.00% 53.33%	9 100.00% 60.00%	5 33.33% 33.33%	0 0.00% 0.00%	1 100.00% 6.67%	15 300.00% 100.00%

Q64. Depart of Trans - Experienced other form of discrimination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1 50.00% 20.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 60.00% 60.00%	4 44.44% 80.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 20.00%	5 100.00% 100.00%
No	1 50.00% 16.67%	1 100.00% 16.67%	0 0.00% 0.00%	0 0.00% 0.00%	1 16.67% 16.67%	3 33.33% 50.00%	3 50.00% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	6 120.00% 100.00%
Total	2 100.00% 18.18%	1 100.00% 9.09%	0 0.00% 0.00%	0 0.00% 0.00%	4 36.36% 36.36%	7 77.78% 63.64%	3 27.27% 27.27%	0 0.00% 0.00%	1 100.00% 9.09%	11 220.00% 100.00%

Q64. Met Council - Experienced other form of discrimination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 60.00% 60.00%	3 33.33% 60.00%	1 20.00% 20.00%	0 0.00% 0.00%	1 100.00% 20.00%	5 100.00% 100.00%
No	0 0.00% 0.00%	1 100.00% 16.67%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 11.11% 16.67%	5 83.33% 83.33%	0 0.00% 0.00%	0 0.00% 0.00%	6 120.00% 100.00%
Total	0 0.00% 0.00%	1 100.00% 9.09%	0 0.00% 0.00%	0 0.00% 0.00%	3 27.27% 27.27%	4 44.44% 36.36%	6 54.55% 54.55%	0 0.00% 0.00%	1 100.00% 9.09%	11 220.00% 100.00%

Q64. Mosquito Control - Experienced other form of discrimination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 33.33% 50.00%	1 11.11% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 50.00%	2 33.33% 100.00%
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 66.67% 50.00%	2 22.22% 50.00%	2 100.00% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 66.67% 100.00%
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 100.00% 50.00%	3 33.33% 50.00%	2 66.67% 33.33%	0 0.00% 0.00%	1 100.00% 16.67%	6 100.00% 100.00%

Q64. Airports Commission - Experienced other form of discrimination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 100.00% 66.67%	4 100.00% 66.67%	1 33.33% 16.67%	0 0.00% 0.00%	1 100.00% 16.67%	6 75.00% 100.00%
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 66.67% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 25.00% 100.00%
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 100.00% 50.00%	4 100.00% 50.00%	3 100.00% 37.50%	0 0.00% 0.00%	1 100.00% 12.50%	8 100.00% 100.00%

Q64. Sports Facilities - Experienced other form of discrimination										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 33.33%	1 100.00% 33.33%	1 33.33% 0.00%	0 0.00% 0.00%	1 100.00% 33.33%	3 37.50% 100.00%
No	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 66.67% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 25.00% 100.00%
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 100.00% 20.00%	1 100.00% 20.00%	3 100.00% 60.00%	0 0.00% 0.00%	1 100.00% 20.00%	5 62.50% 100.00%

Q65. Depart of Admin - When did the discrimination occur?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
During bidding process	1 100.00% 7.69%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	7 87.50% 53.85%	8 88.89% 61.54%	4 80.00% 30.77%	0 0.00% 0.00%	1 100.00% 7.69%	13 86.67% 100.00%
No experience	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 12.50% 100.00%	1 11.11% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 6.67% 100.00%
No response	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 20.00% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 6.67% 100.00%
Total	1 100.00% 6.67%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	8 100.00% 53.33%	9 100.00% 60.00%	5 100.00% 33.33%	0 0.00% 0.00%	1 100.00% 6.67%	15 100.00% 100.00%

Q65. Depart of Trans - When did the discrimination occur?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
During bidding process	1 50.00% 10.00%	1 100.00% 10.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 100.00% 40.00%	6 85.71% 60.00%	3 100.00% 30.00%	0 0.00% 0.00%	1 100.00% 10.00%	10 90.91% 100.00%
After contract award	1 50.00% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 14.29% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 9.09% 100.00%
Total	2 100.00% 18.18%	1 100.00% 9.09%	0 0.00% 0.00%	0 0.00% 0.00%	4 100.00% 36.36%	7 100.00% 63.64%	3 100.00% 27.27%	0 0.00% 0.00%	1 100.00% 9.09%	11 100.00% 100.00%

Q65. Met Council - When did the discrimination occur?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
During bidding process	0 0.00% 0.00%	1 100.00% 7.14%	0 0.00% 0.00%	0 0.00% 0.00%	3 100.00% 21.43%	4 100.00% 28.57%	9 100.00% 64.29%	0 0.00% 0.00%	1 100.00% 7.14%	14 100.00% 100.00%
Total	0 0.00% 0.00%	1 100.00% 7.14%	0 0.00% 0.00%	0 0.00% 0.00%	3 100.00% 21.43%	4 100.00% 28.57%	9 100.00% 64.29%	0 0.00% 0.00%	1 100.00% 7.14%	14 100.00% 100.00%

Q65. Mosquito Control - When did the discrimination occur?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
During bidding process	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00							

Q65. Airports Commission - When did the discrimination occur?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
During bidding process	0	0	0	0	4	4	3	0	1	8
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	37.50%	0.00%	12.50%	100.00%
Total	0	0	0	0	4	4	3	0	1	8
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	37.50%	0.00%	12.50%	100.00%

Q65. Sports Facilities - When did the discrimination occur?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
During bidding process	0	0	0	0	1	1	3	0	1	5
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	20.00%	25.00%	60.00%	0.00%	100.00%	83.33%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	60.00%	0.00%	20.00%	100.00%
Total	0	0	0	0	1	1	3	0	1	5
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	20.00%	25.00%	60.00%	0.00%	100.00%	100.00%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	60.00%	0.00%	20.00%	100.00%

Q66. Depart of Admin - Times submitted bid as a subcontractor since 2006										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
None	10	13	2	6	93	124	215	0	8	347
DEMOGRAPHIC%	66.67%	50.00%	20.00%	66.67%	69.92%	64.25%	65.35%	0.00%	72.73%	65.10%
CATEGORY%	2.88%	3.75%	0.58%	1.73%	26.80%	35.73%	61.96%	0.00%	2.31%	100.00%
1-10	5	9	5	3	30	52	92	0	3	147
DEMOGRAPHIC%	33.33%	34.62%	50.00%	33.33%	22.56%	26.94%	27.96%	0.00%	27.27%	27.58%
CATEGORY%	3.40%	6.12%	3.40%	2.04%	20.41%	35.37%	62.59%	0.00%	2.04%	100.00%
11-25	0	2	2	0	3	7	15	0	0	22
DEMOGRAPHIC%	0.00%	7.69%	20.00%	0.00%	2.26%	3.63%	4.56%	0.00%	0.00%	4.13%
CATEGORY%	0.00%	9.09%	9.09%	0.00%	13.64%	31.82%	68.18%	0.00%	0.00%	100.00%
26-50	0	1	0	0	1	2	3	0	0	5
DEMOGRAPHIC%	0.00%	3.85%	0.00%	0.00%	0.75%	1.04%	0.91%	0.00%	0.00%	0.94%
CATEGORY%	0.00%	20.00%	0.00%	0.00%	20.00%	40.00%	60.00%	0.00%	0.00%	100.00%
51-100	0	0	1	0	1	2	3	0	0	5
DEMOGRAPHIC%	0.00%	0.00%	10.00%	0.00%	0.75%	1.04%	0.91%	0.00%	0.00%	0.94%
CATEGORY%	0.00%	0.00%	20.00%	0.00%	20.00%	40.00%	60.00%	0.00%	0.00%	100.00%
Over 100	0	1	0	0	5	6	1	0	0	7
DEMOGRAPHIC%	0.00%	3.85%	0.00%	0.00%	3.76%	3.11%	0.30%	0.00%	0.00%	1.31%
CATEGORY%	0.00%	14.29%	0.00%	0.00%	71.43%	85.71%	14.29%	0.00%	0.00%	100.00%
Total	15	26	10	9	133	193	329	0	11	533
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%
CATEGORY%	2.81%	4.88%	1.88%	1.69%	24.95%	36.21%	61.73%	0.00%	2.06%	100.00%

Q66. Depart of Trans - Times submitted bid as a subcontractor since 2006										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
None	10	15	2	4	90	121	190	13	6	330
DEMOGRAPHIC%	66.67%	57.69%	20.00%	44.44%	67.67%	62.69%	57.75%	68.42%	54.55%	59.78%
CATEGORY%	3.03%	4.55%	0.61%	1.21%	27.27%	36.67%	57.58%	3.94%	1.82%	100.00%
1-10	2	6	6	4	21	39	81	3	4	127
DEMOGRAPHIC%	13.33%	23.08%	60.00%	44.44%	15.79%	20.21%	24.62%	15.79%	36.36%	23.01%
CATEGORY%	1.57%	4.72%	4.72%	3.15%	16.54%	30.71%	63.78%	2.36%	3.15%	100.00%
11-25	0	3	1	1	5	10	23	1	0	34
DEMOGRAPHIC%	0.00%	11.54%	10.00%	11.11%	3.76%	5.18%	6.99%	5.26%	0.00%	6.16%
CATEGORY%	0.00%	8.82%	2.94%	2.94%	14.71%	29.41%	67.65%	2.94%	0.00%	100.00%
26-50	0	0	0	0	4	4	12	1	0	17
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	3.01%	2.07%	3.65%	5.26%	0.00%	3.08%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	23.53%	23.53%	70.59%	5.88%	0.00%	100.00%
51-100	3	1	0	0	5	9	9	0	1	19
DEMOGRAPHIC%	20.00%	3.85%	0.00%	0.00%	3.76%	4.66%	2.74%	0.00%	9.09%	3.44%
CATEGORY%	15.79%	5.26%	0.00%	0.00%	26.32%	47.37%	47.37%	0.00%	5.26%	100.00%
Over 100	0	1	1	0	8	10	14	1	0	25
DEMOGRAPHIC%	0.00%	3.85%	10.00%	0.00%	6.02%	5.18%	4.26%	5.26%	0.00%	4.53%
CATEGORY%	0.00%	4.00%	4.00%	0.00%	32.00%	40.00%	56.00%	4.00%	0.00%	100.00%
Total	15	26	10	9	133	193	329	19	11	552
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	3.44%	1.99%	100.00%
CATEGORY%	2.72%	4.71%	1.81%	1.63%	24.09%	34.96%	59.60%	3.44%	1.99%	100.00%

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Q66. Mosquito Control - Times submitted bid as a subcontractor since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
None	11 73.33% 2.43%	20 76.92% 4.42%	5 50.00% 1.10%	7 77.78% 1.55%	120 90.23% 26.49%	163 84.46% 35.98%	266 80.85% 58.72%	16 84.21% 3.53%	8 72.73% 1.77%	453 82.07% 100.00%	
1-10	2 13.33% 2.38%	6 23.08% 7.14%	4 40.00% 4.76%	2 22.22% 2.38%	11 8.27% 13.10%	25 12.95% 29.76%	54 16.41% 64.29%	2 10.53% 2.38%	3 27.27% 3.57%	84 15.22% 100.00%	
11-25	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	5 1.52% 83.33%	1 5.26% 16.67%	0 0.00% 0.00%	6 1.09% 100.00%	
26-50	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 0.75% 50.00%	1 0.52% 50.00%	1 0.30% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 0.36% 100.00%	
51-100	1 6.67% 20.00%	0 0.00% 0.00%	1 10.00% 20.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 1.04% 40.00%	3 0.91% 60.00%	0 0.00% 0.00%	0 0.00% 0.00%	5 0.91% 100.00%	
Over 100	1 6.67% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 0.75% 50.00%	2 1.04% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 0.36% 100.00%	
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%	

Q66. Airports Commission - Times submitted bid as a subcontractor since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
None	11 73.33% 2.82%	16 61.54% 4.10%	4 40.00% 1.03%	5 55.56% 1.28%	98 73.68% 25.13%	134 69.43% 34.36%	232 70.52% 59.49%	15 78.95% 3.85%	9 81.82% 2.31%	390 70.65% 100.00%	
1-10	4 26.67% 3.10%	7 26.92% 5.43%	5 50.00% 3.88%	3 33.33% 2.33%	26 19.55% 20.16%	45 23.32% 34.88%	80 24.32% 62.02%	3 15.79% 2.33%	1 9.09% 0.78%	129 23.37% 100.00%	
11-25	0 0.00% 0.00%	1 3.85% 6.25%	0 0.00% 0.00%	1 11.11% 6.25%	4 3.01% 25.00%	6 3.11% 37.50%	10 3.04% 62.50%	0 0.00% 0.00%	0 0.00% 0.00%	16 2.90% 100.00%	
26-50	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 0.75% 16.67%	1 0.52% 16.67%	4 1.22% 66.67%	1 5.26% 16.67%	0 0.00% 0.00%	6 1.09% 100.00%	
51-100	0 0.00% 0.00%	2 7.69% 25.00%	1 10.00% 12.50%	0 0.00% 0.00%	1 0.75% 12.50%	4 2.07% 50.00%	3 0.91% 37.50%	0 0.00% 0.00%	1 9.09% 12.50%	8 1.45% 100.00%	
Over 100	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 2.26% 100.00%	3 1.55% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 0.54% 100.00%	
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%	

Q66. Sports Facilities - Times submitted bid as a subcontractor since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
None	12 80.00% 2.82%	19 73.08% 4.47%	5 50.00% 1.18%	7 77.78% 1.65%	108 81.20% 25.41%	151 78.24% 35.53%	251 76.29% 59.06%	16 84.21% 3.76%	7 63.64% 1.65%	425 76.99% 100.00%	
1-10	3 20.00% 2.61%	6 23.08% 5.22%	4 40.00% 3.48%	2 22.22% 1.74%	24 18.05% 20.87%	39 20.21% 33.91%	69 20.97% 60.00%	3 15.79% 2.61%	4 36.36% 3.48%	115 20.83% 100.00%	
11-25	0 0.00% 0.00%	0 0.00% 0.00%	1 10.00% 20.00%	0 0.00% 0.00%	1 0.75% 20.00%	2 1.04% 40.00%	3 0.91% 60.00%	0 0.00% 0.00%	0 0.00% 0.00%	5 0.91% 100.00%	
26-50	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 1.22% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 0.72% 100.00%	
51-100	0 0.00% 0.00%	1 3.85% 33.33%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 0.52% 33.33%	2 0.61% 66.67%	0 0.00% 0.00%	0 0.00% 0.00%	3 0.54% 100.00%	
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%	

Q67. Depart of Admin - Worked as a subcontractor since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	1 6.67% 1.67%	5 19.23% 8.33%	2 20.00% 3.33%	1 11.11% 1.67%	14 10.53% 23.33%	23 11.92% 38.33%	36 10.94% 60.00%	1 5.26% 1.67%	0 0.00% 0.00%	60 10.87% 100.00%	
No	13 86.67% 2.69%	21 80.77% 4.34%	8 66.67% 1.65%	6 1.24%	118 88.72% 24.38%	166 86.01% 34.30%	290 88.15% 59.92%	17 89.47% 3.51%	11 100.00% 2.27%	484 87.68% 100.00%	
Don't Know	1 6.67% 12.50%	0 0.00% 0.00%	0 0.00% 0.00%	2 22.22% 25.00%	1 0.75% 12.50%	4 2.07% 50.00%	3 0.91% 37.50%	1 5.26% 12.50%	0 0.00% 0.00%	8 1.45% 100.00%	
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%	

Q67. Depart of Trans - Worked as a subcontractor since 2006

	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	3 20.00% 2.73%	6 23.08% 5.45%	1 10.00% 0.91%	3 33.33% 2.73%	28 21.05% 25.45%	41 21.24% 37.27%	65 19.76% 59.09%	3 15.79% 2.73%	1 9.09% 0.91%	110 19.93% 100.00%
No	12 80.00% 2.76%	20 76.92% 4.61%	9 90.00% 2.07%	6 66.67% 1.38%	102 76.69% 23.50%	149 77.20% 34.33%	260 79.03% 59.91%	15 78.95% 3.46%	10 90.91% 2.30%	434 78.62% 100.00%
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 2.26% 37.50%	3 1.55% 37.50%	4 1.22% 50.00%	1 5.26% 12.50%	0 0.00% 0.00%	8 1.45% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q67. Met Council - Worked as a subcontractor since 2006

	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	1 6.67% 1.43%	4 15.38% 5.71%	1 10.00% 1.43%	1 11.11% 1.43%	20 15.04% 28.57%	27 13.99% 38.57%	42 12.77% 60.00%	1 5.26% 1.43%	0 0.00% 0.00%	70 12.68% 100.00%
No	13 86.67% 2.77%	22 84.62% 4.68%	9 90.00% 1.91%	7 77.78% 1.49%	108 81.20% 22.98%	159 82.38% 33.83%	283 86.02% 60.21%	17 89.47% 3.62%	11 100.00% 2.34%	470 85.14% 100.00%
Don't Know	1 6.67% 8.33%	0 0.00% 0.00%	0 0.00% 0.00%	1 11.11% 8.33%	5 3.76% 41.67%	7 3.63% 58.33%	4 1.22% 33.33%	1 5.26% 8.33%	0 0.00% 0.00%	12 2.17% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q67. Mosquito Control - Worked as a subcontractor since 2006

	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	1 3.85% 20.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 0.52% 20.00%	4 1.22% 80.00%	0 0.00% 0.00%	0 0.00% 0.00%	5 0.91% 100.00%
No	15 100.00% 2.81%	25 96.15% 4.69%	10 100.00% 1.88%	7 77.78% 1.31%	129 96.99% 24.20%	186 96.37% 34.90%	318 96.66% 59.66%	18 94.74% 3.38%	11 100.00% 2.06%	533 96.56% 100.00%
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 22.22% 14.29%	4 3.01% 28.57%	6 3.11% 42.86%	7 2.13% 50.00%	1 5.26% 7.14%	0 0.00% 0.00%	14 2.54% 100.00%
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%

Q67. Airports Commission - Worked as a subcontractor since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	1 6.67% 1.89%	3 11.54% 5.66%	2 20.00% 3.77%	1 11.11% 1.89%	14 10.53% 26.42%	21 10.88% 39.62%	30 9.12% 56.60%	1 5.26% 1.89%	1 9.09% 1.89%	1 9.60% 100.00%	
No	13 86.67% 2.65%	23 88.46% 4.69%	8 80.00% 1.63%	7 77.78% 1.43%	117 87.97% 23.88%	168 87.05% 34.29%	295 89.67% 60.20%	17 89.47% 3.47%	10 90.91% 2.04%	490 88.77% 100.00%	
Don't Know	1 6.67% 11.11%	0 0.00% 0.00%	0 0.00% 0.00%	1 11.11% 11.11%	2 1.50% 22.22%	4 2.07% 44.44%	4 1.22% 44.44%	1 5.26% 11.11%	0 0.00% 0.00%	9 1.63% 100.00%	
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%	

Q67. Sports Facilities - Worked as a subcontractor since 2006											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	1 6.67% 3.57%	1 3.85% 3.57%	0 0.00% 0.00%	0 0.00% 0.00%	4 3.01% 14.29%	6 3.11% 21.43%	20 6.08% 71.43%	1 5.26% 3.57%	1 9.09% 3.57%	1 5.07% 100.00%	
No	14 93.33% 2.74%	25 96.15% 4.89%	10 100.00% 1.96%	7 77.78% 1.37%	124 93.23% 24.27%	180 93.26% 35.23%	304 92.40% 59.49%	17 89.47% 3.33%	10 90.91% 1.96%	511 92.57% 100.00%	
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 22.22% 15.38%	5 3.76% 38.46%	7 3.63% 53.85%	5 1.52% 38.46%	1 5.26% 7.69%	0 0.00% 0.00%	13 2.36% 100.00%	
Total	15 100.00% 2.72%	26 100.00% 4.71%	10 100.00% 1.81%	9 100.00% 1.63%	133 100.00% 24.09%	193 100.00% 34.96%	329 100.00% 59.60%	19 100.00% 3.44%	11 100.00% 1.99%	552 100.00% 100.00%	

Q68. Depart of Admin - As a subcontract what is the average amount of time to receive payments?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Less than 30 days	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 2.78% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 1.67% 100.00%	
30-60 days	1 100.00% 2.08%	4 80.00% 8.33%	2 100.00% 4.17%	1 100.00% 2.08%	10 71.43% 20.83%	18 78.26% 37.50%	29 80.56% 60.42%	1 100.00% 2.08%	0 0.00% 0.00%	48 80.00% 100.00%	
60-90 days	0 0.00% 0.00%	1 20.00% 14.29%	0 0.00% 0.00%	0 0.00% 0.00%	2 14.29% 28.57%	3 13.04% 42.86%	4 11.11% 57.14%	0 0.00% 0.00%	0 0.00% 0.00%	7 11.67% 100.00%	
90-120 days	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 2.78% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 1.67% 100.00%	
Over 120 days	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 14.29% 100.00%	2 8.70% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 3.33% 100.00%	
NA	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 2.78% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 1.67% 100.00%	
Total	1 100.00% 1.67%	5 100.00% 8.33%	2 100.00% 3.33%	1 100.00% 1.67%	14 100.00% 23.33%	23 100.00% 38.33%	36 100.00% 60.00%	1 100.00% 1.67%	0 0.00% 0.00%	60 100.00% 100.00%	

Q68. Depart of Trans - As a subcontract what is the average amount of time to receive payments?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Total	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 3.57% 16.67%	1 2.44% 16.67%	5 7.69% 83.33%	0 0.00% 0.00%	0 0.00% 0.00%	6 5.45% 100.00%	
30-60 days	3 100.00% 4.05%	5 83.33% 6.76%	1 100.00% 1.35%	3 100.00% 4.05%	15 53.57% 20.27%	27 65.85% 36.49%	43 66.15% 58.11%	3 100.00% 4.05%	1 100.00% 1.35%	74 67.27% 100.00%	
60-90 days	0 0.00% 0.00%	1 16.67% 5.26%	0 0.00% 0.00%	0 0.00% 0.00%	8 28.57% 42.11%	9 21.95% 47.37%	10 15.38% 52.63%	0 0.00% 0.00%	0 0.00% 0.00%	19 17.27% 100.00%	
90-120 days	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 3.57% 20.00%	1 2.44% 20.00%	4 6.15% 80.00%	0 0.00% 0.00%	0 0.00% 0.00%	5 4.55% 100.00%	
Over 120 days	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	3 10.71% 60.00%	3 7.32% 60.00%	2 3.08% 40.00%	0 0.00% 0.00%	0 0.00% 0.00%	5 4.55% 100.00%	
NA	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 1.54% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 0.91% 100.00%	
Total	3 100.00% 2.73%	6 100.00% 5.45%	1 100.00% 0.91%	3 100.00% 2.73%	28 100.00% 25.45%	41 100.00% 37.27%	65 100.00% 59.09%	3 100.00% 2.73%	1 100.00% 0.91%	110 100.00% 100.00%	

Q68. Met Council - As a subcontract what is the average amount of time to receive payments?											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Less than 30 days	0	0	0	0	1	1	1	0	0	2	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	5.00%	3.70%	2.38%	0.00%	0.00%	2.86%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%	
30-60 days	1	3	1	1	12	18	33	1	0	52	
DEMOGRAPHIC%	100.00%	75.00%	100.00%	100.00%	60.00%	66.67%	78.57%	100.00%	0.00%	74.29%	
CATEGORY%	1.92%	5.77%	1.92%	1.92%	23.08%	34.62%	63.46%	1.92%	0.00%	100.00%	
60-90 days	0	1	0	0	4	5	6	0	0	11	
DEMOGRAPHIC%	0.00%	25.00%	0.00%	0.00%	20.00%	18.52%	14.29%	0.00%	0.00%	15.71%	
CATEGORY%	0.00%	9.09%	0.00%	0.00%	36.36%	45.45%	54.55%	0.00%	0.00%	100.00%	
90-120 days	0	0	0	0	1	1	0	0	0	1	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	5.00%	3.70%	0.00%	0.00%	0.00%	1.43%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
Over 120 days	0	0	0	0	2	2	1	0	0	3	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	10.00%	7.41%	2.38%	0.00%	0.00%	4.29%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	66.67%	66.67%	33.33%	0.00%	0.00%	100.00%	
NA	0	0	0	0	0	0	1	0	0	1	
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.38%	0.00%	0.00%	1.43%	
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	
Total	1	4	1	1	20	27	42	1	0	70	
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	
CATEGORY%	1.43%	5.71%	1.43%	1.43%	28.57%	38.57%	60.00%	1.43%	0.00%	100.00%	

Q68. Mosquito Control - As a subcontract what is the average amount of time to receive payments?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
30-60 days	0	1	0	0	5	6	4	0	0	10
DEMOGRAPHIC%	0.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	0.00%	100.00%
CATEGORY%	0.00%	10.00%	0.00%	0.00%	50.00%	60.00%	40.00%	0.00%	0.00%	100.00%
Total	0	1	0	0	5	6	4	0	0	10
DEMOGRAPHIC%	0.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	0.00%	100.00%
CATEGORY%	0.00%	10.00%	0.00%	0.00%	50.00%	60.00%	40.00%	0.00%	0.00%	100.00%

Q68. Airports Commission - As a subcontract what is the average amount of time to receive payments?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
30-60 days	1	2	2	1	6	12	22	1	1	36
DEMOGRAPHIC%	100.00%	66.67%	100.00%	100.00%	42.86%	57.14%	73.33%	100.00%	100.00%	67.92%
CATEGORY%	2.78%	5.56%	5.56%	2.78%	16.67%	33.33%	61.11%	2.78%	2.78%	100.00%
60-90 days	0	1	0	0	4	5	6	0	0	11
DEMOGRAPHIC%	0.00%	33.33%	0.00%	0.00%	28.57%	23.81%	20.00%	0.00%	0.00%	20.75%
CATEGORY%	0.00%	9.09%	0.00%	0.00%	36.36%	45.45%	54.55%	0.00%	0.00%	100.00%
90-120 days	0	0	0	0	2	2	0	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	14.29%	9.52%	0.00%	0.00%	0.00%	3.77%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Over 120 days	0	0	0	0	2	2	1	0	0	3
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	14.29%	9.52%	3.33%	0.00%	0.00%	5.66%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	66.67%	66.67%	33.33%	0.00%	0.00%	100.00%
NA	0	0	0	0	0	0	1	0	0	1
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.33%	0.00%	0.00%	1.89%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Total	1	3	2	1	14	21	30	1	1	53
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	1.89%	5.66%	3.77%	1.89%	26.42%	39.62%	56.60%	1.89%	1.89%	100.00%

Q68. Sports Facilities - As a subcontract what is the average amount of time to receive payments?										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Less than 30 days	0	0	0	0	0	0	3	0	0	3
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	15.00%	0.00%	0.00%	10.71%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
30-60 days	1	1	0	0	3	5	16	1	1	23
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	75.00%	83.33%	80.00%	100.00%	100.00%	82.14%
CATEGORY%	4.35%	4.35%	0.00%	0.00%	13.04%	21.74%	69.57%	4.35%	4.35%	100.00%
60-90 days	0	0	0	0	1	1	1	0	0	2
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	25.00%	16.67%	5.00%	0.00%	0.00%	7.14%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Total	1	1	0	0	4	6	20	1	1	28
DEMOGRAPHIC%	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	3.57%	3.57%	0.00%	0.00%	14.29%	21.43%	71.43%	3.57%	3.57%	100.00%

Q69. How frequently have primes you subcontracted with delayed payment for services										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Very Often	0	0	0	0	1	1	5	0	0	6
DEMOGRAPHIC%	0.00%	0.00%	0.00%	0.00%	2.70%	1.96%	5.43%	0.00%	0.00%	4.05%
CATEGORY%	0.00%	0.00%	0.00%	0.00%	16.67%	16.67%	83.33%	0.00%	0.00%	100.00%
Often	0	3	1	0	6	10	18	0	0	28
DEMOGRAPHIC%	0.00%	50.00%	50.00%	0.00%	16.22%	19.61%	19.57%	0.00%	0.00%	18.92%
CATEGORY%	0.00%	10.71%	3.57%	0.00%	21.43%	35.71%	64.29%	0.00%	0.00%	100.00%
Sometimes	0	1	1	1	11	14	14	0	0	28
DEMOGRAPHIC%	0.00%	16.67%	50.00%	33.33%	29.73%	27.45%	15.22%	0.00%	0.00%	18.92%
CATEGORY%	0.00%	3.57%	3.57%	3.57%	39.29%	50.00%	50.00%	0.00%	0.00%	100.00%
Seldom	1	1	0	1	11	14	20	1	1	36
DEMOGRAPHIC%	33.33%	16.67%	0.00%	33.33%	29.73%	27.45%	21.74%	33.33%	50.00%	24.32%
CATEGORY%	2.78%	2.78%	0.00%	2.78%	30.56%	38.89%	55.56%	2.78%	2.78%	100.00%
Never	2	1	0	1	8	12	35	2	1	50
DEMOGRAPHIC%	66.67%	16.67%	0.00%	33.33%	21.62%	23.53%	38.04%	66.67%	50.00%	33.78%
CATEGORY%	4.00%	2.00%	0.00%	2.00%	16.00%	24.00%	70.00%	4.00%	2.00%	100.00%
Total	3	6	2	3	37	51	92	3	2	148
DEMOGRAPHIC%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CATEGORY%	2.03%	4.05%	1.35%	2.03%	25.00%	34.46%	62.16%	2.03%	1.35%	100.00%

Q70. As a subcontractor, your working experience with primes has been:											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Excellent	1 33.33% 3.23%	0 0.00% 0.00%	1 50.00% 3.23%	1 33.33% 3.23%	9 24.32% 29.03%	12 23.53% 38.71%	18 19.57% 58.06%	0 0.00% 0.00%	1 50.00% 3.23%	1 20.95% 100.00%	
Good	0 0.00% 0.00%	6 100.00% 6.19%	0 0.00% 0.00%	1 33.33% 1.03%	23 62.16% 23.71%	30 58.82% 30.93%	63 68.48% 64.95%	3 100.00% 3.09%	1 50.00% 1.03%	97 65.54% 100.00%	
Fair	2 66.67% 10.53%	0 0.00% 0.00%	1 50.00% 5.26%	1 33.33% 5.26%	4 10.81% 21.05%	8 15.69% 42.11%	11 11.96% 57.89%	0 0.00% 0.00%	0 0.00% 0.00%	19 12.84% 100.00%	
Poor	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 2.70% 100.00%	1 1.96% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 0.68% 100.00%	
Total	3 100.00% 2.03%	6 100.00% 4.05%	2 100.00% 1.35%	3 100.00% 2.03%	37 100.00% 25.00%	51 100.00% 34.46%	92 100.00% 62.16%	3 100.00% 2.03%	2 100.00% 1.35%	148 100.00% 100.00%	

Q71. Depart of Admin - submitted lowest bid but not given the work											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	1 33.33% 10.00%	2 33.33% 20.00%	1 50.00% 10.00%	0 0.00% 0.00%	3 8.11% 30.00%	7 13.73% 70.00%	3 3.26% 30.00%	0 0.00% 0.00%	0 0.00% 0.00%	10 6.76% 100.00%	
No	2 66.67% 1.90%	4 66.67% 3.81%	1 50.00% 0.95%	1 33.33% 0.95%	27 72.97% 25.71%	35 68.63% 33.33%	66 71.74% 62.86%	3 100.00% 2.86%	1 50.00% 0.95%	105 70.95% 100.00%	
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 33.33% 50.00%	0 0.00% 0.00%	1 1.96% 50.00%	1 1.09% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 1.35% 100.00%	
NA - Did not bid	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 33.33% 3.23%	7 18.92% 22.58%	8 15.69% 25.81%	22 23.91% 70.97%	0 0.00% 0.00%	1 50.00% 3.23%	31 20.95% 100.00%	
Total	3 100.00% 2.03%	6 100.00% 4.05%	2 100.00% 1.35%	3 100.00% 2.03%	37 100.00% 25.00%	51 100.00% 34.46%	92 100.00% 62.16%	3 100.00% 2.03%	2 100.00% 1.35%	148 100.00% 100.00%	

Q71. Depart of Trans - submitted lowest bid but not given the work											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	2 66.67% 8.70%	2 33.33% 8.70%	0 0.00% 0.00%	0 0.00% 0.00%	9 24.32% 39.13%	13 25.49% 56.52%	10 10.87% 43.48%	0 0.00% 0.00%	0 0.00% 0.00%	23 15.54% 100.00%	
No	1 33.33% 0.90%	4 66.67% 3.60%	2 100.00% 1.80%	1 33.33% 0.90%	26 70.27% 23.42%	34 66.67% 30.63%	72 78.26% 64.86%	3 100.00% 2.70%	2 100.00% 1.80%	111 75.00% 100.00%	
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 66.67% 50.00%	1 2.70% 25.00%	3 5.88% 75.00%	1 1.09% 25.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 2.70% 100.00%	
NA - Did not bid	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 2.70% 10.00%	1 1.96% 10.00%	9 9.78% 90.00%	0 0.00% 0.00%	0 0.00% 0.00%	10 6.76% 100.00%	
Total	3 100.00% 2.03%	6 100.00% 4.05%	2 100.00% 1.35%	3 100.00% 2.03%	37 100.00% 25.00%	51 100.00% 34.46%	92 100.00% 62.16%	3 100.00% 2.03%	2 100.00% 1.35%	148 100.00% 100.00%	

Q71. Met Council - submitted lowest bid but not given the work											
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total	
Yes	0 0.00% 0.00%	1 16.67% 16.67%	1 50.00% 16.67%	0 0.00% 0.00%	2 5.41% 33.33%	4 7.84% 66.67%	2 2.17% 33.33%	0 0.00% 0.00%	0 0.00% 0.00%	6 4.05% 100.00%	
No	3 100.00% 2.65%	5 83.33% 4.42%	1 50.00% 0.88%	1 33.33% 0.88%	30 81.08% 26.55%	40 78.43% 35.40%	69 75.00% 61.06%	3 100.00% 2.65%	1 50.00% 0.88%	113 76.35% 100.00%	
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 33.33% 33.33%	1 2.70% 33.33%	2 3.92% 66.67%	1 1.09% 33.33%	0 0.00% 0.00%	0 0.00% 0.00%	3 2.03% 100.00%	
NA - Did not bid	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 33.33% 3.85%	4 10.81% 15.38%	5 9.80% 19.23%	20 21.74% 76.92%	0 0.00% 0.00%	1 50.00% 3.85%	26 17.57% 100.00%	
Total	3 100.00% 2.03%	6 100.00% 4.05%	2 100.00% 1.35%	3 100.00% 2.03%	37 100.00% 25.00%	51 100.00% 34.46%	92 100.00% 62.16%	3 100.00% 2.03%	2 100.00% 1.35%	148 100.00% 100.00%	

Q71. Mosquito Control - submitted lowest bid but not given the work										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 2.70% 50.00%	1 1.96% 50.00%	1 1.09% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 1.35% 100.00%
No	2 66.67% 2.56%	5 83.33% 6.41%	2 100.00% 2.56%	1 33.33% 1.28%	18 48.65% 23.08%	28 54.90% 35.90%	46 50.00% 58.97%	3 100.00% 3.85%	1 50.00% 1.28%	78 52.70% 100.00%
NA - Did not bid	1 33.33% 1.47%	1 16.67% 1.47%	0 0.00% 0.00%	2 66.67% 2.94%	18 48.65% 26.47%	22 43.14% 32.35%	45 48.91% 66.18%	0 0.00% 0.00%	1 50.00% 1.47%	68 45.95% 100.00%
Total	3 100.00% 2.03%	6 100.00% 4.05%	2 100.00% 1.35%	3 100.00% 2.03%	37 100.00% 25.00%	51 100.00% 34.46%	92 100.00% 62.16%	3 100.00% 2.03%	2 100.00% 1.35%	148 100.00% 100.00%

Q71. Airports Commission - submitted lowest bid but not given the work										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	1 16.67% 20.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 2.70% 20.00%	2 3.92% 40.00%	3 3.26% 60.00%	0 0.00% 0.00%	0 0.00% 0.00%	5 3.38% 100.00%
No	2 66.67% 1.90%	4 66.67% 3.81%	2 100.00% 1.90%	1 33.33% 0.95%	30 81.08% 28.57%	39 76.47% 37.14%	62 67.39% 59.05%	3 100.00% 2.86%	1 50.00% 0.95%	105 70.95% 100.00%
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	2 66.67% 50.00%	1 2.70% 25.00%	3 5.88% 75.00%	1 1.09% 25.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 2.70% 100.00%
NA - Did not bid	1 33.33% 2.94%	1 16.67% 2.94%	0 0.00% 0.00%	0 0.00% 0.00%	5 13.51% 14.71%	7 13.73% 20.59%	26 28.26% 76.47%	0 0.00% 0.00%	1 50.00% 2.94%	34 22.97% 100.00%
Total	3 100.00% 2.03%	6 100.00% 4.05%	2 100.00% 1.35%	3 100.00% 2.03%	37 100.00% 25.00%	51 100.00% 34.46%	92 100.00% 62.16%	3 100.00% 2.03%	2 100.00% 1.35%	148 100.00% 100.00%

Q71. Sports Facilities - submitted lowest bid but not given the work										
	African American	Asian American	Hispanic American	Native American	Nonminority Woman	M/WBE	Nonminority Male	Other	No Response	Total
Yes	0 0.00% 0.00%	0 0.00% 0.00%	1 50.00% 25.00%	0 0.00% 0.00%	1 2.70% 25.00%	2 3.92% 50.00%	2 2.17% 50.00%	0 0.00% 0.00%	0 0.00% 0.00%	4 2.70% 100.00%
No	2 66.67% 2.30%	5 83.33% 5.75%	1 50.00% 1.15%	1 33.33% 1.15%	23 62.16% 26.44%	32 62.75% 36.78%	50 54.35% 57.47%	3 100.00% 3.45%	2 100.00% 2.30%	87 58.78% 100.00%
Don't Know	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 2.70% 100.00%	1 1.96% 100.00%	0 0.00% 0.00%	0 0.00% 0.00%	0 0.00% 0.00%	1 0.68% 100.00%
NA - Did not bid	1 33.33% 1.79%	1 16.67% 1.79%	0 0.00% 0.00%	2 66.67% 3.57%	12 32.43% 21.43%	16 31.37% 28.57%	40 43.48% 71.43%	0 0.00% 0.00%	0 0.00% 0.00%	56 37.84% 100.00%
Total	3 100.00% 2.03%	6 100.00% 4.05%	2 100.00% 1.35%	3 100.00% 2.03%	37 100.00% 25.00%	51 100.00% 34.46%	92 100.00% 62.16%	3 100.00% 2.03%	2 100.00% 1.35%	148 100.00% 100.00%

APPENDIX C:
REGRESSION ANALYSIS

APPENDIX C

REGRESSION ANALYSIS

Whereas **Chapter 5.0** and **6.0** reported findings of disparity and nondisparity related to the utilization of vendors in the State of Minnesota's (State) procurement activities according to selected race, ethnicity, and gender categories, this section reports findings from a telephone survey of a sample of 554¹ firms representative of the State's vendors examined in the study to assess race, ethnicity, and gender effects on vendor revenue during the 2006 tax year. To determine these effects, MGT applied a multivariate regression model to survey findings.

There are two key questions for consideration in this analysis: 1. Do minority- and woman-owned firms tend to earn significantly less revenue than firms owned by nonminority males? 2. If "yes," are their lower revenues due to race or gender status or to other factors?

Case law and social science research provide some guidance for addressing these questions. From research literature, we know that in addition to race and gender, factors such as firm capacity, owner experience, and education bear a relation to a firm's gross revenues. When multiple factors come into play, sometimes a multivariate statistical analysis can improve our understanding of more complex relationships among factors affecting company earnings. In this study, we employ linear regression to analyze variables, including race and gender that can affect a firm's success.

C.1 An Overview of Multivariate Regression and Description of Analytical Model

Multivariate regression was employed to examine the influence of selected company and business characteristics, especially owner race and gender, on 2006 gross revenues reported by 509 firms participating in a telephone survey administered during April 2009 and May 2009. For this analysis, gross revenue was the dependent variable, or the variable to be explained by the presence, absence, or strength of "selected characteristics" variables, known as "independent" or "explanatory" variables.

Since disparity analysis is an established domain of research, the selection of the independent company characteristics variables for this study was based on an extensive review of disparity study research literature. Most economic studies of discrimination are based on the seminal work of Nobel Prize recipient Gary Becker, "The Economics of Discrimination."² Becker was the first to define discrimination in financial and economic terms. Since Becker, labor economists and statistical researchers including Blinder and Oaxaca, Corcoran and Duncan, Gwaltney and Long, Reimers, Saunders, Darity and Myers, Hanuscheck, Hirsch, Topel and Blau, and others have adopted a standard in disparity study research of using company earnings, or revenue, as the dependent

¹ In order to provide an accurate and complete regression analysis some responses had to be removed. For example if a person surveyed did not answer the revenue or race question, this response was removed. This number reflects those changes.

² Becker, Gary. 1971, second edition. "The Economics of Discrimination." The University of Chicago Press, Chicago, p. 167.

variable in race and gender discrimination analysis.³ Comparable worth studies have also proposed regression models using gross revenue as the dependent variable for policy analysis,⁴ and the U.S. Department of Commerce employs regression analysis (included in 48 CFR 19) to establish price evaluation adjustments for small disadvantaged businesses in federal procurement programs.⁵

The Regression Model Variables

Timothy Bates⁶ used at least five general determinants, including firm capacity, managerial ability, manager/owner experience, and demographic characteristics such as race and gender, to explain statistical variations in firm gross revenues. These are elaborated below in terms of the dependent/independent variable relationship regression seeks to resolve.

Dependent Variable

For this analysis, the dependent variable (the variable to be explained by the independent variables in the model) was defined operationally as "firm 2006 gross revenues." Ideally, this variable is measured as the exact dollar figure for gross revenues. However, years of experience in conducting information and opinion surveys with companies have shown us that firms tend to be reluctant to release precise dollar figures but more responsive when inquiries about earnings are presented as a dollar range. Accordingly, to encourage greater participation in this study's telephone survey, nine company gross revenue categories were defined, ranging from Category 1, "Up to \$50,000" to Category 9, "More than \$10 million."

Independent Variables

The independent (i.e., explanatory) variables were those characteristics hypothesized as contributing to the variation in the dependent variable (2006 gross revenues). For this study, independent variables included:

- *Number of full-time employees* – The more employees a company has, the greater product volume it is likely to have to generate higher revenues.
- *Owner's years of experience* – The longer a company owner has been in a particular business, the more likely it is that the owner has knowledge of how to acquire contracts and the skills and experience to succeed in that business.

³"Race and Gender Discrimination Across Urban Labor Markets," 1996. Ed. Susan Schmitz. Garland Publishers, New York, New York, p. 184.

⁴Gunderson, Morley. 1994. "Male-Female Wage Differentials and Policy Responses." In "Equal Employment Opportunity: Labor Market Discrimination and Public Policy," pp. 207-227.

⁵"Federal Acquisition Regulations for Small Disadvantaged Businesses; Notice and Rules." June 30, 1998. Memorandum for Office of Federal Procurement Policy, Economic and Statistics Administration, Department of Commerce.

⁶Bates, Timothy. "The Declining Status of Minorities in the New York State Construction Industry." Reprinted from *Economic Development Quarterly*, Vol. 12., No. 1, February 1998, pp. 88-100.

- *Owner's level of education* – The research literature consistently reports a positive relationship between education and level of income.
- *Age of company* – It is argued that a company's longevity is an indicator of both success and the owner's managerial ability.
- *Race/ethnic group/gender of firm owners* – The proposition to be tested was whether there was a statistically significant relationship between race/ethnicity/gender of minority firm owners and firm revenue. In the analysis, the category "Non-M/WBE" served as a reference group against which all other race and gender groups were compared.

Finally, since companies tend to be organized around a business concentration (e.g., Construction, Professional Services, Goods and Supplies), type of business was introduced as a moderator variable to determine if the model, given adequate sample size, behaved differently as a predictor of gross revenue when respondents' line of business was considered.

Participants' responses to the survey provided the data to examine the relative importance of these factors. The operational relationship between these constructs (i.e., firm capacity, capability, experience, race, and gender) and measures derived from survey items is presented in **Exhibit C-1**.

EXHIBIT C-1 **MODEL CONSTRUCTS, VARIABLES, AND MEASURES**

MODEL CONSTRUCTS	VARIABLES	MEASURES
<i>Capacity</i>	Number of Employees	Number of Full-time and Part-time Employees Reported
	Private Contracting	Percent of Total Revenue from Private Sources
<i>Owner's Managerial Ability</i>	Owner's Education	Level of Education (from "some high school" to "postgraduate degree")
	Owner's Experience	Years of Experience
	Company Age	2008 Minus Reported "Year of Establishment"
<i>Demographics</i>	Business Owner Groups	African American, Hispanic American, Asian American, Native American, Nonminority Woman, and Non-M/WBE Firms
	Gender of Company Owner	Gender of Company Majority Owner or Shareholder

Source: State of Minnesota telephone survey data methodology.

Exploring Variable Relationships: How Regression Analysis Works

Multiple regression analysis permits simultaneous examination not only of the effects on the dependent variable of **all** independent variables in the multivariate model, but also the effect of each unique variable (i.e., controlling for the effects of the other independent variables in the equation). The effect of each predictor (independent) variable on the

dependent variable is expressed as the magnitude of the change in the dependent variable (Y) for each unit change in the independent variable (X) plus an “error term.” Since the independent variable is never a perfect predictor of the dependent variable—that is, X is expressed as an imperfect predictor of Y such that one unit change in X **never** leads to one unit change in Y—the “error term,” ϵ , is postulated to acknowledge the residual change in the value of Y that X cannot explain.

The goal in sound regression modeling, therefore, is to minimize residual values associated with the independent variables and to maximize their explanatory power. In other words, a good model that seeks to explain what causes revenue earnings, in this case, will hypothesize a combination of independent variables based on solid research findings having sufficient explanatory power to account for case-by-case differences in company revenue, while minimizing that portion of variation in revenue values that the independent variable cannot explain (i.e., minimizing the difference between Y values predicted by the X's in the model and *actual* Y values).

C.2 Assessing Variables in the Model

As suggested earlier, in a model with multiple independent, or predictor, variables, the effect of each individual independent variable is expressed as the expected change in the dependent variable (y) for each unit change in the independent variable (x), holding constant (or controlling for) the values of all the other independent variables (i.e., the effect on Y of the other X's in the equation). When X and Y values are plotted on a graph, linear regression attempts to find a straight line of best fit (also known as the least-squares line) that minimizes the differences between actual Y and predicted Y values as a function of X. The slope of this line represents the statistical relationship between the predicted values of Y based on X. The point at which this regression line crosses the Y axis (otherwise known as the constant) represents the predicted value of Y when X = 0. If the effect of X on Y is determined to be statistically significant (e.g., a significance level of $p < 0.05$ asserts that the calculated relationship between X and Y could occur due to chance only 5 times in 100), it can be asserted that X may indeed play a role in determining the value of Y (in the case of this study, company revenues). For example, if the slope coefficient of the variable representing one of the specific racial groups is determined to be statistically significant, then, all other things being equal, the hypothesis that race of the owner of a firm affects the annual revenue of the firm has only a 5 percent chance of being false. In disparity research, theory asserts that the negative effect of race on revenue earnings associated with being a minority-owned business is likely a product of discrimination.

Multivariate Regression Model

Mathematically, the multivariate linear regression model is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \varepsilon$$

Where: Y = annual firm gross revenues

β_0 = the constant, representing the value of Y when $X_i = 0$

β_i = coefficient representing the magnitude of X_i 's effect on Y

X_i = the independent variables, such as capacity, experience, managerial ability, race, and gender

ε = the error term, representing the variance in Y unexplained by X_i

This equation describes the hypothesized relationship between the dependent variable and the independent variables and was used to test the hypothesis that there is no difference in 2006 revenue earnings for M/WBE firms when compared with non-M/WBE firms. Traditionally, the hypothesis of no difference (known as the null hypothesis) is represented as: $H_0 : Y_1 = Y_2$.

We can reject the null hypothesis if the analysis indicates that race and gender have been found to affect firm revenue (i.e., $H_1 : Y_1 \neq Y_2$, the alternate hypothesis). Results are statistically significant if it is determined that the probability of achieving this difference due to chance was less than 5 in 100 (i.e., $p < 0.05$).

Multivariate Regression Model Results

The regression model tested the effects of selected demographic and business characteristic variables on revenue earnings elicited from firms participating in the study. According to the following categories:⁷

1 = Up to \$50,000	4 = \$300,001 to \$500,000	7 = \$3,000,001 to \$5 million
2 = \$50,001 to \$100,000	5 = \$500,001 to \$1 million	8 = \$5,000,001 to \$10 million
3 = \$100,001 to \$300,000	6 = \$1,000,001 to \$3 million	9 = Greater than \$10 million

The tests for multicollinearity among independent variables and variance inflation due to outlier observations revealed no substantive problems with the data.⁸ Initial analyses

⁷ Despite the ordinal nature of the dependent variable, findings are reported based on a linear regression analysis; specifically, Ordinary Least Squares (OLS). Menard (1995) notes this as an acceptable and common practice, "particularly when the dependent variable has five or more [ordered] categories. Since this [OLS] is probably the easiest approach for readers to understand, sometimes other approaches are tried, just to confirm that the use of OLS does not...distort the findings." In this case, the nine categories of revenue were also analyzed using ordered Logit (SPSS 11.5), with nearly identical findings to those achieved with OLS with respect to magnitude of effect of the independent variables and both sign and significance. For further discussion, see Menard, S., "Applied logistic regression analysis," (Sage university papers series. Quantitative applications in the social sciences; no. 07-106), Thousand Oaks, California: Sage Publications, 1995.

⁸ Multicollinearity refers to excessive intercorrelation among the independent variables in a multiple regression model, which obscures the effect of each on the dependent variable to the extent that they behave as one variable and may measure two highly correlated components of the same theoretical factor. Outliers are observations in a data set that are substantially different from the bulk of the data, perhaps because of a data entry error or some other cause that would reasonably explain a data anomaly.

also determined that one independent variable, percentage of business in the private sector, made no substantive contribution to the model, and was, therefore, removed. These adjustments yielded values for the variables listed in **Exhibit C-2**.

EXHIBIT C-2
STATE OF MINNESOTA TELEPHONE SURVEY DATA
RESULTS OF REGRESSION ANALYSIS

Coefficients			
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	7.736	0.380	
African Americans (n=15)	-1.192	0.546	-0.079
Hispanic Americans (n=10)	1.165	0.668	0.062
Asian American (n=26)	0.484	0.414	0.043
Native Americans (n=9)	0.731	0.711	0.037
Nonminority Females (n=133)	-0.940	0.216	-0.167
Company Age	0.017	0.004	-0.192
Number of Employees	0.000	0.000	0.072
High School	-0.547	0.424	-0.051
Some College	-1.073	0.285	-0.183
College Degree	-0.241	0.241	-0.050
Owner's Years of Experience	0.001	0.008	0.004
Special Trade Contractor	-0.570	0.258	-0.102
Professional Services	-2.560	0.285	-0.418
General/Personal Services	-1.251	0.316	-0.177
Supplies and Equipment	-2.161	0.267	-0.367

Source: State of Minnesota telephone survey.

Bold type indicates statistically significant results ($p \leq 0.05$).

Results

- The model testing the effects of the variables listed in **Exhibit G-2** on revenue reported by companies participating in the telephone survey explained 36.3 percent of the variance of the revenue variable ($R^2_j = 0.363$, $F = 19.558$, $df = 15,515$, $p \leq 0.000$).
- When controlling for the effects of variables related to company demographics (i.e. company capacity, ownership level of education and experience), M/WBE status had a negative effect on 2006 company earnings for African Americans and nonminority females.
- Among the company characteristics variables, other than M/WBE status, revenue for all groups increased as a function of company age, owner's experience, and number of employees.
- Industry type of firm ownership had a significant impact on company revenues.

Deriving Predicted Revenue for Race/Gender/Ethnicity Categories

Values from **Exhibit C-2** were inserted into the regression model in order to derive predicted revenue categories for each race/ethnicity/gender group. The following equation illustrates how predicted revenue would be calculated for an Asian American in the Professional Services business category.⁹

Gross Revenues = 7.736 + 0.484 Asian American + 0.017 Company Age + 0.000 Number of Employees – 0.547 High School – 1.073 Some College - 0.241 College Degree – 0.001 Owner's Experience – 2.560 Professional Services.

For instance, using **Exhibit C-3** below to interpret the effect or race/ethnicity/gender on predicted gross revenue for an Asian American in the Professional Services, holding all other variables constant, we would add the value of the constant (7.736) to the coefficient value for an Asian American (0.484) and the Professional Services business category (-2.560) to obtain a predicted revenue value of 5.660 (rounded to 6, representing the category "\$1,000,001 to \$3 million"). Similarly, to derive the effect or race/ethnicity/gender on predicted gross revenue for an Asian American in the Building Construction industry category, holding all other variables constant, we would simply note the value of the constant and add it to the Asian American coefficient (8.219, rounded to 8, representing the category "\$5,000,001 to \$10 million").

EXHIBIT C-3 **GROSS REVENUE CATEGORIES FROM TELEPHONE SURVEY**

Race/Ethnicity/Gender	Overall	Building Construction	Special Trade	Professional Services	General/Personal Services	Supplies and Equipment
Nonminority Males (n=329)	6	8	7	5	6	6
African Americans (n=15)	5	7	6	4	5	4
Hispanic Americans (n=10)	7	9	8	6	8	7
Asian Americans (n=26)	6	8	8	6	7	6
Native Americans (n=9)	7	8	8	6	7	6
Nonminority Females	5	7	6	4	6	5

Gross Revenue Categories:

1 = Up to \$50,000	4 = \$300,001 to \$500,000	7 = \$3,000,001 to \$5 million
2 = \$50,001 to \$100,000	5 = \$500,001 to \$1 million	8 = \$5,000,001 to \$10 million
3 = \$100,001 to \$300,000	6 = \$1,000,001 to \$3 million	9 = Greater than \$10 million

Summary of Survey Findings

Regarding the positive significant effects of the non-race/ethnicity/gender variables—company age and number of employees—it would be expected that a firm's revenue might be positively related to its size and age, supporting the logical conclusion that larger, more established firms tend to do more business. However, even when these impacts were considered, African American and nonminority female firms responding to the telephone survey earned significantly less revenue in 2006 than did their non-M/WBE counterparts, supporting the conclusion that M/WBE status is negatively related to earnings when compared with earnings for non-M/WBEs.

⁹ To derive coefficients for the race, ethnicity, and gender categories, the "Non-M/WBE" category was used as the reference variable, coded as value "0."

APPENDIX D:
PERSONAL INTERVIEW GUIDE

APPENDIX D
PERSONAL INTERVIEW GUIDE
MINNESOTA JOINT AVAILABILITY AND DISPARITY STUDY

Interviewer: _____ **Date:** _____ **Time:** _____

Place: _____

Contact Name: _____

Contact Title: _____

Name of Company: _____

Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Telephone: _____ **Fax:** _____

Email Address: _____ **Business Hours:** _____

CONFIDENTIALITY STATEMENT

Please read the following to interviewee.

This interview is on behalf of Minnesota Department of Administration, Minnesota Department of Transportation, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Mosquito Control, and Minnesota Sports Facilities Commission (referred as Governmental Units). This interview is part of a comprehensive study of the Governmental Units' procurement of services and products. The Governmental Units are committed to improving business with all their vendors. The questions we ask and your responses on your firm and industry are designed to provide us with information that can be used to improve business relationships with all vendors including businesses owned by individuals, as well as, small, minority, women, disadvantaged, and non-minority businesses.

Responses to this questionnaire will be held in strict confidence, and will not be distributed to any other firm or person with your firm's identity revealed. However, in the case of a court order, all documentation will be turned over to the court.

First, I will ask you some questions about your business.

Then I will ask you about characteristics of the company's ownership.

Finally, I will ask about your experiences doing business with the Governmental Units and its members.

**BEGIN QUESTIONS – PLEASE BE SURE THAT THE RESPONDENT IS
SPECIFIC IN PROVIDING THE GOVERNMENTAL UNITS MEMBER**

As a reminder the members of the Governmental Units are as follows:

Minnesota Department of Administration

Minnesota Department of Transportation

Metropolitan Council

Metropolitan Airports Commission

Metropolitan Mosquito Control

Minnesota Sports Facilities Commission

Q1. Which ONE of the following is your company's primary line of business?

READ LIST

¹Building Construction (general contractor) –

Specify: _____

²Special Trade Contractor (electrical, painting, heavy construction, etc.) –

Specify: _____

³Professional Services –

Specify: _____

⁴General/Personal Services (security, training, maintenance, etc.) –

Specify: _____

⁵ Supplies and Equipment (small procurement items) –

Specify: _____

⁹ No Response

Q2. In what year was your company established? _____.

⁹⁹⁹⁹ No Response (Don't Know)

Q3. Is company a sole proprietor, partnership, corporation or other?

<input type="checkbox"/> ¹ Sole proprietor	<input type="checkbox"/> ⁴ Partnership
<input type="checkbox"/> ² Corporation	<input type="checkbox"/> ⁵ Limited Liability Partnership
<input type="checkbox"/> ³ Limited Liability Corporation	<input type="checkbox"/> ⁶ Non-Profit Organization
<input type="checkbox"/> ⁷ Other (Specify) _____	<input type="checkbox"/> ⁹ No Response

Q4. Excluding yourself, (if owner), on average, how many employees does your company keep on the payroll?

_____ ¹ Full Time _____ ² Part-time/Cyclical _____ ⁹⁹⁹⁹⁹⁹ No Response **6 digits**

Q5. Which of the following categories best approximates your company's gross revenues for calendar year 2006?

READ LIST

_____ <input type="checkbox"/> ¹ up to \$50,000?	_____ <input type="checkbox"/> ⁵ \$500,001 to \$1,000,000?	_____ <input type="checkbox"/> ¹⁰ Over \$10 million?
_____ <input type="checkbox"/> ² \$50,001 to \$100,000?	_____ <input type="checkbox"/> ⁶ \$1,000,001 to \$3,000,000?	_____ <input type="checkbox"/> ⁹⁹ No Response
_____ <input type="checkbox"/> ³ \$100,001 to \$300,000?	_____ <input type="checkbox"/> ⁷ \$3,000,001 to \$5,000,000?	
_____ <input type="checkbox"/> ⁴ \$300,001 to \$500,000?	_____ <input type="checkbox"/> ⁸ \$5,000,001 to \$10,000,000?	

Q6. Is 51 percent of your company owned and controlled by a woman or women?

_____ ¹ Yes _____ ² No _____ ⁹ No Response

Q7. Is 51 percent of your company owned and controlled by someone who is disabled?

_____ ¹ Yes _____ ² No _____ ⁹ No Response

Q8. Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:

NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.

READ LIST

⁰ Anglo/Caucasian
 ¹ African/African American
 ² Asian
 ³ Hispanic or Latino
 ⁴ American Indian or Alaska Native
 ⁵ Other (please specify) _____
 ⁹ No Response

Q9. What is the highest level of education completed by the owner of your company? Would you say:

READ LIST

_____ <input type="checkbox"/> ¹ Some high school	_____ <input type="checkbox"/> ⁴ Some college
_____ <input type="checkbox"/> ² High school graduate	_____ <input type="checkbox"/> ⁵ College degree
_____ <input type="checkbox"/> ³ Trade or technical education	_____ <input type="checkbox"/> ⁶ Post graduate degree
	_____ <input type="checkbox"/> ⁹ No Response

Q10. How many years of experience in your company's business line do the primary owner of your firm have?

_____ Years (2 digits)

Q11. Are you in the same line of business as when you established your business?

¹ Yes ² No ⁹ No

Explain.

Q12. Are you required to have bonding for the type of work your company bids or proposes on?

¹ Yes ² No Skip to Q14 ⁹⁹ DK Skip to Q14 (2 digits)

Q13. What is your current aggregate bonding limit?

- ¹ Below \$100,000
- ² \$100,001 to \$250,000
- ³ \$250,001 to \$500,000
- ⁴ \$500,001 to \$1million
- ⁵ \$1,000,001 to \$1,500,000
- ⁶ 1,500,001 to \$3 million
- ⁷ \$3,000,001 to \$5 million
- ⁸ Over \$5 million
- ⁹ None

Q14. What is your current single project bonding limit?

- ¹ Below \$100,000
- ² \$100,001 to \$250,000
- ³ \$250,001 to \$500,000
- ⁴ \$500,001 to \$1million
- ⁵ \$1,000,001 to \$1,500,000
- ⁶ 1,500,001 to \$3 million
- ⁷ \$3,000,001 to \$5 million
- ⁸ Over \$5 million
- ⁹ None

Q15. Since January 1, 2006, how many times has your company done the following in the public sector and private sector?

A. Submitted bids or proposals for projects as a prime contractor on projects for:

	Yes	No	1-10	11-25	26-50	51-100	Over 100	DK	NA
MN Department of Administration	1	2						9	99 (712)
MN Department of Transportation	1	2						9	99 (713)
Metropolitan Council	1	2						9	99 (714)
Metropolitan Airports Commission	1	2						9	99 (715)
Metropolitan Mosquito Control	1	2						9	99 (716)
MN Sports Facilities Commission	1	2						9	99 (717)
Private Sector	1	2						9	99

B. Awarded contracts as a prime contractor on projects for:

	Yes	No	1-10	11-25	26-50	51-100	Over 100	DK	NA
MN Department of Administration	1	2						9	99 (712)
MN Department of Transportation	1	2						9	99 (713)
Metropolitan Council	1	2						9	99 (714)
Metropolitan Airports Commission	1	2						9	99 (715)
Metropolitan Mosquito Control	1	2						9	99 (716)
MN Sports Facilities Commission	1	2						9	99 (717)
Private Sector	1	2						9	99

C. Submitted a quote for goods, services, equipment on contracts/purchase orders for:

	Yes	No	1-10	11-25	26-50	51-100	Over 100	DK	NA
MN Department of Administration	1	2						9	99 (712)
MN Department of Transportation	1	2						9	99 (713)
Metropolitan Council	1	2						9	99 (714)
Metropolitan Airports Commission	1	2						9	99 (715)
Metropolitan Mosquito Control	1	2						9	99 (716)
MN Sports Facilities Commission	1	2						9	99 (717)
Private Sector	1	2						9	99

D. Awarded a contract for goods, services, equipment on contracts/purchase orders for:

	Yes	No	1-10	11-25	26-50	51-100	Over 100	DK	NA
MN Department of Administration	1	2						9	99 (712)
MN Department of Transportation	1	2						9	99 (713)
Metropolitan Council	1	2						9	99 (714)
Metropolitan Airports Commission	1	2						9	99 (715)
Metropolitan Mosquito Control	1	2						9	99 (716)
MN Sports Facilities Commission	1	2						9	99 (717)
Private Sector	1	2						9	99

**PLEASE BE SURE THAT THE RESPONDENT IS SPECIFIC IN PROVIDING
THE GOVERNMENTAL UNITS MEMBER**

Q16. Are there any factors (such as insurance bonding requirements, size of project) that have interfered with your ability to bid or provide a quote on a member of the Governmental Units' projects?

_____ ¹ Yes _____ ² No _____ ⁹⁹ DK

If yes, please provide as much detail as possible.

Q17. Do any of the members of the Governmental Units have any practices or procedures that have prevented you from bidding or receiving any contracts or purchase orders?

_____ ¹ Yes _____ ² No _____ ⁹⁹ DK

[Get details.]

Q18. Have any of the members of the Governmental Units made any attempts to encourage you to bid on their procurement?

_____ ¹ Yes _____ ² No _____ ⁹⁹ DK

If so, describe the outreach efforts. If not, please indicate any outreach efforts you would like to see implemented.

Q19. Have any of the members of the Governmental Units been helpful when you have questions or need information about the procurement process? (Explain.)

_____ ¹ Yes _____ ² No _____ ⁹⁹ DK

If yes, please provide as much detail as possible.

Q18a. If yes, has the information provided been timely and accurate?

[Get details.]

Q20. Do you feel as though your company has ever been treated unfairly in the selection process by the members of the Governmental Units?

	Yes	No	DK	NA
MN Department of Administration	1	2	3	4 (712)
MN Department of Transportation	1	2	3	4 (713)
Metropolitan Council	1	2	3	4 (714)
Metropolitan Airports Commission	1	2	3	4 (715)
Metropolitan Mosquito Control	1	2	3	4 (716)
MN Sports Facilities Commission	1	2	3	4 (717)

[If yes, get examples!]

Q21. In your opinion, on a scale from 1 to 5, 5 being *Extremely Fair*, please indicate the members of the Governmental Units fairness in the selection process?

	Extremely Fair	Fair	Neutral	Unfair	Extremely Unfair	DK
MN Department of Administration	1	2	3	4	5	99
MN Department of Transportation	1	2	3	4	5	99
Metropolitan Council	1	2	3	4	5	99
Metropolitan Airports Commission	1	2	3	4	5	99
Metropolitan Mosquito Control	1	2	3	4	5	99
MN Sports Facilities Commission	1	2	3	4	5	99

[Get examples!]

Q22. To the best of your knowledge, have you ever been the low bidder on a project and not been awarded the contract or purchase order by a member of the Governmental Units?

____ ¹ Yes ____ ² No ____ ⁹⁹ DK

[If yes, get details.]

Q23. What factors would you say most frequently prevent you from winning contracts or purchase orders?

[Get details.]

Q24. Have you ever protested a contract or purchase order award?

¹ Yes ² No ⁹⁹ DK

[If yes, get details.]

Q25. Do you think your company will be retaliated against if you lodge a complaint with a member of the Governmental Units?

¹ Yes ² No ⁹⁹ DK

Q25a. If so, why?

Q26. What can the members of the Governmental Units do to improve the procurement and selection process?

Q27. Do you think that unions and/or project labor agreements have been a barrier in getting contracts?

¹ Yes ² No ⁹⁹ DK

Q27a. If so, why?

READ THE FOLLOWING:

The next set of questions is designed for firms that have served as a subcontractor to a prime contractor.

Q28. Have you ever served as a subcontractor on a member of the Governmental Units' projects or in the private sector?

	Yes	No	DK	NA
MN Department of Administration	1	2	3	4 (712)
MN Department of Transportation	1	2	3	4 (713)
Metropolitan Council	1	2	3	4 (714)
Metropolitan Airports Commission	1	2	3	4 (715)
Metropolitan Mosquito Control	1	2	3	4 (716)
MN Sports Facilities Commission	1	2	3	4 (717)
Private Sector	1	2	3	4 (718)

(If respondent answers NO, ask Q28. and then skip to Question #33)

If respondent answers YES, ask Q28. and continue on.)

Q28a. Are there any factors (such as lack of information or financing) that prevent your firm from serving as a subcontractor on a member of the Governmental Units' projects?

	Yes	No	DK	NA
MN Department of Administration	1	2	3	4 (712)
MN Department of Transportation	1	2	3	4 (713)
Metropolitan Council	1	2	3	4 (714)
Metropolitan Airports Commission	1	2	3	4 (715)
Metropolitan Mosquito Control	1	2	3	4 (716)
MN Sports Facilities Commission	1	2	3	4 (717)
Private Sector	1	2	3	4 (718)

Q29. How often have you served as a subcontractor on these projects?

	Yes	No	1-10	11-25	26-50	51-100	Over 100	DK	NA
MN Department of Administration	1	2						9	99 (712)
MN Department of Transportation	1	2						9	99 (713)
Metropolitan Council	1	2						9	99 (714)
Metropolitan Airports Commission	1	2						9	99 (715)
Metropolitan Mosquito Control	1	2						9	99 (716)
MN Sports Facilities Commission	1	2						9	99 (717)
Private Sector	1	2						9	99

Q30. Have you ever been informed that you were the low bidder as a subcontractor for a member of the Governmental Units' project or services, were awarded a contract, and then found out that another subcontractor was performing the work?

A.

	Yes	No	DK	NA
MN Department of Administration	1	2	3	4 (712)
MN Department of Transportation	1	2	3	4 (713)
Metropolitan Council	1	2	3	4 (714)
Metropolitan Airports Commission	1	2	3	4 (715)
Metropolitan Mosquito Control	1	2	3	4 (716)
MN Sports Facilities Commission	1	2	3	4 (717)

Q30a. If yes, can you explain the circumstances of the situation?

Q30b. What action did you take?

Q31. Do you think prime contractors show any favoritism toward particular subcontractors when it comes to procuring services and products for Governmental Unit projects or in the private sector?

	Yes	No	DK	NA
MN Department of Administration	1	2	3	4 (712)
MN Department of Transportation	1	2	3	4 (713)
Metropolitan Council	1	2	3	4 (714)
Metropolitan Airports Commission	1	2	3	4 (715)
Metropolitan Mosquito Control	1	2	3	4 (716)
MN Sports Facilities Commission	1	2	3	4 (717)
Private Sector	1	2	3	4 (718)

Q31a. If yes, can you explain how they show favoritism?

Q32. In your opinion, how frequently have prime contractors that you've subcontracted with to perform work or provide services, delayed payment for the work or services that you performed?

<input type="checkbox"/> ¹ Always	<input type="checkbox"/> ⁴ Seldom
<input type="checkbox"/> ² Often	<input type="checkbox"/> ⁵ Never
<input type="checkbox"/> ³ Sometimes	<input type="checkbox"/> ⁶ Not Applicable

READ THE FOLLOWING:

The next set of questions is designed for firms that are minority or woman owned. If the respondent is not an M/WBE, skip to Question 43.

Q33. Do you think certification has an effect on the ability to your company to compete with other businesses?

Why or why not?

Q34. Do you notice any difference in the willingness of primes to use small, minority, disadvantaged, disabled, or woman businesses in the public or private sector? If so, explain the differences.

Q35. Do you think primes will use small, minority, disadvantaged, or woman businesses if there are no Targeted Group Business (TGB) programs/goals?

Why or why not?

Q36. What do you feel are the biggest obstacles faced by small, minority, disadvantaged, disabled or woman businesses in the State of Minnesota? Elaborate.

Q37. As a prime or subcontractor did you experience discriminatory behavior from one of the following agencies or the private sector in the last five years when bidding on a contract?

Yes=1

No=2

DK=3

NA-Did not bid=4

[REQUIRE ANSWER]

	Yes	No	DK	NA-Did not Bid
MN Department of Administration	1	2	3	4 (646)
MN Department of Transportation	1	2	3	4 (647)
Metropolitan Council	1	2	3	4 (648)
Metropolitan Airports Commission	1	2	3	4 (649)
Metropolitan Mosquito Control	1	2	3	4 (650)
MN Sports Facilities Commission	1	2	3	4 (651)
Private Sector	1	2	3	4 (652)

Q38. What was the most noticeable way you became aware of the discrimination against your company by:

READ CHOICES

Verbal Comment=1

Written Statement=2

Action Taken Against the Company=3

DK=4

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 37]

	Verbal Comment	Written Statement	Action taken against the company	DK
MN Department of Administration	1	2	3	4 (657)
MN Department of Transportation	1	2	3	4 (658)
Metropolitan Council	1	2	3	4 (659)
Metropolitan Airports Commission	1	2	3	4 (660)
Metropolitan Mosquito Control	1	2	3	4 (661)
MN Sports Facilities Commission	1	2	3	4 (662)
Private Sector	1	2	3	4 (663)

Q39. What of the following do you consider the main reason for your company being discriminated against by:

READ CHOICES

Owner's race or ethnicity=1
 Owner's sex=2
 Time in business=3
 Company size=4
 Company experience=5
 Owner's disability=6
 DK=9

	Owner's race or ethnicity	Owner's sex	Time in business	Company size	Company experience	Owner's disability	DK
MN Department of Administration	1	2	3	4	5	6	9 (668)
MN Department of Transportation	1	2	3	4	5	6	9 (669)
Metropolitan Council	1	2	3	4	5	6	9 (670)
Metropolitan Airports Commission	1	2	3	4	5	6	9 (671)
Metropolitan Mosquito Control	1	2	3	4	5	6	9 (672)
MN Sports Facilities Commission	1	2	3	4	5	6	9 (673)
Private Sector	1	2	3	4	5	6	9 (674)

Q39a. When did discrimination occur: (READ LIST)

¹ During bidding process (before the contract award)
 ² After contract awarded
 ³ Other _____
 ⁴ No answer/DK

If compliant filed, find out where

Q40. Do you feel as though you have experienced discriminatory behavior from other public or private sector organizations? Elaborate.

The next set of questions is designed for nonminority male and businesses. (If respondent is not a white male, skip to **Question #47**)

Q41. Do you think your company has ever suffered from reverse discrimination? If so, can you provide any details?

Q42. Do you think the ability of small, minority, disadvantaged, disabled or woman businesses to get certified gives them a competitive advantage? Why or why not?

Q43. Are you aware of any practices that prime contractors use to get around having to small, minority, disadvantaged, disabled or woman businesses? Describe.

Q44. Do you notice any differences in the willingness of primes to use small, minority, disadvantaged, disabled or woman businesses in the public and private sector? If so, explain the differences.

Q45. What are the biggest obstacles faced by your firm in conducting business with any of the members of the Governmental Units?

Q46. Do you think small, minority, disadvantaged, disabled, or woman businesses face challenges not faced by white males? If so, what.

The final two questions are designed for all to respond.

FINAL QUESTIONS – ALL FIRMS

Q47. Do you feel there is an informal network that gives an advantage to select businesses?

_____ ¹ Yes _____ ² No _____ ⁹⁹ DK

If yes, how does it operates? Please have the respondent indicate the Governmental Unit.

Q48. Is there anything that we have not covered that you feel will be helpful to this study? Do you have any addition comments that you feel will be helpful to this study?

_____ ¹ Yes _____ ² No _____ ⁹⁹ DK

Q48 a. If yes, What are your comments

AFFIDAVIT

HEREBY ACKNOWLEDGE THAT THE TESTIMONY I GAVE IS TRUE AND AN ACCURATE REFLECTION OF MY PAST EXPERIENCES IN PROCUREMENT AND BUSINESS OPPORTUNITIES WITH THE MINNESOTA GOVERNMENTAL UNITS.

ADDITIONALLY, THIS TESTIMONY WAS GIVEN FREELY AND I HAVE NOT BEEN COERCED OR RECEIVED ANY REMUNERATION FOR MY COMMENTS.

SIGNATURE

DATE

SIGNATURE OF INTERVIEWER AS WITNESS

DATE

APPENDIX E:
FOCUS GROUP GUIDE

APPENDIX E

MINNESOTA AVAILABILITY AND DISPARITY STUDY

FOCUS GROUP GUIDE

Interviewer: _____ **Date:** _____ **Time:** _____

Place: _____

Group: _____

Hello and thank you for coming to this focus group to provide input that will be used as a part of a comprehensive study of the Minnesota Departments of Administration and Transportation, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Mosquito Control District and Minnesota Sports Facilities Commission (Governmental Units) procurement of services and products.

My name is _____ and I am a local subconsultant hired by MGT of America, Inc. We have been asked to gather opinions from business owners about the business climate in the Governmental Units. We are looking to obtain information on your experiences if any, when attempting to do business with the Governmental Units identified earlier.

I thought we might begin with introductions. Why don't you start and we will work around the room (name, what kind of work you do, and anything else you'd like us to know about you).

We are very glad that you are all here and appreciate you taking time out of your busy day to participate in this meeting.

We are going to be taking notes throughout the session. In addition, we would like to record this session if there are no objections. Responses to this questionnaire will be held in strict confidence, and will not be distributed to any other firm or person with your firm's identity revealed. However, in the case of a court order, all documentation will be turned over to the court.

The Process

The recordings and notes of these focus groups will only be reviewed by Governmental Units and MGT staff. We will use the information to summarize the discussions that took place during these focus groups. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all of the analysis for the focus groups is completed, the results will be aggregated and will be incorporated with other data from this phase of the study. These findings will be used in reviewing the Governmental Units' procurement practices and the procurement environment of the Governmental Units. We hope that everyone feels free to participate and to add as much insight as possible. We have ample time, so feel free to contribute to the discussion as we go along.

A. Welcome and brief background about the purpose of focus groups (see above).

- Introductions – have each participant state:
 - Name
 - Company's primary line of business
 - Certification status (if applicable)
 - Years in business

**Be sure to note ethnic group, gender, and certification status (if applicable).
This can be noted on the sign-in sheet.**

B. Key Point to Discuss

- This is an open discussion involving all to participate. Goal is to have everyone participate in the discussion.
- Encourage participants to express thoughts and opinions freely.
- Stress that the intent is to focus on issues related to contracting (such as construction, construction related services – architecture, engineering, professional services, operational services), the procurement of supplies, materials and equipment, and the business climate in the Governmental Units.
- Individuals and participants will not be identified by name when providing feedback and findings to the Governmental Units staff.

B. Facilitation Logistics

- **Facilitators:** The facilitator has primary responsibility for working with the group to solicit responses to questions.
- **Facilitation Time:** Approximately 1½ hours.
- **Major Issues** will be recorded by tape recorder (if there are no objections), personal notes, and flipchart pages.
- **Date, Time, and Location:** To be determined
- **Materials Needed:**
 1. Flip Chart or Easel Paper
 2. Focus Group Guide (attached)
 3. List of Participants (sign-in sheet to be provided)
 4. Markers
 5. Audio Recorder

C. Discussion

- **Establish Scope:** We are going to discuss several items at this point. Our primary goal is to discuss your (local area business owners) opinions about the business climate in the Governmental Units.

1. Please discuss how you get information about any of the Governmental Units procurement opportunities (such as, State's website, networking/word-of-mouth, etc). Is this information helpful?
2. If you have been awarded a contract with any of the Governmental Units, on a scale from 1 to 5 (1 being *Extremely Positive* to 2 being *Extremely Negative*), rate your experience in doing business with the Governmental Unit(s) as a contractor. *Be sure that the responses identify their experience (such as the name of the project, type of project, type of contractor (procurement vendor, prime, subcontractor) etc.). Also, be sure that the respondent explains the reason for his/her rating.*
3. How could the Governmental Units improve its procurement system to enable businesses to participate more effectively on any of the Governmental Units public projects or procurement activities? *Be sure to specify public projects or procurement.*
4. On a scale from 1 to 5 (1 being *Extremely Positive* to 2 being *Extremely Negative*), rate your experience in doing business as a vendor or as a contractor, or subcontractor on any of the Governmental Units public projects. *Be sure that the responses identify whether they are referring to a procurement or contract, also ask request specifics about the project (project name, type of project, time period of project). Also, be sure that the respondent explains the reason for his/her rating.*
5. On a scale from 1 to 5 (1 being *Extremely Positive* to 2 being *Extremely Negative*), rate your experience in selling to or contracting with other local government agencies or the private sector. *Be sure that the responses identify their experience (such as the name of the entity, type of project, etc.). Also, be sure that the respondent explains the reason for his/her rating.*
6. In the past five years, how much of your contracts have come from any of the Governmental Units public projects? Procurement? General Contractors? Other Public Entities? From your own networks?
7. What do you feel most interferes with your ability to do business with the any of the Governmental Units on public and development projects (barriers of doing business, such as labor agreements, financing, bond requirements, etc.) or procurement activities? *Be sure that they specify public projects or procurement activities.*
8. What policies or practices do you think the Governmental Units should adopt to assist a company with doing more business with any of the Governmental Units?

- 9.** Please discuss your understanding of the Targeted Vendor Program. Do you feel the services provided by the MN Department of Administration through this Program to be helpful? Please explain.
- 10.** Please provide your opinion on the certification process. How could the certification process for doing business with the State of Minnesota be improved?
- 11.** In the past five (5) years, what have been some of the important partnerships that you have had with contractors or vendors on public and private projects?
- 12.** What business assistance services provided by any of the Governmental Units have you used? Did you find them helpful? Please explain.

APPENDIX F:
US CENSUS SURVEY OF
BUSINESS OWNERS

APPENDIX F
U.S. CENSUS SURVEY OF BUSINESS OWNERS FOR THE STATE
OF MINNESOTA AND THE MINNEAPOLIS-ST. PAUL MSA

F.1 U.S. Census Survey of Business Availability of Firms within the State of Minnesota by NAICS Codes/Business Categories

Availability of All Firms within the State of Minnesota

EXHIBIT F-1
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON ALL SECTORS
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	525	0.59%	643	0.72%	1,828	2.05%	487	0.55%	16,102	18.08%	19,585	21.99%	69,498	78.01%	89,083

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

Availability of Construction Firms within the State of Minnesota

EXHIBIT F-2
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON NAICS CODE 23 - CONSTRUCTION
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	18	0.13%	113	0.79%	5	0.00%	71	0.50%	1,069	7.48%	1,271	8.89%	13,023	91.11%	14,294

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

EXHIBIT F-3
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON NAICS CODE 23 - CONSTRUCTION
BASED ON PAID AND NON-PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	413	0.81%	495	0.97%	268	0.52%	373	0.73%	3,668	7.15%	5,217	10.18%	46,048	89.82%	51,265

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid and non-paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

Availability of Professional Services Firms Including Architecture and Engineering Firms within the State of Minnesota

EXHIBIT F-4
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON NAICS CODE 54 - PROFESSIONAL SERVICES INCLUDING
ARCHITECTURE AND ENGINEERING SERVICES
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	71	0.54%	S	0.00%	281	2.13%	S	0.00%	2,876	21.81%	3,228	24.48%	9,958	75.52%	13,186

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

S denotes that findings were withheld because estimate did not meet publication standards.

EXHIBIT F-5
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODE 54 - PROFESSIONAL SERVICES INCLUDING
ARCHITECTURE AND ENGINEERING SERVICES
BASED ON PAID AND NON-PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	659	1.18%	594	1.07%	1,310	2.35%	S	0.00%	17,272	31.04%	19,835	35.64%	35,815	64.36%	55,650

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid and non-paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

S denotes that findings were withheld because estimate did not meet publication standards.

Availability of Other Services Firms within the State Of Minnesota

EXHIBIT F-6
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODES 56 AND 81- OTHER SERVICES
OTHER SERVICES
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	92	0.85%	503	4.64%	S	0.00%	62	0.57%	2,734	25.22%	3,391	31.29%	7,448	68.71%	10,839

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

S denotes that findings were withheld because estimate did not meet publication standards.

EXHIBIT F-7
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODES 56 AND 81- OTHER SERVICES
OTHER SERVICES
BASED ON PAID AND NON-PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1,179	1.84%	892	1.39%	1,619	2.53%	236	0.37%	25,921	40.53%	29,847	46.67%	34,108	53.33%	63,955

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid and non-paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

Availability of Goods and Supplies Firms within the State of Minnesota

EXHIBIT F-8
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODES 42, 44, AND 45- RETAIL AND WHOLESALE TRADE
GOODS AND SUPPLIES
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	79	0.46%	104	0.61%	261	1.52%	S	0.00%	3,077	17.93%	3,521	20.51%	13,644	79.49%	17,165

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

S denotes that findings were withheld because estimate did not meet publication standards.

EXHIBIT F-9
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODES 42, 44, AND 45- RETAIL AND WHOLESALE TRADE
GOODS AND SUPPLIES
BASED ON PAID AND NON-PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	694	1.25%	458	0.82%	1,053	1.89%	S	0.00%	21,642	38.88%	23,847	42.84%	31,812	57.16%	55,659

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid and non-paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived from white men-owned firms within the State of Minnesota, based on the U.S. Census Bureau, Survey of Business Owners (SBO).

S denotes that findings were withheld because estimate did not meet publication standards.

F.2 U.S. Census Survey of Business Availability of Firms within the Minneapolis-Saint Paul MSA by NAICS Codes/Business Categories

Availability of Construction Firms within the Minneapolis-Saint Paul Metropolitan Statistical Area (MSA)

EXHIBIT F-10
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE CITY OF MINNEAPOLIS-SAINT PAUL MSA
BASED ON NAICS CODE 23 - CONSTURCTION
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	18	0.19%	90	0.95%	S	0.00%	18	0.19%	735	7.76%	861	9.09%	8,615	90.91%	9,476

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

S denotes that findings were withheld because estimate did not meet publication standards.

EXHIBIT F-11
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE CITY OF MINNEAPOLIS-SAINT PAUL MSA
BASED ON NAICS CODE 23 - CONSTURCTION
BASED ON PAID AND NON-PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	381	1.26%	315	1.04%	195	0.65%	113	0.37%	2,310	7.65%	3,314	10.98%	26,867	89.02%	30,181

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

S denotes that findings were withheld because estimate did not meet publication standards

Availability of Professional Services Including Architecture and Engineering Firms
within the Minneapolis-Saint Paul Metropolitan Statistical Area (MSA)

EXHIBIT F-12
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE CITY OF MINNEAPOLIS-SAINT PAUL MSA
BASED ON NAICS CODES 54– PROFESSIONAL SERVICES
INCLUDING ARCHITECTURE AND ENGINEERING FIRMS
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	71	0.58%	S	0.00%	248	0.00%	67	0.55%	2,425	19.77%	2,811	22.92%	9,454	77.08%	12,265

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

EXHIBIT F-13
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE CITY OF MINNEAPOLIS-SAINT PAUL MSA
BASED ON NAICS CODES 54 – PROFESSIONAL SERVICES
INCLUDING ARCHITECTURE AND ENGINEERING FIRMS
BASED ON PAID AND NON-PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	640	N/A	471	N/A	1,227	N/A	242	0.51%	13,940	29.38%	16,520	34.81%	30,934	65.19%	47,454

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid and non-paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

Availability of Other Services Firms within the Minneapolis-Saint Paul Metropolitan Statistical Area (MSA)

EXHIBIT F-14
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE CITY OF MINNEAPOLIS-SAINT PAUL MSA
BASED ON NAICS CODES 56 AND 81 – OTHER SERVICES FIRMS
OTHER SERVICES
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	593	1.42%	760	1.82%	S	0.00%	440	1.05%	16,945	40.52%	18,738	44.81%	23,076	55.19%	41,814

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

S denotes that findings were withheld because estimate did not meet publication standards

EXHIBIT F-15
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE CITY OF MINNEAPOLIS-SAINT PAUL MSA
BASED ON NAICS CODES 56 AND 81 – OTHER SERVICES FIRMS
OTHER SERVICES
BASED ON PAID AND NON-PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	593	1.37%	760	1.76%	1,414	3.27%	440	1.02%	16,945	39.20%	20,152	46.62%	23,076	53.38%	43,228

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

Availability of Goods and Supplies Firms within the Minneapolis-Saint Paul Metropolitan Statistical Area (MSA)

EXHIBIT F-16
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE CITY OF MINNEAPOLIS-SAINT PAUL MSA
BASED ON NAICS CODES 42, 44, AND 45 – RETAIL AND WHOLESALE TRADE
GOODS AND SUPPLIES
BASED ON PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	50	0.39%	50	0.39%	256	1.98%	5	0.04%	1,940	15.02%	2,301	17.82%	10,614	82.18%	12,915

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

EXHIBIT F-17
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY OF FIRMS
WITHIN THE CITY OF MINNEAPOLIS-SAINT PAUL MSA
BASED ON NAICS CODES 42, 44, AND 45 – RETAIL AND WHOLESALE TRADE
GOODS AND SUPPLIES
BASED ON PAID AND NON-PAID EMPLOYEES ONLY

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms ²		Total Firms ³
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	603	1.51%	316	0.79%	944	2.37%	87	0.22%	14,369	36.08%	16,319	40.97%	23,508	59.03%	39,827

Source: U.S. Census Bureau 2002, Survey of Business Owners, based on firms with paid and non-paid employees only.

¹ Minority men and women firms are included in their respective minority classifications.

² Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.

³ Total firms derived from the U.S. Census Bureau and Survey of Business Owners (SBO).

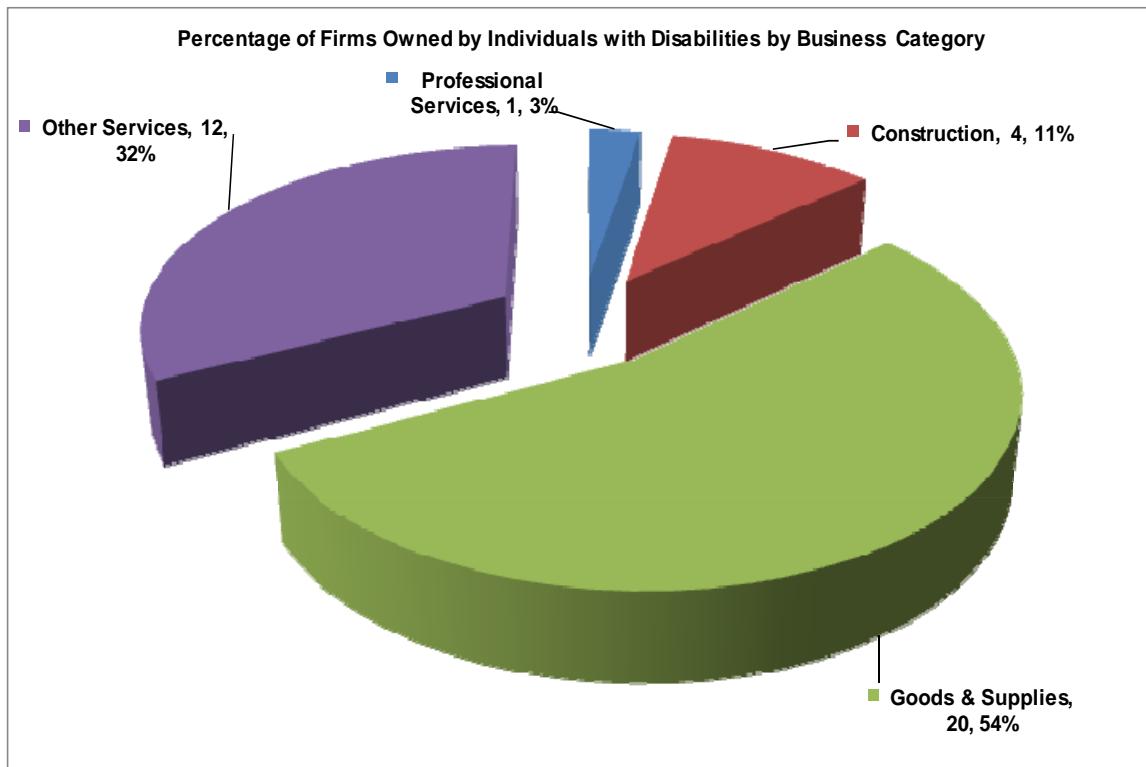
APPENDIX G:
AVAILABILITY AND UTILIZATION
OF FIRMS OWNED BY
INDIVIDUALS WITH DISABILITIES

APPENDIX G

AVAILABILITY AND UTILIZATION OF FIRMS OWNED BY INDIVIDUALS WITH DISABILITIES

As shown in **Exhibits G-1** and **G-2**, show that 37 firms identified, approximately 20 firms (54%) specialized in provide goods and supplies of which 19 firms were owned by non-M/WBEs. Four firms (11%) were identified as being available to provide construction or construction-related services.

EXHIBIT G-1
STATE OF MINNESOTA MARKET PLACE
PERCENTAGE AND NUMBER OF FIRMS OWNED BY INDIVIDUALS WITH DISABILITIES BY BUSINESS CATEGORY

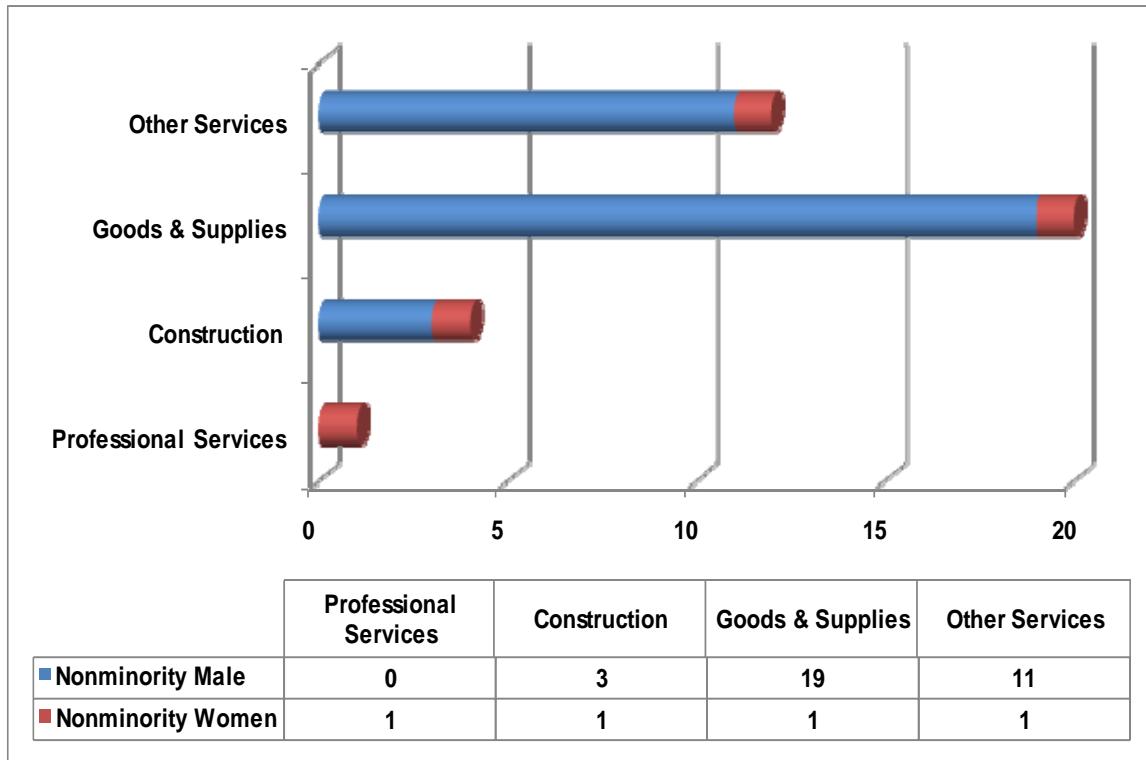


Source: Based on data collected and obtained regarding firms owned by individuals with disabilities within the state of Minnesota local market area.

Availability and Utilization of Firms Owned by Individuals with Disabilities

Of the firms identified, 12 firms specialize in providing other services. Of these 12 firms, one nonminority women-owned firm was identified as providing these types of services.

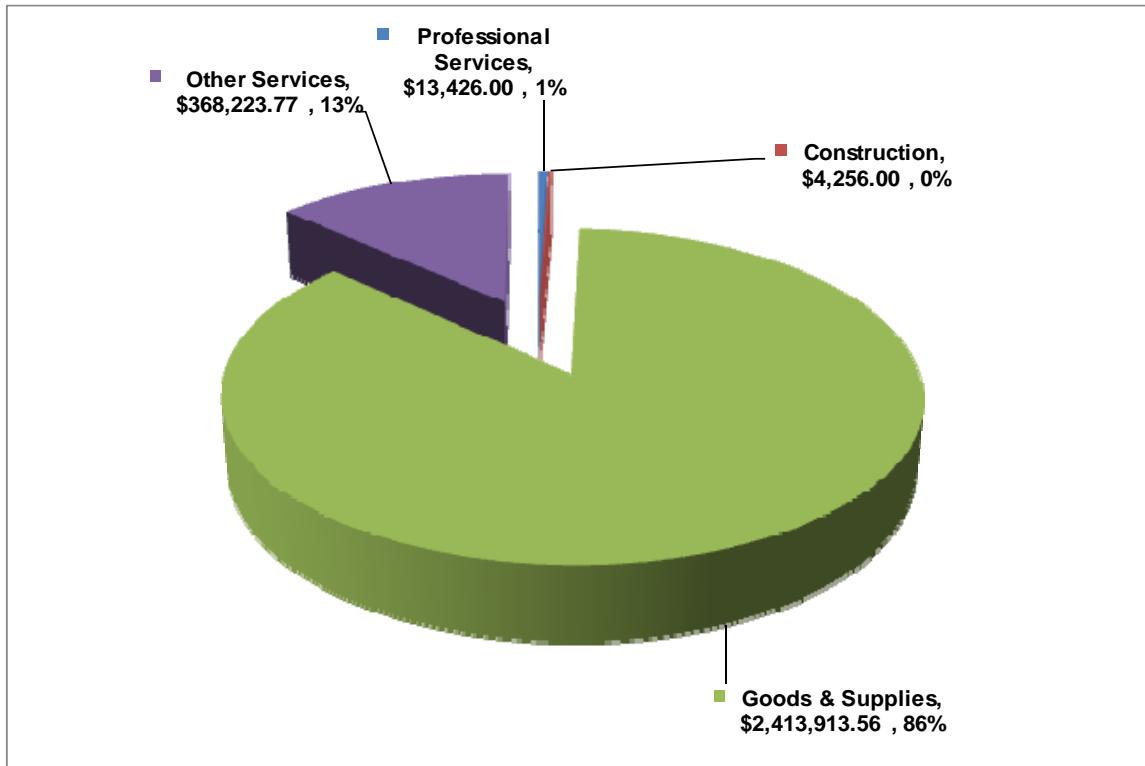
EXHIBIT G-2 STATE OF MINNESOTA MARKET PLACE NUMBER OF FIRMS OWNED BY INDIVIDUALS WITH DISABILITIES BY BUSINESS CATEGORY AND RACE/ETHNICITY CLASSIFICATION



Source: Based on data collected and obtained regarding firms owned by individuals with disabilities within the state of Minnesota local market area.

As shown in **Exhibit G-3**, show that of the \$2.8 million dollars spent with firms owned by individuals with disabilities approximately \$2.4 million were in goods and supplies.

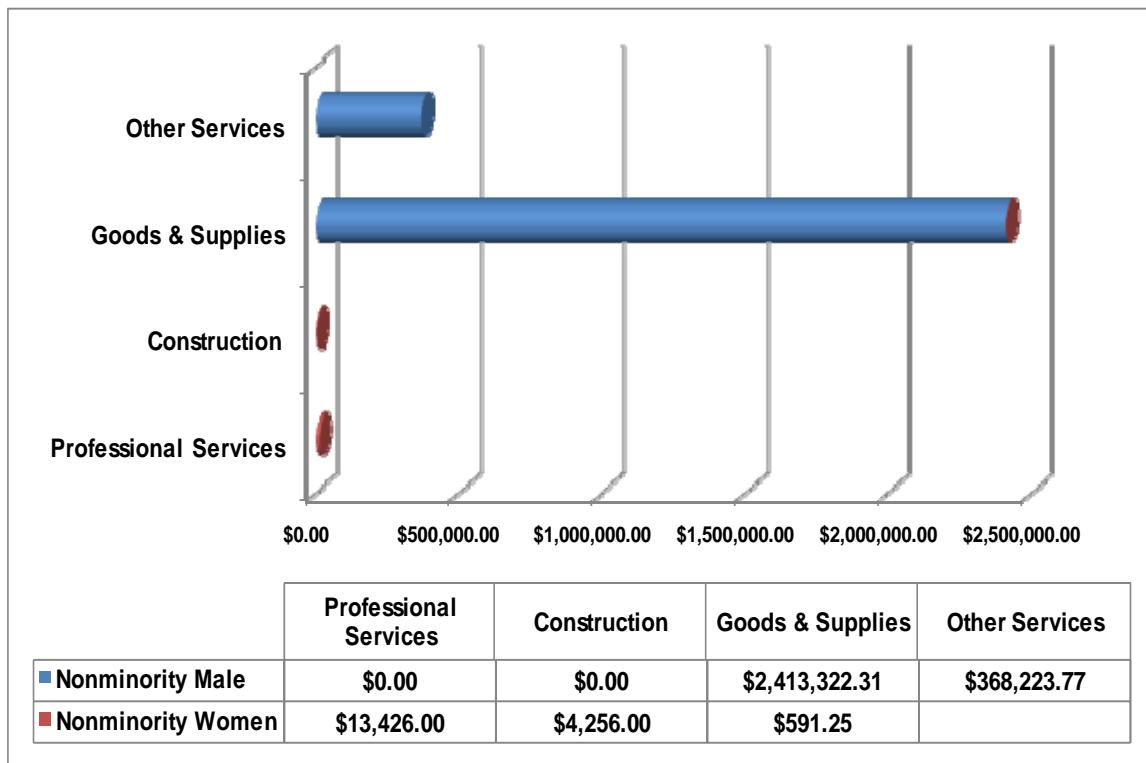
EXHIBIT G-3
STATE OF MINNESOTA MARKET PLACE
PERCENTAGE AND DOLLARS PAID TO FIRMS OWNED BY INDIVIDUALS WITH
DISABILITIES BY BUSINESS CATEGORY



Source: Based on data collected and obtained regarding firms owned by individuals with disabilities within the state of Minnesota local market area.

Exhibit G-4 shows that of the firms paid for providing goods and supplies, non-M/WBEs received \$2.4 million.

EXHIBIT G-4
STATE OF MINNESOTA MARKET PLACE
TOTAL DOLLARS SPENT WITH FIRMS OWNED BY INDIVIDUALS WITH
DISABILITIES BY BUSINESS CATEGORY AND RACE/ETHNICITY
CLASSIFICATION



Source: Based on data collected and obtained regarding firms owned by individuals with disabilities within the state of Minnesota local market area.

***APPENDIX H:
BEST PRACTICES***

APPENDIX H BEST PRACTICES

H.1 Race- and Gender-Conscious Prime Contractor Programs

H.1.1 Aspirational Goal Setting

Commitment from the top leadership is a core element of most summaries of best practices in M/WBE programs.¹ One starting point for such commitment is setting overall aspirational goals separate from project goals. Some agencies use fairly straightforward methods to calculate aspirational goals and other agencies use more involved methodologies.

Commonwealth of Virginia. Like a number of agencies, Virginia based its M/WBE Aspirational goals on the Commonwealth vendor-based estimates of availability. Goals were subdivided by ethnic/gender group, procurement type and prime/subcontractor status.

City of Phoenix, Arizona. The city of Phoenix Goal Setting Committee sets annual aspirational goals as well as individual construction project goals. The Goals Committee membership include two Equal Opportunity Department (EOD) representatives—one Certification staff member and one Contract Compliance staff member.

The Goals Committee recommends the annual goal based upon the availability of M/WBEs that can participate in projected subcontracting opportunities. The operational procedures provide more detailed information regarding the goal setting process. According to the operational procedures, the Goals Committee sets the goal by using relative availability, calculated by dividing the number of M/WBE contractors by the overall number of available contractors. To determine overall availability, the Engineering and Architectural Services Department (EASD) reviews the plan holders' lists to identify contractors in the local market "ready, willing, and able" to perform on projects anticipated to be bid in the upcoming fiscal year. EASD identifies "ready, willing, and able" M/WBE construction subcontractors by using the city of Phoenix M/WBE Certification Directory. An M/WBE is eliminated from the pool if the firm has not obtained plans, bid, or performed on a city contract.

Next, EOD calculates the previous two-year M/WBE "required" and "achieved" subcontractor utilization on completed projects. The total percentage achieved is subtracted from the total percentage required, providing the total race- and gender-neutral percentage. EASD subtracts the race- and gender-neutral percentage from the relative availability of M/WBE firms. The final figure is used to draft the Aspirational Annual Minority and Women-Owned Business Enterprise Utilization Goal Memorandum, which includes not only race- and gender-specific goals but also race- and gender-neutral goals. The goal memorandum is signed by the City Engineer, Equal Opportunity Director, and the Deputy City Managers overseeing the EASD and EOD. The City

¹ National Women's Business Council, 1999 NWBC Best Practices Guide: Contracting with Women (July 1999); R. Auskalnis, C. Ketchum and C. Carter, Purchasing From Minority Business Enterprise: Best Practices, Center For Strategic Supply Research 1995)..

Manager determines whether the annual goal will be subdivided into utilization goals for specific race and gender groups.

The recommended goal is met with both race-neutral and race-conscious components. The race-neutral component of the goal is met through outreach, education, and other appropriate efforts likely to encourage and promote contracting and subcontracting by minority- and women-owned enterprises, among others. The race-conscious component is achieved through the establishment of M/WBE utilization goals on public works projects throughout the fiscal year.

H.1.2 M/WBE Price Preferences

In this procurement method, the agency provides a price preference of up to 10 percent to M/WBEs for commodity and service procurements of less than a certain dollar figure.

Port Authority of New York and New Jersey. The Port Authority of New York and New Jersey (Port Authority) provides a price preference of up to 10 percent to M/WBEs for commodity procurements of less than \$500,000. The Port Authority has used bid preferences for goods and services procurement, but not for construction.

City of Phoenix, Arizona. The city of Phoenix applies a bid price incentive to bids, proposals, and quotations for goods and general services from certified M/WBE firms located in Maricopa County. The bid price incentive is 5 percent for contracts up to \$250,000 in annual value and 2.5 percent for contracts from \$250,000 to \$500,000. The bid price incentive program is applied as follows:

- The incentive applies to any bid, proposal, or quote received from a certified M/WBE on a contract valued less than \$500,000.
- The formula is the dollar amount of the M/WBE's bid, quote, or proposal multiplied by the applicable bid price incentive percentage (2.5 or 5 percent). The result of this calculation is subtracted from the M/WBE's bid. The resulting sum is compared to the lowest non-M/WBE bid.
- Confirmation of M/WBE certification must occur if an M/WBE firm is declared the low bidder as a result of the price incentive program.
- If the cost of the bid price incentive reaches \$35,000 during any fiscal year, the City Manager notifies the City Council to consider whether to continue the incentive during the remainder of that fiscal year.

The bid preference does not apply to contracts with non-profit agencies, contracts for the provision of services paid for directly by citizens and not from City funds, contracts covered under Phoenix City Code regarding construction, and contracts for architectural and engineering (A&E) services.

H.1.3 Purchasing Cards

A number of agencies promote the utilization of M/WBEs on purchasing cards. The Commonwealth of Virginia and the city of Hampton, Virginia, for example, require the purchasing card vendor to report on M/WBE utilization by agency staff. A number of

universities, including the University of Wisconsin at Madison, target M/WBE vendors for purchasing card transactions for travel.

H.1.4 Small Purchases

Small purchases secured through informal procurement methods are an area in which buyers can become particularly comfortable with incumbent vendors. In 1992, the U.S. Department of Defense started the “Rule of One,” requiring solicitation of at least one M/WBE on small procurement. It has become standard across many agencies (such as the Commonwealth of Virginia; state of Arizona; state of Texas; Charlotte, North Carolina; Hampton, Virginia; Columbia, South Carolina; and others) to require the solicitation of small and M/WBE firms for small purchases.

H.1.5 Promoting M/WBE Collaboration

If contract size cannot be reduced to match M/WBE capacity, there are instances in which M/WBE capacity can be increased to match contract size. M/WBE capacity can be increased by encouraging joint ventures among M/WBEs. M/WBE collaboration can be encouraged by citing consortium examples in Office of Business Opportunities (OBO) newsletters and increasing outreach for projects where such collaboration may be effective.

The Northeast Urban Trucking Consortium, an Oregon organization composed of seven M/WBE independent trucking firms with 15 trucks, joined together to win a \$2 million trucking contract. The U.S Environmental Protection Agency (EPA) also encourages its grant recipients to promote such collaboration for large projects.²

H.1.6 M/WBE Liaison

Each department within the city of Houston, Texas, has an M/WBE Liaison to facilitate the implementation of the city M/WBE program within each city department.

H.2 Race-Neutral Prime Contractor Programs

It is becoming increasingly common to combine race-conscious and race-neutral procurement preferences. One approach to such a combination is the United States Department of Transportation (USDOT) Disadvantaged Business Enterprise (DBE) program. Some aspects of its program are stated in **Exhibit H-1**.

² 40 C.F.R. '35.3145(d)(4).

EXHIBIT H-1
NARROWLY TAILORED M/WBE PROGRAM FEATURES

	Narrowly Tailored Goal-Setting Features	DBE Regulations
1.	The agency should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The agency should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The agency should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)
4	The agency should use M/WBE project goals only where race-neutral means are not sufficient.	49 CFR 26(51)(d)

H.2.1 SBE Set-Asides

The federal government aims to set aside every acquisition of goods and services anticipated to be between \$2,500 and \$100,000 for small businesses. In response to litigation and state constitution amendments limiting affirmative action, such as Proposition 209, many agencies have adopted SBE programs. A number of agencies (Phoenix, Arizona; Broward County, Florida; Dade County, Florida; Tampa, Florida; North Carolina Department of Transportation; Port Authority of New York and New Jersey) set aside contracts for SBEs.

North Carolina Department of Transportation (NCDOT). In the NCDOT program, small contractors are defined as firms with less than \$1.5 million in revenue. There is a small contractor goal of \$2 million for each of the 14 NCDOT divisions. The current cap on project size for small contractors is \$500,000. For contracts less than \$500,000, NCDOT can solicit three informal bids from small business enterprises.³ North Carolina law permits the waiving of bonds and licensing requirements for these small contracts let to SBEs.⁴ In 2002, M/WBEs won over 35 percent of SBE contract awards.⁵

City of Phoenix, Arizona. The city of Phoenix, which uses the United States Small Business Administration (SBA) small business size standards, has a modest SBE set-aside program. The SBE program only accounted for 0.5 percent of total M/WBE utilization in construction subcontracting, and 0.2 percent of total M/WBE utilization in goods and supplies. However, there was strong M/WBE utilization in the city SBE program. In the SBE program, over 92.9 percent and 89.1 percent of the dollars went to M/WBEs in construction subcontracting and goods and supplies, respectively. Firms that were certified as both M/WBEs and SBEs were awarded \$98.1 million in contract dollars.

³ NCGS § 136-28.10(a).

⁴ NCGS § 136-28.10(b).

⁵ NCDOT, Small Business Enterprise Program (April 1, 2002).

Other SBE set-asides include:

- The city of Tampa, Florida, SBE program is a set-aside program for firms with less than 25 employees and less than \$2 million in revenue.⁶
- The city of San Diego, California, set aside all construction contracts up to \$250,000.
- Sacramento Municipal Utility District (SMUD) set aside contracts up to \$50,000.
- Hillsborough County, Florida, set aside construction contracts up to \$200,000.

H.2.2 Small Business Enterprise Bid Preferences

A number of agencies have bid preferences for SBEs (Dade County, Florida; Port Authority of New York and New Jersey; SMUD; city of Sacramento, California; city of Oakland, California; East Bay Municipal Utility District). SBE bid preferences operate along similar lines as M/WBE bid preferences. A typical example is a bid preference of 5 percent on contracts under \$100,000 (Sacramento, California; SMUD; Los Angeles County, California).

Port of Portland Bid Preferences for Small Business. The Port of Portland (Port) found that a bid preference of 5 percent had no impact on contract outcomes, but a bid preference of 10 percent did impact contract outcomes.

H.2.3 Other SBE Prime Contractors Assistance

Los Angeles Unified School District, California. With 763 SBE certified firms, the Los Angeles School District achieved 39 percent SBE utilization (\$321 million) and 19 percent MBE utilization in FY 2003-04.⁷

City of Charlotte, North Carolina. The city of Charlotte has a comprehensive SBE program including SBE set-asides and business assistance. In addition, the city of Charlotte sets department goals for SBE utilization, sets SBE goals on formal and informal contracts, and makes SBE utilization part of department performance review utilization numbers.

North Carolina Department of Transportation Fully Operated Rental Agreements. Under these arrangements a firm may bid an hourly rate for using certain equipment and the necessary staff. In these field-let contracts, engineers select the firm with the appropriate equipment and the lowest bid rate. If that firm is not available, the engineers select the next lowest hourly rate. This rental agreement technique is used primarily to supplement NCDOT equipment in the event of NCDOT equipment failure or peak demand for NCDOT services. The rental agreement technique is attractive to small contractors because the typical small firm has much better knowledge of its own hourly costs than it does of the costs to complete an entire project.

⁶ Small Business Enterprise (SBE) Program Executive Order No. 2002-48 (December 18, 2002).

⁷ Los Angeles Unified School District, Facilities Services Division, *Small Business Program, Fourth Quarter and Fiscal Year-End Report: 2003-2004*.

Florida Department of Transportation (Florida DOT) Business Development Initiative. The Florida DOT has just undertaken a stepped-up small business initiative with the following principle components:

- Reserving certain construction, maintenance, and professional services contracts for small businesses.
- Providing bid preference points to small businesses, and to firms offering subcontracts to small businesses on professional services contracts.
- Waiving performance and bid bond requirements for contracts under \$250,000.
- Using a modified pre-qualification process for certain construction and maintenance projects.

Port Authority of New York and New Jersey Financial Advisors Program. The Port Authority has encouraged the use of M/WBEs in finance through its financial advisory call in program which targets small firms to serve as a pool of advisors for the Port Authority Chief Financial Officer. The financial advisors address debt issuance, financial advisory services, real estate transactions and green initiatives. There are three to four firms in each of these categories in the financial advisory call in program.

H.2.4 HUBZones

Another variant of an SBE program provides incentives for SBEs located in distressed areas. For example, under the 1997 Small Business Reauthorization Act, the federal government started the federal HUBZone program. A HUBZone firm is a small business that is: (1) owned and controlled by U.S. citizens; (2) has at least 35 percent of its employees who reside in a HUBZone; and (3) has its principal place of business located in a HUBZone.⁸ HUBZone programs can serve as a vehicle for encouraging M/WBE contract utilization. Nationally, there are 5,357 female and minority HUBZone firms, representing 56.2 percent of total HUBZone firms.⁹

City of New York. The city of New York has a HUBZone type program providing subcontracting preferences to small construction firms (with less than \$2 million in average revenue) that either perform 25 percent of their work in economically distressed areas or for which 25 percent of their employees are economically disadvantaged individuals.¹⁰

Miami-Dade County, Florida. Miami-Dade County, Florida, has a Community Workforce Program that requires all Capital Construction Projects contractors to hire 10 percent of their workforce from Designated Target Areas (which include Empowerment Zones, Community Development block grant Eligible Block Groups, Enterprise Zones, and Target Urban Areas) in which the Capital Project is located.¹¹

⁸ 13 C.F.R. 126.200 (1999).

⁹ Based on the SBA pro-net database located at <http://pro-net.sba.gov/pro-net/search.html>.

¹⁰ New York Administrative Code § 6-108.1. For a description of the New York local business enterprise program see <http://www.nyc.gov/html/sbs/html/lbe.html>.

¹¹ Miami Ordinance 03-237.

State of California. The state of California provides a 5 percent preference for a business work site located in state enterprise zones and an additional 1 to 4 percent preference (not to exceed \$50,000 on goods and services contracts in excess of \$100,000) for hiring from within the enterprise zone.¹²

Miami-Dade County. Miami-Dade has a Community Workforce Program that requires all Capital Construction Projects contractors to hire 10 percent of their workforce from Designated Target Areas (which include Empowerment Zones, Community Development block grant Eligible Block Groups, Enterprise Zones, and Target Urban Areas) in which the Capital Project is located.¹³

It is worth noting that some agencies have implemented HUBZone type programs and then terminated them, including New Jersey in the 1980s and Seattle, Washington's BOOST program in 2001.

H.2.5 DBE Programs

Following the federal model, some agencies have added DBE programs.¹⁴ SBE programs focus on the disadvantage of the business, HUBZone programs focus on the disadvantage of the business location, and DBE programs focus on the disadvantage of the individual operating the business.

State of North Carolina. The state of North Carolina changed the definition of minority used in the state minority construction program to include socially and economically disadvantaged individuals, as defined in the federal rules.¹⁵ Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual qualities.¹⁶ Economically disadvantaged individuals are those socially disadvantaged individuals whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same business area that are not socially disadvantaged.¹⁷ This rule permits firms certified under the federal 8(a), DBE, and small disadvantaged business enterprise (S/DBE) programs to be certified as a minority firm in North Carolina. This rule also implies that firms owned by majority males are eligible for the program as there are firms owned by majority males that qualify for the 8(a), DBE, and S/DBE programs by making an individual showing of their social and economic disadvantage.

Milwaukee Emerging Business Enterprise Program. The city of Milwaukee, Wisconsin, defines disadvantage along six dimensions:

- Disadvantage with respect to education.
- Disadvantage with respect to location.

¹² Cal Code Sec 4530 *et seq.*

¹³ Miami Ordinance 03-237.

¹⁴ DBE programs and Airport Concession Disadvantaged Enterprise (ACDBE) programs are required to be developed and implemented as a part of the federal funding process.

¹⁵ NC GS § 143-128.2(g).

¹⁶ 15 USC 637(a)(5).

¹⁷ 15 USC 637(a)(6)(A).

- Disadvantage with respect to employment.
- Social disadvantage (lack of traditional family structure, impoverished background, and related issues).
- Lack of business training.
- Economic disadvantage (credit issues, inability to win contracts, and related issues).

The city of Milwaukee defines an emerging business as a business owned by an individual satisfying the sixth dimension of disadvantage and three out of the five other dimensions of disadvantage.¹⁸ The city of Milwaukee has set a goal of 18 percent spending with emerging businesses, including both prime contracting and subcontracting.

H.2.6 Bidder Rotation

Some political jurisdictions use bidder rotation schemes to limit habit purchases from majority firms and to ensure that M/WBEs have an opportunity to bid along with majority firms. A number of agencies, including the city of Indianapolis, Indiana; Fairfax County, Virginia; the Port Authority of New York and New Jersey; and Miami-Dade County, Florida, use bid rotation to encourage M/WBE utilization, particularly in A&E. Some examples of bidder rotation from other agencies include:

Miami-Dade County, Florida. Miami-Dade County, Florida, uses small purchase orders for the Community Business Enterprise program and rotates on that basis. In addition, Miami-Dade County utilizes an Equitable Distribution Program, whereby a pool of qualified A&E professionals are rotated awards of county miscellaneous A&E services as prime contractors and subcontractors.

DeKalb County, Georgia. DeKalb County, Georgia, has used a form of bidder rotation called a bidder box system to promote M/WBE utilization. This system selects a group of bidders from the list of county registered vendors to participate in open market procurements. Under the bidder rotation system, the buyer identifies the commodity or service by entering an item box number. Using this item box, the computer selects five to six firms. The lowest responsible bidder is awarded the contract. M/WBEs were afforded an increased number of bid opportunities than would ordinarily be the case with a sequential selection process.

Port Authority of New York and New Jersey. The Port Authority has a Quick Bid rotation system for small contracts less than \$500,000. In this program, the agency solicits bids via telephone and fax from a minimum of six contractors on a rotating basis. The period between bid, award, and contract start is generally not more than six weeks. Bidders are provided free construction documents with which to prepare their bids.¹⁹

¹⁸ Milwaukee Ordinance, Emerging Business Enterprise Program, 360-01 (12).

¹⁹ Port Authority of NY & NJ, Engineering Department, 2002 Construction Program, at 8.

H.2.7 State Contracts

The use of state contracts can impede M/WBE utilization, even when M/WBEs are the low bidder. Purchase of state contracts is particularly an issue with car purchases, a procurement where there can be a significant number of M/WBE vendors. Fulton County, Georgia, addressed this problem by removing car purchases from the category of purchases from state contracts.

H.2.8 Outreach

Most agencies have extensive outreach programs, including match-making with procurement officials, workshops, seminars, featuring S/M/WBES in agency newsletters, and providing procurement forecasts. The federal government classifies businesses for outreach purposes into three categories:

- Category A: Firms that are new to government contracting. These firms should be directed to the Procurement Technical Assistance Center (PTAC), the Small Business Development Center (SBDC), and the Minority Business Development Center (MBDC). In this manner, the agency avoids duplicating PTAC, SBDC, or MBDC services.
- Category B: Firms that are familiar with government contracting in general but not with the particular agency. These firms are handled via an enhanced website that answers routine questions and quarterly group seminars.
- Category C: Firms that already have government contracts and are looking for more specific assistance. Some agencies allow for new businesses to have 15-minute presentations of corporate capabilities to program managers. The agency also provides unsuccessful bidders with feedback and briefs S/M/WBEs on quality assurance standards.

Bexar County, Texas Small, Minority, and Women Business Owners Conference. Bexar County in conjunction with the city of San Antonio has sponsored annual Small, Minority, and Women Business Owners conferences since 2001. The conferences have been co-sponsored by the Central and South Texas Minority Business Council in conjunction with a number of major corporations, including Dell, Toyota, and AT&T. Typically conference workshops have addressed the following:

- Doing business with federal, state, and local agencies, and the private sector.
- Access to capital.
- Human resources.
- Franchising.
- Management.
- Veterans.
- Responding to bids and RFPs.

Registered attendees grew from 1,200 in 2001 to 2,400 in 2006; estimated total attendance grew from 1,800 in 2001 to 5,000 in 2006. The number of exhibitors grew

from 75 in 2001 to 180 in 2006.²⁰ Virtually all the major local agencies, loan providers, business development providers, and chambers of commerce participate in the conference along with a number of major corporations. The conference budget for 2007 was \$250,000.

H.2.9 Contract Sizing

The Office of Management and Budget (OMB) Contract Bundling Report advocates limiting the use of contract bundling to those instances where there are considerable and measurable benefits such as decreased time in acquisition, at least 10 percent in cost savings, or improved contract terms and conditions.²¹

H.2.10 Construction Management, Request for Proposals, and Design-Build

One method of debundling in construction is through the use of multiprime construction contracts in which a construction project is divided into several prime contracts that are then managed by a construction manager-at-risk. For example, this approach has been used on projects where each prime contractor is responsible for installation and repair in particular areas. The construction manager is responsible for obtaining materials at volume discounts based upon total agency purchases. If one contractor defaults, a change order is issued to another prime contractor working in an adjacent area. The construction manager-at-risk is responsible for cost overruns that result from prime contractor default.

Construction management also facilitates the rotation of contracts within an area of work. For example, if several subcontractors have the capacity of bidding on an extended work activity such as concrete flat work, traffic control, or hauling, the construction manager can rotate contracting opportunities over the duration of the activity.

Using a request for proposal (RFP) process can provide the flexibility for including M/WBE participation in prime contractor requirements and selection. One of the nonfinancial criteria can be the proposer's approach and past history with M/WBE subcontractor utilization as well as women and minority workforce participation.

A number of universities around the country, the Charlotte-Mecklenburg School System, North Carolina; the Tri-County Metropolitan Transportation District of Oregon; and the city of Columbia, South Carolina, have had some success with this approach.²²

H.2.11 Outsourcing

City of Indianapolis, Indiana. The city of Indianapolis increased M/WBE utilization through privatization. The city prioritized outsourcing in procurement areas where minority businesses had particular expertise and experience. The city claims to have been particularly successful in contracting out street repair.

²⁰ Small, Minority, and Women Business Owners (S/MWBO) Conference, Frequently Asked Questions, at 6.

²¹ Office of Management and Budget, "Contract Bundling—A Strategy for Increasing Federal Contracting Opportunities for Small Business" (October 2002).

²² Federal Transit Administration, *Lessons Learned #45* (May 2002).
www.fta.dot.gov/library/program/ll/man/ll45.html

H.2.12 Plan Rooms

Many agencies have established plan rooms for contractors to have access to plans. The Los Angeles Unified School District established nine plan rooms as part of its Small Business Program initiative.

H.2.13 Race-Neutral Joint Ventures

Atlanta, Georgia. The city of Atlanta requires establishment of joint ventures on large projects of over \$10 million.²³ Primes are required to create a joint venture with a firm from a different ethnic/gender group in order to ensure prime contracting opportunities for all businesses. This rule applies to female and minority firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to female and minority firms.

Washington Suburban Sanitation Commission (WSSC). The WSSC Competitive Business Demonstration Project requires joint ventures between a local SBE and a established firm in procurement areas that do not generate enough bids.

H.3 Race- and Gender-Conscious Subcontracting Goal Setting

H.3.1 Narrow Tailoring Features in Subcontracting Programs

The USDOT DBE regulations that impact narrow subcontracting provisions are listed in **Exhibit H-2**.

²³ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

EXHIBIT H-2
NARROWLY-TAILORED M/W/DBE PROGRAM FEATURES

	Narrowly-Tailored Goal-Setting Features	DBE Regulations
1.	The agency should use M/WBE project goals only where race-neutral means are not sufficient.	49 CFR 26(51)(d)
2.	The agency should use M/WBE project goals only where there are subcontracting possibilities.	49 CFR 26(51)(e)(1)
3.	If the agency estimates that it can meet the all M/WBE aspirational goals with race-neutral means, then the agency should not use M/WBE project goals.	49 CFR 26(51)(f)(1)
4.	If it is determined that the agency is exceeding its M/WBE aspirational goals, then the agency should reduce the use of M/WBE project goals.	49 CFR 26(51)(f)(2)
5.	If the agency exceeds M/WBE aspirational goals with race-neutral means for two years, then the agency should not set M/WBE project goals the next year.	49 CFR 26(51)(f)(3)
6.	If the agency exceeds M/WBE aspirational goals with project goals for two years then the agency should reduce use of M/WBE project goals the next year.	49 CFR 26(51)(f)(4)
7.	If the agency uses M/WBE project goals, then the agency should award only to firms that made good faith efforts.	49 CFR 26(53)(a)
8.	The agency should give bidders an opportunity to cure defects in good faith efforts.	49 CFR 26(53)(d)

H.3.2 Project Goal Setting

North Carolina Department of Transportation. The NCDOT regulations emphasize that goals should be set on projects “determined appropriate by the Department [of Transportation].”²⁴ Individual goals are set based on a project’s geographic location, characteristics of the project, the percentage of that type of work that is typically performed by M/WBEs, the areas in which M/WBEs are known to provide services, and the goals set by the North Carolina General Assembly.²⁵ The NCDOT M/WBE regulations specify (although they do not limit to) particular areas for M/WBE goals: clearing and grubbing, hauling and trucking, storm drainage, concrete and masonry construction, guardrail, landscaping, erosion control, reinforcing steel, utility construction, and pavement marking.

The NCDOT goal setting process begins with an engineering estimate of the project to determine what items might reasonably be subcontracted out. Next, estimates of the percentage of work that could be potentially performed by DBEs and M/WBEs are developed.²⁶ These estimates are confidential and made available only to the Estimator (and staff), the Provisions Engineer in the Proposals and Contracts Section (and staff), and members of the M/W/DBE Committee at the M/W/DBE Committee meetings. Next, NCDOT looks at whether there are M/WBEs available based on the NCDOT M/W/DBE directory and the location of the project. The NCDOT directory is a searchable

²⁴ 19A NCAC 02D.1108(a).

²⁵ 19A NCAC 02D.1108(a).

²⁶ NCDOT, Division of Highways, Roadway Design and Design Services Unit, *Policy and Procedure Manual*, Chapter 10, at 4.

database that classifies firms by location, prime contractor/subcontractor status, and six-digit work type.²⁷ The Goal Setting Committee is assisted in this process by Equal Employment Opportunity (EEO) Compliance staff in the Office of Civil Rights.

Prime contractors then submit documentation of good faith efforts to achieve the individual project goal. A statement of how they will make efforts to achieve the goal satisfies the good faith effort requirements.

The NCDOT Goal Setting Committee (in collaboration with the EEO Compliance staff) seeks to set goals relative to where there is interest, availability, and capacity, beyond mere looking at the certification lists. NCDOT relies on the EEO Compliance staff to provide input on whether existing businesses are fully occupied. However, if EEO Compliance says M/WBEs are not fully occupied, but prime contractors submit evidence that M/WBEs are fully occupied (for example, with invoices), then NCDOT accepts those explanations.

As part of goal setting goals NCDOT regulations provide that:

- A documented excessive subcontractor bid constitutes a basis for not subcontracting with an M/WBE.
- A documented record of poor experience constitutes a basis for not subcontracting with an M/WBE.²⁸

In addition, a review of NCDOT DBE and M/WBE goals has been a regular topic at the Associated General Contractors (AGC)-DOT Joint Cooperative Committee meetings.²⁹

State of Texas. When a state contract is \$100,000 or more, state agencies are required to examine it for subcontracting opportunities. If opportunities are identified, bidders must submit a subcontracting plan showing potential use of certified M/WBEs. In FY 2008 the state of Texas spent \$1.8 billion with M/WBEs, 13.51 percent of total spending.³⁰

Brokerage and Investment Management Services – The State of Maryland in its new Use of Minority Enterprises law require several publicly funded entities—the State Treasurer, the Maryland Automobile Insurance Fund (MAIF), the Injured Workers’ Insurance Fund (IWIF), and the State Retirement and Pensions System (SRPS)—to utilize M/WBES for investment management and brokerage services for a percentage of their \$40 billion in assets.

H.3.3 Waivers of Goals

City of Phoenix, Arizona. The city of Phoenix established a Waiver Review Committee that is responsible for deciding whether to recommend waiver requests to the City Engineer. The committee has established a Subcontracting Goals Waiver Review Form. The form lists the criteria used by the committee to determine whether to grant a waiver

²⁷ <http://apps.dot.state.nc.us/constructionunit/directory/>.

²⁸ The last two elements are adopted by the North Carolina DOT. 19A NCAC 02D.1110(7).

²⁹ AGC-DOT Joint Cooperative Committee Meeting Minutes, February 2001 through August 2003.

³⁰ State of Texas, *Historically Underutilized Business Report*, FY 2008.

request. The committee reviews each category on the form and evaluates the contractor's good faith efforts in attempting to meet project goals. Bidders requesting waivers must submit a letter explaining their reason(s) for the waiver along with supporting documentation demonstrating efforts made to solicit M/WBEs as subcontractors on a project. The committee then decides whether to grant the waiver based on the total number of categories in which the contractor has sufficiently complied with the requirements. Based on interviews with city officials, the criteria listed for granting or denying a waiver are not ranked in order of importance, the criteria are not weighted, and city officials have not established a definite number of categories that need to be satisfied to obtain a waiver.

Over a five year period, the city awarded 504 projects with M/WBE goals, 25 waivers were requested by the low bidder, and ten were rejected.

City of Denver, Colorado. M/WBE good faith efforts requirements were modified to apply to both M/WBE and nonminority prime contractors. This change enhanced the narrow tailoring of the program.

H.4 Race- and Gender-Neutral Subcontracting Programs

H.4.1 SBE Program for Subcontracts

City of Charlotte, North Carolina. The city of Charlotte sets SBE projects goals for contracts.³¹ The city has waiver provisions for bidders, but has rejected bids for bidder noncompliance with the SBE program. Other SBE goal programs include:

- Oakland, California – 50 percent local SBE.
- New Jersey – 25 percent (up from 15 percent).
- Connecticut – 25 percent SBE.
- Sacramento County, California – 25 percent SBE.

H.4.2 Mandatory Subcontracting

As part of their SBE subcontracting program, some agencies impose mandatory subcontracting clauses which would promote SBE utilization and be consistent with industry practice.

³¹ A description of the Charlotte SBE program can be found at www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm.

City of Columbia, South Carolina. The city of Columbia Subcontractor Outreach Program established in 2003 applies to city contracts of \$200,000 or more. A prime must subcontract a minimum percentage of its bid. The minimums are set out in **Exhibit H-3**.

EXHIBIT H-3
MINIMUM SUBCONTRACTING REQUIREMENTS FOR
COLUMBIA SUBCONTRACTOR OUTREACH PROGRAM

Projects	Minimum Subcontracting
Parks	20%
Pipelines (water and sewer)	20%
Pump Stations	20%
Street Improvements	20%
Traffic Signals/Street Lighting	20%
Buildings Project by Project	Not to exceed 49%
Miscellaneous Projects	20%

Source: City of Columbia, Subcontracting Outreach Program (March 2003).

Bidders must make affirmative efforts in outreach to DBEs, Disabled Veteran Business Enterprises (DVBEs), and Other Business Enterprises (OBEs) (defined as a business that does not qualify as either a DBE or a DVBE). A bidder will be deemed non-responsive for failure to meet the subcontractor goal, failure to document their outreach efforts, or failure to meet 80 out of 100 points for good faith efforts. Points are granted on a pass/fail basis, awarding either zero or full points.

City of San Diego, California. As part of its Subcontractor Outreach Program, San Diego requires mandatory outreach, mandatory use of subcontractors, and mandatory submission of an outreach document. Whether a contract has mandatory subcontracting is determined by the engineer on the project.

County of Contra Costa, California. The Contra Costa County Outreach Program sets mandatory subcontracting minimums on a contract-by-contract basis.³² The Contra Costa County Outreach Program requires that M/WBEs be considered by contractors as possible sources of supply and subcontracting opportunities.

H.4.3 Listing of Subcontractors

The listing of subcontractors reduces the possibility of bid shopping. This also assists the city during the submission review process, goal-setting process, and goal attainment review, and assists with avoiding administrative issues of handling noncompliance after contract award.

H.4.4 Subcontractor Disclosure and Substitution

State of Oregon. Under Oregon law, bidders are required to disclose first-tier subcontractors that will be furnishing labor for the project and have a contract value greater than or equal to 5 percent of the bid or \$15,000 (whichever is greater), or \$350,000 regardless of the percentage of the total project.³³ First-tier subcontractor

³² Contra Costa County, Outreach Program, Ordinance Section 3-2 et seq.

³³ ORS § 279C.370(1)(a),(B).

disclosure does not apply to contracts below \$100,000, or contracts exempt from competitive bidding requirements.³⁴ Bidders are not required to disclose the race or gender of the first-tier subcontractors.

Bidders are allowed to substitute subcontractors.³⁵ The subcontractor substitution statute provides standards sufficient for cause regarding subcontractor substitution, including subcontractor bankruptcy, poor performance, inability to meet bonding requirement, licensing deficiencies, ineligibility to work based upon applicable statutes, and for “good cause” as defined by the Construction Contractors Board.³⁶ The statute provides a process by which subcontractors can issue complaints about substitutions. Violation of subcontractor substitution rules may result in civil penalties.³⁷

H.4.5 Sliding Scale

The implementation of the Orange County, Florida, MWBE goals is adjusted by what is known as the “sliding scale.” The Orange County MWBE ordinance provides that:

(d) If in the bidding for a construction contract the established level and percentage subcontract goals are not achieved by the low bidder, and it is deemed that a good-faith effort for compliance has not been shown by the low bidder, then the bid shall be rejected by the chief of purchasing and contracts as nonresponsive but only if the next lowest responsive bid does not exceed the low bid by more than:

- (1) Five and one-half percent on contract awards from \$100,000.00 to \$750,000.00; or*
- (2) Four percent on contract awards from \$750,000.01 to \$2,000,000.00; or*
- (3) Three percent on contract awards over \$2,000,000.00.*

Notwithstanding the foregoing provisions, if the next low bid is responsive only because of the bidder having made good-faith effort (not because of having met the goals set forth in subsection (a), the board may award the contract to the next low bidder only if the value of its MWBE participation will be equal to or greater than that of the low bidder.³⁸ While this provision does reduce the cost of the MWBE program, there is evidence that the program also reduces MWBE utilization.

H.4.6 Commercial Anti-discrimination Rules

Some courts have noted that putting in place anti-discrimination rules is an important component of race-neutral alternatives.³⁹ Features of anti-discrimination policies selected from other agencies (Baltimore, Maryland; Cincinnati, Ohio; Seattle,

³⁴ ORS § 279C.370(1)(c),(d).

³⁵ ORS § 279C.370(5), ORS § 279C.585.

³⁶ ORS § 279C.585.

³⁷ ORS § 279C.590.

³⁸ Orange County Ordinances, Division 4. Minority/Women Business Enterprise, Section 17-321(d).

³⁹ *Engineering Contractors v. Dade County*, 943 F.Supp. 1546 (SD Fla 1996).

Washington; Jackson, Mississippi; Miami Dade County, Florida; and city of Atlanta, Georgia Public Schools)⁴⁰ include:

- Submission of a Business Utilization report on M/WBE subcontractor utilization.
- Review of the Business Utilization report for evidence of discrimination.
- A mechanism whereby complaints may be filed against firms that have discriminated in the marketplace.
- Due process, in terms of an investigation by agency staff.
- A hearing process before an independent hearing examiner.
- An appeals process to the agency manager and ultimately to a court.
- Imposition of sanctions, including:
 - Disqualification from bidding with the agency for up to five years.
 - Termination of all existing contracts.
 - Referral for prosecution for fraud.

H.5 Combined Race-Neutral and Race-Conscious Programs

A number of agencies (Tampa, Florida; Phoenix, Arizona; Charlotte, North Carolina; Hillsborough County, Florida; Jacksonville, Florida; Port Authority of New York and New Jersey; and Connecticut) combine race-neutral and race-conscious program features.

City of Saint Paul, Minnesota. The city of Saint Paul Vendor Outreach program requires that contractors document their solicitation of bids, in addition to listing subcontracting opportunities, from SBEs, MBEs, and WBEs attending pre-bid conferences and seeking assistance from M/WBE organizations.⁴¹ Saint Paul achieved 10.4 percent SBE spending (out of \$113.2 million in total spending). In the SBE program, 62.5 percent of SBE spending went to WBEs, 21.2 percent to nonminority males, and 16.3 percent to MBEs.⁴²

City of Jacksonville, Florida. The city of Jacksonville recently implemented a hybrid program by establishing a declining schedule of race-conscious targets.⁴³ In the first program year, Jacksonville proposes to meet 70 percent of its M/WBE goal with race-conscious means, the second year, 50 percent, and the third year 25 percent. At the end of the three year period the program is to be evaluated.

State of Connecticut. The state of Connecticut reserves 25 percent of its SBE contracts for M/WBEs.

⁴⁰ San Diego Seattle Fair Contracting Practices Ordinance 119601, Jackson Equal Business Opportunity Program, Dade County, Administrative Order No.: 3-23, Atlanta Public Schools M/WBE Policy.

⁴¹ City of St. Paul, Vendor Outreach Program, Ordinance 84.08, .09

⁴² City of St. Paul, *Vendor Outreach Program Detailed Report*, FY 2004, at 6.

⁴³ City of Jacksonville, Executive Order No. 04-02.

H.6 Economic Development Projects

A number of cities (including Atlanta, Georgia; Jersey City, New Jersey; and Saint Paul, Minnesota) have encouraged private sector M/WBE utilization by one of two methods: (1) asking prospective bidders to report their private sector M/WBE utilization, and (2) setting aspirational goals for private sector projects with significant city tax incentives, such as tax allocation districts and community improvement districts. The city of Oakland, California, Local Small Business Enterprise Program also provides bid preferences to SBEs on tax-assisted projects. Saint Paul and Jersey City have separate offices negotiating, tracking, and managing M/WBE participation on development projects.

Bexar County Tax Phase-In Agreements. S/M/WBE participation was added to the county tax incentive policy in 2004. The county currently considers tax abatements of up to 40 percent on qualified real property improvements and new personal property investment.⁴⁴ Property taxes are 80 percent of county revenue. The county considers an increased property tax abatement of up to 80 percent based on other project criteria. This criteria includes hiring 25 percent of positions created with county residents, hiring 25 percent economically disadvantaged or dislocated individuals, practicing sound environmental practices, and dividing work to the extent practical to assist S/M/WBEs in obtaining contracts. Applicants are encouraged to award 20 percent of projects to M/WBEs and 30 percent to certified small businesses.⁴⁵ Currently, there are no similar S/M/WBE policies for TIFs.⁴⁶

In the Tax Phase-In Agreement for Lowe's Home Centers, Lowe's agreed to:

- Use good faith efforts to include certified M/WBEs.
- Work in good faith to set construction and operational services goals for M/WBEs based on M/WBE availability.
- Establish a mutually agreed upon M/WBE reporting format.

The agreement acknowledged that although Lowe's still has national contracts it must comply with, and retained the right to choose any vendor, they have agreed to explore subcontracting opportunities.⁴⁷

In the HEB Grocery Tax Phase-In Agreement, HEB Grocery committed to 20 percent M/WBE participation and 10 percent SBE participation.⁴⁸ This was in addition to agreeing to hire 25 percent from Bexar County and 25 percent from economically disadvantaged or dislocated workers.

⁴⁴ The County Tax Phase-In Policy is currently being revised.

⁴⁵ Bexar County Economic Development & Special Programs Office, Tax Phase-In Guidelines for Bexar County and the City of San Antonio, Effective June 15, 2006 through June 14, 2008, adopted February 28, 2006. Not all agreements include S/MWBE objectives. For examples, the Kautex Tax Phase In Agreement did not address S/MWBE policy. See Bexar County, Tax Phase-In Agreement (Kautex), December 20, 2005.

⁴⁶ Bexar County, Texas, Tax Increment Financing and Reinvestment Zone (TIF/TIRZ), Guidelines and Criteria, Commissioner's Court Amended and Approved: August 23, 2005.

⁴⁷ Bexar County, Tax Phase-In Agreement (Lowe's), June 27, 2006, Exhibit E.

⁴⁸ Bexar County, Tax Phase-In Agreement (HEB Grocery), March 11, 2003, Section 5.01(c).

Bexar County, Texas Public Improvement Districts. County policies allow for the county to enter into an economic development agreement for Public Improvement Districts (PIDs).⁴⁹ PIDs are projected to be used in conjunction with TIFs for housing and infrastructure development.⁵⁰ As a condition of the economic development agreement, the firm seeking such an agreement has to meet, at a minimum, certain criteria involving employment, health care benefits, environmental practices, and S/M/WBE policy. S/M/WBE policy was added to PIDs in 2006.

In the Marriott agreement, which has been labeled a “super PID,” the agreement provided that Marriot would “use reasonable efforts to comply with the S/M/WBE policies and procedures attached.”⁵¹ The Marriott agreement noted that the project owner had established 20 percent S/M/WBE goals in construction. Marriott retained the right to accept the lowest qualified bid. The agreement also provided for the hotel to develop M/WBE goals in operational services, to work with the S/M/WBE office in implementing the Marriott supplier diversity program, to use certified firms, and semi-annual S/M/WBE reporting. “The sole remedy for noncompliance with this provision shall be the obligation of Marriott to prepare and implement plan that provide for reasonable efforts to achieve the goals set forth.”

H.7 Loan Programs

Many state and local agencies have loan programs to assist S/M/WBEs.

New Jersey Transit. The New Jersey Transit System (NJ Transit) established a relationship with Fleet Bank (recently acquired by Bank of America) to create the loan program. The program targets firms certified by the NJ Transit office and that either participate or intend to participate on a NJ Transit project. The NJ Transit office hired a Certified Public Accountant (CPA) to work with the businesses in preparing financial applications. The CPA conducts a complete audit of the business financials and prepares all necessary documents required for the loan. The bank trained the consultant on how the package should be filled out, reviewed, completed, and presented to the bank. The CPA addresses issues arising during bank review, including credit repair. This program has been placed on hold until the new bank, Bank of America, reviews and approves of its operation. While this is happening, NJ Transit has deposited \$2 million into three minority-owned banks and is negotiating with them to offer the same type program.

Commonwealth of Virginia. The Virginia Department of Minority Business Enterprise has sponsored the Providing Access to Capital for Entrepreneurs (PACE) program since 2000. PACE participants must be for-profit firms located in the Commonwealth of Virginia. Business owners must have a net worth of less than \$250,000 (excluding their business and personal residence).

The PACE program provides loan guarantees of up to 90 percent of the principal on the loan. The loans include lines-of-credit for accounts receivable and inventory, loans for working capital, and fixed asset purchases. The program has generally avoided contract

⁴⁹ Such an agreement is allowed for under Chapter 372 of the Texas Local Government Code.

⁵⁰ Bexar County, Texas, 2005 – 2009 Consolidated Plan, Executive Summary, at 61.

⁵¹ Senior Priority Economic Development Agreement By and Between Cibolo Canyons Special Improvement District, Marriott International, Inc and Bexar County, Texas, January 12, 2006, Exhibit B.

financing. The loans generally mature in less than five years. Most loans are in the \$40,000 to \$60,000 range, with the largest loan to date being \$220,000. PACE has partnered with Consolidated Bank & Trust, SunTrust Virginia, Wachovia Bank, James Monroe Bank, and First Community Bank for client financing.

State of Maryland. The Maryland Small Business Development Finance Authority (MSB DFA) offers financing for M/WBEs through the following programs:

- The Contract Financing Program provides loan guarantees and direct working capital and equipment loans to socially or economically disadvantaged businesses that have been awarded public contracts.
- The Equity Participation Investment Program provides direct loans, equity investments, and loan guarantees to socially or economically disadvantaged-owned businesses in franchising, in technology-based industries, and for business acquisition.
- The Long-Term Guaranty Program provides loan guarantees and interest rate subsidies.

State of Ohio. Ohio has a venture capital tax credit of 30 percent for investments of up to \$150,000 in MBEs located in economically disadvantaged counties.

H.7.1 Collateral Enhancement

City of Phoenix, Arizona. Since 1992, the city of Phoenix Expansion Assistance and Development (EXPAND) program has allowed businesses to secure financing from traditional lending institutions with collateral offered by EXPAND. EXPAND is not a substitute for conventional loans. The city does not loan funds directly to businesses; rather, it places a collateral reserve account at a bank. The business is then required to secure financing from a lending institution, which may be conditioned on receipt of additional collateral supplied by EXPAND. EXPAND maintains a collateral reserve account, and offers businesses collateral enhancement, which is generally 25 percent of the loan amount, up to \$150,000. EXPAND funds may be used for new construction, to purchase existing buildings (including land), to remodel an existing building, revolving lines of credit, for working capital, equipment and machinery, and leasehold improvements.

In order to be eligible for the program, a business must be located within the city of Phoenix, owned by a citizen or lawful permanent resident of the United States, have a net worth of less than \$7.5 million, and profits (after federal income tax) of less than \$2.5 million (averaged over the last two-year period). It also must have at least two years of operating history and be a for-profit retail, manufacturing, wholesale, or service company. Priority is given to businesses in the city's redevelopment areas and for economic development projects.

H.7.2 Linked Deposit

Other examples of lending assistance programs include linked deposit programs. Agencies use linked deposit programs to subsidize lower rates for business and housing loans by accepting a lower rate on their deposits with participating financial institutions.

State of New York. For example, a number of local agencies participate in the New York State Linked Deposit program. The program uses the leverage of public agency deposits to encourage participating banks to loan money to small, female, and minority firms at favorable rates. The benefit to lenders is that they have a new loan product resulting from public agency deposits at a reduced rate. The Linked Deposit program makes loans of up to \$10 million to certified S/M/WBEs that have been awarded Port Authority contracts. The program provides two-year financing at reduced rates to small and minority businesses. Businesses in economic development zones, highly distressed areas, defense, and certified S/M/WBEs are eligible for a 3 percent interest rate reduction. Manufacturing businesses must have fewer than 500 employees, and service businesses must have fewer than 100 employees and not be dominant in their field of operation. The program started in 1993.

State of Maryland. Loans from enrolled financial institutions can receive a 2 percent discount the interest rate. Loans cannot exceed \$1million. The program leverages \$50 million in State funds.

H.7.3 *Mobilization Payments*

State of Florida. The state of Florida has a loan mobilization program in which minority firms that land a state contract can qualify for a state-backed loan of 5 to 10percent of the project cost to be used as collateral with a financial institution to secure contract financing.

City of Chicago, Illinois. In 2000, the city of Chicago revised its M/WBE ordinance to allow the city to make advance payments of 10 percent of the total contract value, up to a maximum of \$200,000.

Greater Orlando Airport Authority. The Greater Orlando Airport Authority (GOAA) also has a loan mobilization program, the Designated Mobilization Program (DMP). The GOAA makes available certain retainers and/or designated mobilization payments to local developing business (LDB) professional services, construction and procurement firms up to 5 percent of contract price. This percentage may be increased to 10 percent, subject to the approval of the Executive Director. The LDB Program is race- and gender-neutral.

H.8 *Prompt Payment*

S/M/WBE vendors still have problems with prompt payment, particularly payments from prime contractors to subcontractors. Certain subcontractors that work on an early phase in a project, such as grading, can suffer from retainage withheld on long-lasting projects. There are several prompt payment policies that respond to this problem:

Penalties. North Carolina state law requires that prime contractors on state projects pay subcontractors within seven days of payment. Subcontractors can charge a 1 percent

fee a month for delays beyond the seven-day requirement.⁵² The state of Arizona has a similar requirement.⁵³

Retainage. NCDOT requires that retainage be released when the tasks/activities for the subcontractors' phase of work is accepted rather than at the end of the project.⁵⁴

Two-Party Check Program. To improve access to financing, the Port Authority has a Two-Party Check Program in which the Port Authority writes checks out to the lender and the contractor. This program has not been used frequently according to staff interviews.

H.9 Bonding

Lack of bonding is often cited by small construction firms in interviews as the reason for not pursuing government contracting opportunities. Many M/WBEs have worked in residential or private construction that does not always require bonding, or as subcontractors who were bonded under the prime contractor. A small business surety assistance program should provide technical assistance to small firms, track subcontractor utilization by ethnicity, coordinate existing financial, as well as management and technical, assistance resources, and provide for quality surety companies to participate in the bonding program.

More comprehensive bonding programs are found at the state level. Examples of state bonding programs include:

State of Maryland. The state of Maryland, through its Surety Bonding Program, assists small contractors in bonding with government and public utility contracts that require bid, performance, and payment bonds. MSBDFA has the authority to directly issue bid, performance, or payment bonds up to \$750,000. MSBDFA can also guarantee up to 90 percent of a surety's losses on bid, performance, or payment bonds up to \$900,000. This assistance is available to firms that have been denied bonds, but have not defaulted on loans or financial assistance from MSBDFA.

North Carolina Department of Transportation. NCDOT, through its supportive services contract, has funded a DBE Pilot Bonding Assistance Program since 2000. The bonding program is open to any DBE that holds or is in the process of obtaining an NCDOT contract. The program is for bid, payment, and performance bonds of up to \$1 million. The program is administered through the USDOT Office of Small and Disadvantaged Business Utilization, the Minority Business Resource Center, and participating sureties.

State of Ohio. The state of Ohio Minority Business Bonding Program provides a maximum bond amount of \$1 million per company. The premium rates are determined by the Ohio Department of Development's Office of Minority Financial Incentives on a case-by-case basis. The maximum premium is 2 percent of the penal sum of the bond. There is no charge for bid bonds if the bid is unsuccessful.

⁵² NC Gen Stat Section 143-134.1(B).

⁵³ Arizona Revised Statutes 32-1129 et seq.

⁵⁴ 49 CFR, Part 26.29(b).

H.10 Insurance

A number of agencies use wrap up insurance on construction projects to lower insurance costs for contractors.

Port Authority of New York and New Jersey. The Port Authority uses a Contractor Insurance Program (CIP), a form of wrap-up insurance under which the Port Authority provides various insurance coverages to approved onsite contractors and subcontractors for construction contracts. In particular, the Port Authority buys and pays the premiums on public liability insurance (\$25 million per occurrence), builders' risk insurance, and workers' compensation and employers' liability insurance. In general, the CIP can reduce an owner's project costs by an average of 1 to 2 percent compared to traditional contractor procured insurance programs. The Port Authority CIP does help alleviate overcoming barriers of insurance costs to M/WBE participation in Port Authority construction projects.

Port of Portland, Oregon. The Port has made noteworthy efforts to address barriers to small firms from insurance requirements. A Port Process Management sub-group met on insurance barriers and issued a white paper in August of 2003. The sub-group identified insurance barriers in the areas of insurance in excess of associated risk, complex language, difficulties in small firms obtaining blanket insurance certificates, and additional costs for on-call contractors. The sub-group identified low risk consultant areas that did not require insurance, simplified insurance language, altered some blanket insurance coverage requirements, clarified what could be met with primary and excess insurance, proposed simplifying the Port indemnity, and proposed sending appropriate insurance requirements in sample contracts attached to RFPs and Requests for Quotations (RFQs). The Port also looked at a cooperative insurance program for small business although there was not much success with this initiative.

H.11 Management and Technical Services

H.11.1 Outsourcing Management and Technical Services

A number of agencies hire an outside management and technical assistance provider to provide needed technical services related to business development and performance. Such a contract can be structured to include providing incentives to produce results, such as the number of M/WBEs being registered as qualified vendors with agencies, the number of M/WBEs graduating from subcontract work to prime contracting, and rewarding firms that utilize M/WBEs in their private sector business activities.

Port Authority of New York and New Jersey. The Port Authority has a three-year fee-for-service contract with the Regional Alliance for Small Contractors capped at \$275,000.⁵⁵ Previously, the contract was a flat grant, but it was changed to a fee-for-service arrangement to reward creative uses of financial resources.

⁵⁵ The Regional Alliance was started in 1989. For general background on the Regional Alliance see Timothy Bates, "Case Studies of City Minority Business Assistance Programs," report for the U.S. MBDA, September 1993.

City of Austin, Texas. The city of Austin has a Development Assistance Services (DAS) program. The program targeted African American contractors due to the city's underachievement of the 2.6 percent African American construction participation goal. Training and assistance is provided by Business Resource Consultants, a for-profit firm that serves as the program manager and overseer of the day-to-day operations of the delivery of program services. A team of professional firms specializing in construction management and business and contract law provides consulting services to DAS clientele. Local trade associations and construction networks partner, collaborate, and provide oversight and advocacy for the program. The city of Austin Department of Small and Minority Business Resources serves as the Contract Administrator.

DAS is funded by city of Austin General Fund Budget, along with in-kind services and contributions from professionals in construction, engineering, architecture, business law, and marketing and volunteer services from major construction companies, trade associations, and the general public.

DAS has developed seven prime contractors from 1998 to 2004, generated \$14.5 million in prime contract awards, \$16.2 million in subcontract awards, created 131 new jobs (full- and part-time), maintained 50 jobs, and served over 350 S/M/WBEs on a monthly basis through the delivery of interactive group training sessions, one-on-one technical assistance, and weekly Bid Briefs.

City of Phoenix, Arizona. The First Point Information Center (Center) is designed to provide coordinated assistance to Phoenix area businesses through the Phoenix Small Business Assistance Program (SBAP). The Center is located within CED and professionals provide intake, referral, and follow-up services to small business owners. Specifically, the Center provides information regarding city licensing and tax requirements, the certification process for women- and minority-owned businesses, ombudsman services for all city of Phoenix offices, assistance in securing business with the city, referrals to other community support programs, and assistance with the city's Enterprise Community. In addition to the above services, the Center provides a hotline to assist callers with various business needs. During one calendar year, over 5,000 small businesses phoned or visited the Center for assistance.

SBAP also provides small businesses with several forms of technical assistance. First, the program contracts with professionals to counsel in general business administration and marketing to assist businesses in developing business plans, human resource plans, and business risk assessment plans. The business counselors also provide assistance in preparing financial reports and any other necessary business reports.

The program provides finance counselors who offer detailed financial assistance to support businesses' external financing requirements, as well as bond packaging assistance. Bond packaging assistance involves preparing detailed information to support a construction company's performance payment, and other business-related bonding requirements. The final form of technical assistance provided is a business needs assessment. This assessment evaluates the adequacy of a company's accounting system, management capabilities, and marketing plan.

SBAP has a consulting program that was developed through a joint partnership with Maricopa Community College's Small Business Development Center. Business consultants are available by appointment to assist with business planning, marketing

strategies, financial management, inventory management, and other business-related issues. During one calendar year, consultants met with approximately 300 businesses.

H.11.2 Mentor-Protégé Programs

There are a number of mentor-protégé programs around the country, the most noteworthy being the U.S. Department of Defense mentor-protégé program. Some other notable mentor-protégé programs include:

Portland Stempel Plan. In the early 1990s, the Port identified the following barriers to M/WBE utilization: ineffective working relationships between DBEs and prime contractors, job notification, size of contract, financing, and bonding. The Port proposed a mentor-protégé plan that became known as the Stempel Plan and was later adopted by the AGC. Requirements for the plan are that: participants must be current on all taxes and applicable licenses, current business must have been in continuous operation for the last 24 months, and participants must be certified by the Oregon Office of Minority, Women, and Emerging Small Business.

Port Authority of New York and New Jersey. The Port Authority started a mentor-protégé program in March 2002 and hired a program manager in September 2002. Protégés use mentors to prepare estimates and bids, and mentors may help successfully complete a project awarded to a protégé. No credit is given by the Port Authority to the mentor towards M/WBE goals for participation in the mentor-protégé program.

At the time of this review, there were seven major firms and several small firms that are matched. However, the Port Authority projects program expansion to include ten mentors and 20 protégés. The criteria for participation as a protégé is: past work experience with the Port Authority; a “good corporate citizen,” as indicated by Dun & Bradstreet reports; a written application; and size standards less than \$2 million in revenue. The program operates only in construction at this point. Seven firms recently graduated from the three-year program. Ten large firms have acted as mentors.

Texas Department of Transportation. Texas Department of Transportation (TXDOT) developed a mentoring program called Learning, Information, Networking and Collaboration (LINC), in which the TXDOT’s Business Opportunity Program Section serves as the mentor to selected S/M/WBE firms. The focus of the program is to prepare the LINC protégé firms to bid and perform on TXDOT contracts. The Business Opportunity Program section introduces the protégés to key TXDOT staff and to prime contractors. LINC mentors (TXDOT staff, business providers, bonding agents, and trainers) meet with LINC protégés in scheduled meetings and work individually with the LINC protégés. The selected LINC protégés sign an agreement committing themselves to the time and effort needed for a successful mentor-protégé relationship. The duration of the LINC mentorship arrangement is one year.

Florida Business Roundtable. An interesting variant of mentor-protégé program is the Business Roundtable. The Florida Black Business Investment Fund (BBIF) Roundtable Technical and Financial Assistance Program helps build management capacity within firms through an interactive management group that allows for firms to benefit from consulting with qualified advisors and to interact with their peers. The BBIF Roundtable is funded by governmental and quasi-governmental entities.

The Business Roundtable is a management development tool that utilizes the results of a gap assessment and recommendations from the plan established with the business to develop the management capacity of business owners and the growth capacity of their businesses. In the Business Roundtable, business owners meet once a month and function as resources to one another. They develop creative solutions by collaborating on common obstacles. The Business Roundtable is an interactive management development tool, not a training course. In Business Roundtable sessions, principals present the real issues that they are dealing with in their businesses and work with paid consultant advisors and their peers to develop action plans to resolve those issues.

An additional sub-group of the program is the Construction Roundtable. Construction specialists provide technical and operations guidance to construction firms. Members of the construction industry participate in Roundtable sessions as mentors, with clients. The purpose of this group is to expose Roundtable participants to business techniques, business opportunities, and professional relationships in the construction industry.

Business challenges are then monitored on a month-to-month basis by advisors. Accountability is encouraged by developing work plans, and tracking and sharing progress toward established goals. Financial ratios are used as baseline measures of business performance. Firms are graduated from the Roundtable when their ratio performance has met pre-determined standards and the firms have become “bankable.”

H.12 Certification

H.12.1 Size Standards for Certification

State of Oregon. The state of Oregon has a two-tier system for small business certification. A tier one firm employs fewer than 20 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$1.5 million for construction, or \$600,000 for non-construction. A tier two firm employs fewer than 30 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$3 million for construction, or \$1 million for non-construction.⁵⁶ An emerging small business cannot be a subsidiary or a franchise. In 2006, small business program participation was extended from seven to 12 years.⁵⁷

State of New Jersey. For the state of New Jersey, there are separate size standards for small businesses and emerging small businesses. For large projects, the state of New Jersey carves out portions of the contract for both tiers of small business. Thus, a single solicitation requires that the prime spend a certain percentage of the contract with small firms and another percentage with emerging small firms. Along related lines, the federal government sets aside contracts for bidding only amongst small firms, and other contracts may be set aside for bidding only by emerging small firms.

Federal Government. The federal government has the additional categories:

- Emerging Small Business, defined as being 50 percent of the SBA size standards.

⁵⁶ OAR 445-050-0115.

⁵⁷ OAR 445-050-0135.

- Very Small Business, defined as fewer than 15 employees and less than \$1 million in revenue.

H.12.2 Personal Net Worth Limits

The USDOT DBE personal net worth limit of \$750,000 is a standard net worth requirement employed by many local agencies. The USDOT net worth limit excludes the owner's home and business equity in determining net worth.

H.12.3 M/WBE Directories

A number of localities have created centralized M/WBE directories. In December 2005, Pittman Unlimited has established the Central Texas Minority Business Directory, an online minority business directory for Austin, Houston, Dallas, San Antonio, and surrounding areas. The Minneapolis-Saint Paul, Minnesota, CERT directory is also posted on the Web.

H.13 M/WBE Program Organization

H.13.1 Oversight Committees

It is essential that major stakeholders (including representatives of general contractors and M/WBE contractors) are a part of discussions about the city M/WBE program. Dallas, Texas; Phoenix, Arizona; Seattle, Washington; Charlotte, North Carolina; and a number of other cities have created S/M/WBE oversight committees.

H.13.2 Ombudsman

The City of Houston, Texas. The city of Houston has an M/WBE ombudsman position in the Office of Affirmative Action and Contract Compliance to facilitate dispute resolution.

H.13.3 M/WBE Website

A survey of agencies has found the following information on their M/WBE websites: bid opportunities; vendor application and information on the loan programs; directory of certified firms; uniform certification application; M/WBE program description; SBE program description; comprehensive contracting guides; M/WBE ordinance; how to do business information; bid tabulations; status of certification applications; links to management and technical assistance providers; newsletters; data on SBE and M/WBE utilization; annual M/WBE program reports; direct links to online purchasing manuals; capacity, bonding, qualifications, and experience data on certified firms; and 90-day forecasts of business opportunities.

Regional Alliance. The Regional Alliance of Small Contractors Opportunities Clearinghouse in New York provides a Web-based forum for small contractors to interact with large construction firms and public development agencies.

H.13.4 M/WBE Program Data Management

It is imperative for the agency to closely monitor the utilization of all businesses by race, ethnicity, and gender over time to determine program effectiveness. Many agencies issue M/WBE annual utilization reports. Some important additional elements of program data management employed by other agencies include:

- **Separate Reporting of M/WBE Prime Contractor and Subcontractor Utilization.** Orange County, Florida; Charlotte, North Carolina; Port Authority of New York and New Jersey.
- **Tracking M/WBE and Non-M/WBE Subcontractor Utilization.** City of Charlotte, North Carolina.
- **Tracking M/WBE Utilization in the SBE Program.** Charlotte, North Carolina; Port Authority of New York and New Jersey, Los Angeles Unified School District, California; Phoenix, Arizona.

Oregon Department of Transportation. The Oregon Department of Transportation has a very complete reporting system for DBEs in construction, with 105 tables, and includes coverage of DBE utilization at the subcontract and prime contract levels, bidders, small business utilization, prompt payment, commercially useful function review, complaints against prime contractors, on-the-job training, and labor compliance. The system is updated daily.

H.13.5 Evaluation of Race-Neutral Alternatives

Port of Portland, Oregon. The Port has evaluated the effectiveness of its race-neutral efforts. The Port produced an analysis of 67 firms that had graduated from its mentor-protégé program. Of the 67 mentor-protégé program graduates studied in the Port data from 2001 to 2006, seven were out of business and 23 had Port experience. Most firms had between five and 40 employees and one had greater than \$1 million in revenue. One firm was greater than \$50 million in revenue, another greater than \$15 million, and three others were above \$5 million in revenue. The data was incomplete on all firms.

H.13.6 Performance Measures

Florida Department of Transportation. The Evaluation Plan for the Florida DOT Small Business Initiative has the following performance measures:

1. What specific action(s) were identified that the Florida DOT could implement or continue to help small businesses increase their capacity to bid as a prime?
2. Which of the identified strategies resulted in new businesses becoming interested in a long-term partnership with the Florida DOT as a prime?
3. What are the success stories?
4. How many businesses that were identified have the desire and ability to grow from a subcontractor to a prime?
5. How many businesses are bidding on reserved contracts compared to those

that are not reserved?

6. How many businesses that have never bid as primes are now bidding on reserved contracts as primes?
7. How many businesses that were subcontractors or subconsultants have been awarded contracts as a prime?
8. How many businesses, awarded a reserved contract, bid on contracts that were not reserved?
9. How many businesses were able to take advantage of the waiver of the bonding requirements? What is the size of the businesses that took advantage of the waiver?
10. How many contracts resulted in a default? What was the dispute?
11. How many “problem” contracts adversely affected the end product? What was the issue, (such as product, time or cost)?
12. How many protests were filed? What was the protest issue?

APPENDIX I:
TARGET GROUP PARTICIPATION
SUMMARY OF DISPARITIES BY
GOVERNMENTAL UNIT

APPENDIX I
TARGETED GROUP PARTICIPATION SUMMARY OF
DISPARITIES BY GOVERNMENTAL UNIT

EXHIBIT I-1
TARGETED GROUP PARTICIPATION
MINNESOTA DEPARTMENT OF ADMINISTRATION (ADMIN)
BY RACE/ETHNCITY/GENDER CLASSIFCATION
AND BY PROCUREMENT CATEGORY

Targeted Group by Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors					
Disparity	YES	YES	YES	YES	YES
Construction Subcontractors					
Disparity	YES	YES	NO	YES	YES
Professional Services Prime Consultants					
Disparity	NO	YES	YES	YES	YES
Other Services Firms					
Disparity	NO	YES	NO	NO	YES
Goods and Supplies Vendors					
Disparity	YES	YES	YES	YES	YES

Source: MGT of America, Inc., cross-referenced from the disparity analysis in **Chapter 4.0** and **Appendix J**.

EXHIBIT I-2
TARGETED GROUP PARTICIPATION
METROPOLITAN AIRPORTS COMMISSION (MAC)
BY RACE/ETHNCITY/GENDER CLASSIFICATION
AND BY PROCUREMENT CATEGORY

Targeted Group by Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors					
Disparity	YES	YES	YES	YES	YES
Construction Subcontractors					
Disparity	NO	YES	NO	YES	YES
Architecture and Engineering					
Disparity	YES	YES	YES	YES	YES
Professional Services Prime Consultants					
Disparity	YES	YES	YES	NO	YES
Other Services Firms					
Disparity	YES	YES	YES	YES	YES
Goods and Supplies Vendors					
Disparity	YES	YES	NO	NO	YES

Source: MGT of America, Inc., cross-referenced from the disparity analysis in **Chapter 4.0** and **Appendix G**.

EXHIBIT I-3
TARGETED GROUP PARTICIPATION
METROPOLITAN COUNCIL (METCOUNCIL)
BY RACE/ETHNCITY/GENDER CLASSIFICATION
AND BY PROCUREMENT CATEGORY

Targeted Group by Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors					
Disparity	YES	YES	YES	YES	YES
Construction Subcontractors					
Disparity	YES	YES	NO	YES	YES
Architecture and Engineering					
Disparity	YES	YES	YES	NO	YES
Professional Services Prime Consultants					
Disparity	YES	YES	YES	YES	YES
Other Services Firms					
Disparity	YES	YES	YES	YES	YES
Goods and Supplies Vendors					
Disparity	YES	YES	YES	NO	YES

Source: MGT of America, Inc., cross-referenced from the disparity analysis in **Chapter 4.0** and **Appendix G**.

EXHIBIT I-4
TARGETED GROUP PARTICIPATION
METROPOLITAN MOSQUITO CONTROL DISTRICT (MMCD)
BY RACE/ETHNCITY/GENDER CLASSIFICATION
AND BY PROCUREMENT CATEGORY

Targeted Group by Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors					
Disparity	YES	YES	YES	YES	YES
Architecture and Engineering					
Disparity	YES	YES	YES	NO	YES
Professional Services Prime Consultants					
Disparity	YES	YES	YES	YES	YES
Other Services Firms					
Disparity	YES	YES	YES	YES	YES
Goods and Supplies Vendors					
Disparity	YES	YES	YES	NO	YES

Source: MGT of America, Inc., cross-referenced from the disparity analysis in **Chapter 4.0** and **Appendix G**.

EXHIBIT I-5
TARGETED GROUP PARTICIPATION
METROPOLITAN SPORTS FACILITIES COMMISSION (MSFC)
BY RACE/ETHNCITY/GENDER CLASSIFCATION
AND BY PROCUREMENT CATEGORY

Targeted Group by Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors					
Disparity	YES	YES	YES	YES	NO
Architecture and Engineering					
Disparity	YES	YES	YES	NO	YES
Professional Services Prime Consultants					
Disparity	YES	YES	YES	YES	YES
Other Services Firms					
Disparity	YES	YES	YES	YES	YES
Goods and Supplies Vendors					
Disparity	YES	YES	YES	YES	YES

Source: MGT of America, Inc., cross-referenced from the disparity analysis in **Chapter 4.0** and **Appendix G**.

EXHIBIT I-6
TARGETED GROUP PARTICIPATION
MINNESOTA DEPARTMENT OF TRANSPORTATION (MNDOT)
BY RACE/ETHNCITY/GENDER CLASSIFCATION
AND BY PROCUREMENT CATEGORY

Targeted Group by Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors					
Disparity	YES	YES	YES	YES	YES
Construction Subcontractors					
Disparity	YES	YES	YES	YES	YES

Source: MGT of America, Inc., cross-referenced from the disparity analysis in **Chapter 4.0** and **Appendix G**.

APPENDIX J:
CENSUS DISPARITY ANALYSIS

APPENDIX J

CENSUS DISPARITY ANALYSIS BASED ON PAID AND NON-PAID EMPLOYEES FOR THE STATE OF MINNESOTA

EXHIBIT J-1

MINNESOTA DEPARTMENT OF ADMINISTRATION

DISPARITY ANALYSIS OF PRIME CONTRACTORS

WITHIN THE STATE OF MINNESOTA

BY RACE/ETHNICITY/GENDER CLASSIFICATION

BASED ON NAICS CODE 23 – CONSTRUCTION

PAID EMPLOYEES ONLY

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.06%	0.13%	43.05	* Underutilization
Hispanic Americans	0.00%	0.79%	0.00	* Underutilization
Asian Americans	0.89%	S	N/A	N/A
Native Americans	0.99%	0.50%	198.32	Overutilization
Nonminority Women	0.88%	7.48%	11.81	* Underutilization
Non-M/WBE Firms	97.18%	91.11%	106.66	Overutilization
2003				
African Americans	0.06%	0.81%	7.67	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	0.24%	S	N/A	N/A
Native Americans	0.26%	0.73%	36.16	* Underutilization
Nonminority Women	1.96%	7.15%	27.43	* Underutilization
Non-M/WBE Firms	97.47%	89.82%	108.52	Overutilization
2004				
African Americans	0.04%	0.81%	4.95	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	0.09%	S	N/A	N/A
Native Americans	1.46%	0.73%	200.52	Overutilization
Nonminority Women	1.07%	7.15%	15.01	* Underutilization
Non-M/WBE Firms	97.34%	89.82%	108.37	Overutilization
2005				
African Americans	0.07%	0.81%	8.85	* Underutilization
Hispanic Americans	0.01%	0.97%	0.73	* Underutilization
Asian Americans	0.57%	S	N/A	N/A
Native Americans	0.32%	0.73%	43.47	* Underutilization
Nonminority Women	3.08%	7.15%	43.10	* Underutilization
Non-M/WBE Firms	95.95%	89.82%	106.82	Overutilization
2006				
African Americans	0.09%	0.81%	11.56	* Underutilization
Hispanic Americans	0.03%	0.97%	2.94	* Underutilization
Asian Americans	0.36%	S	N/A	N/A
Native Americans	0.07%	0.73%	9.54	* Underutilization
Nonminority Women	3.80%	7.15%	53.15	* Underutilization
Non-M/WBE Firms	95.65%	89.82%	106.49	Overutilization
2007				
African Americans	0.07%	0.81%	8.44	* Underutilization
Hispanic Americans	0.00%	0.97%	0.09	* Underutilization
Asian Americans	0.15%	S	N/A	N/A
Native Americans	0.01%	0.73%	0.91	* Underutilization
Nonminority Women	1.99%	7.15%	27.85	* Underutilization
Non-M/WBE Firms	97.79%	89.82%	108.87	Overutilization
All Years				
African Americans	0.07%	0.81%	8.08	* Underutilization
Hispanic Americans	0.01%	0.97%	0.63	* Underutilization
Asian Americans	0.31%	S	N/A	N/A
Native Americans	0.48%	0.73%	65.89	* Underutilization
Nonminority Women	2.15%	7.15%	30.12	* Underutilization
Non-M/WBE Firms	96.98%	89.82%	107.97	Overutilization

Source: Chapter 4.0 - Disparity Analysis and Appendix F - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00.

S denotes that findings were withheld because estimate did not meet publication standards

EXHIBIT J-2
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF PRIME CONTRACTORS
WITHIN THE STATE OF MINNESOTA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON NAICS CODE 23 – CONSTRUCTION
PAID AND NON-PAID EMPLOYEES

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.06%	0.81%	6.91	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	0.89%	0.52%	171.72	Overutilization
Native Americans	0.99%	0.73%	135.83	Overutilization
Nonminority Women	0.88%	7.15%	12.36	* Underutilization
Non-M/WBE Firms	97.18%	89.82%	108.19	Overutilization
2003				
African Americans	0.06%	0.81%	7.67	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	0.24%	0.52%	N/A	N/A
Native Americans	0.26%	0.73%	36.16	* Underutilization
Nonminority Women	1.96%	7.15%	27.43	* Underutilization
Non-M/WBE Firms	97.47%	89.82%	108.52	Overutilization
2004				
African Americans	0.04%	0.81%	4.95	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	0.09%	0.52%	16.54	* Underutilization
Native Americans	1.46%	0.73%	200.52	Overutilization
Nonminority Women	1.07%	7.15%	15.01	* Underutilization
Non-M/WBE Firms	97.34%	89.82%	108.37	Overutilization
2005				
African Americans	0.07%	0.81%	8.85	* Underutilization
Hispanic Americans	0.01%	0.97%	0.73	* Underutilization
Asian Americans	0.57%	0.52%	110.11	Overutilization
Native Americans	0.32%	0.73%	43.47	* Underutilization
Nonminority Women	3.08%	7.15%	43.10	* Underutilization
Non-M/WBE Firms	95.95%	89.82%	106.82	Overutilization
2006				
African Americans	0.09%	0.81%	11.56	* Underutilization
Hispanic Americans	0.03%	0.97%	2.94	* Underutilization
Asian Americans	0.36%	0.52%	68.87	* Underutilization
Native Americans	0.07%	0.73%	9.54	* Underutilization
Nonminority Women	3.80%	7.15%	53.15	* Underutilization
Non-M/WBE Firms	95.65%	89.82%	106.49	Overutilization
2007				
African Americans	0.07%	0.81%	8.44	* Underutilization
Hispanic Americans	0.00%	0.97%	0.09	* Underutilization
Asian Americans	0.15%	0.52%	28.21	* Underutilization
Native Americans	0.01%	0.73%	0.91	* Underutilization
Nonminority Women	1.99%	7.15%	27.85	* Underutilization
Non-M/WBE Firms	97.79%	89.82%	108.87	Overutilization
All Years				
African Americans	0.07%	0.81%	8.08	* Underutilization
Hispanic Americans	0.01%	0.97%	0.63	* Underutilization
Asian Americans	0.31%	0.52%	59.73	* Underutilization
Native Americans	0.48%	0.73%	65.89	* Underutilization
Nonminority Women	2.15%	7.15%	30.12	* Underutilization
Non-M/WBE Firms	96.98%	89.82%	107.97	Overutilization

Source: **Chapter 4.0** - Disparity Analysis and **Appendix F** - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00.

EXHIBIT J-3
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF SUBCONTRACTORS
WITHIN THE STATE OF MINNESOTA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON NAICS CODE 23 – CONSTRUCTION
PAID EMPLOYEES ONLY

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.00%	0.13%	0.00	* Underutilization
Hispanic Americans	0.00%	0.79%	0.00	* Underutilization
Asian Americans	0.00%	S	N/A	N/A
Native Americans	0.00%	0.50%	0.00	* Underutilization
Nonminority Women	0.00%	7.48%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	91.11%	109.76	Overutilization
2003				
African Americans	0.00%	0.13%	0.00	* Underutilization
Hispanic Americans	0.00%	0.79%	0.00	* Underutilization
Asian Americans	1.20%	S	N/A	N/A
Native Americans	0.00%	0.50%	0.00	* Underutilization
Nonminority Women	0.00%	7.48%	0.00	* Underutilization
Non-M/WBE Firms	98.80%	91.11%	108.44	Overutilization
2004				
African Americans	0.05%	0.13%	38.24	* Underutilization
Hispanic Americans	0.00%	0.79%	0.00	* Underutilization
Asian Americans	1.63%	S	N/A	N/A
Native Americans	0.00%	0.50%	0.00	* Underutilization
Nonminority Women	0.00%	7.48%	0.00	* Underutilization
Non-M/WBE Firms	98.32%	91.11%	107.91	Overutilization
2005				
African Americans	0.00%	0.13%	0.00	* Underutilization
Hispanic Americans	0.00%	0.79%	0.00	* Underutilization
Asian Americans	0.00%	S	N/A	N/A
Native Americans	0.00%	0.50%	0.00	* Underutilization
Nonminority Women	1.14%	7.48%	15.22	* Underutilization
Non-M/WBE Firms	98.86%	91.11%	108.51	Overutilization
2006				
African Americans	0.00%	0.13%	0.00	* Underutilization
Hispanic Americans	0.00%	0.79%	0.00	* Underutilization
Asian Americans	2.14%	S	N/A	N/A
Native Americans	0.00%	0.50%	0.00	* Underutilization
Nonminority Women	0.00%	7.48%	0.00	* Underutilization
Non-M/WBE Firms	97.95%	91.11%	107.51	Overutilization
2007				
African Americans	0.00%	0.13%	0.00	* Underutilization
Hispanic Americans	0.00%	0.79%	0.00	* Underutilization
Asian Americans	1.99%	S	N/A	N/A
Native Americans	0.00%	0.50%	0.00	* Underutilization
Nonminority Women	0.30%	7.48%	4.06	* Underutilization
Non-M/WBE Firms	97.71%	91.11%	107.24	Overutilization
All Years	0.00%			
African Americans	0.01%	0.13%	7.54	* Underutilization
Hispanic Americans	0.00%	0.79%	0.00	* Underutilization
Asian Americans	1.61%	S	N/A	N/A
Native Americans	0.00%	0.50%	0.00	* Underutilization
Nonminority Women	0.12%	7.48%	1.55	* Underutilization
Non-M/WBE Firms	98.27%	91.11%	107.86	Overutilization

Source: **Chapter 4.0** - Disparity Analysis and **Appendix F** - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00.

S denotes that findings were withheld because estimate did not meet publication standards

EXHIBIT J-4
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF SUBCONTRACTORS
WITHIN THE STATE OF MINNESOTA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BASED ON NAICS CODE 23 – CONSTRUCTION
PAID AND NON-PAID EMPLOYEES

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2002				
African Americans	0.00%	0.81%	0.00	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	0.00%	0.52%	0.00	* Underutilization
Native Americans	0.00%	0.73%	0.00	* Underutilization
Nonminority Women	0.00%	7.15%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	89.82%	111.33	Overutilization
2003				
African Americans	0.00%	0.81%	0.00	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	1.20%	0.52%	230.04	Overutilization
Native Americans	0.00%	0.73%	0.00	* Underutilization
Nonminority Women	0.00%	7.15%	0.00	* Underutilization
Non-M/WBE Firms	98.80%	89.82%	109.99	Overutilization
2004				
African Americans	0.05%	0.81%	6.17	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	1.63%	0.52%	312.43	Overutilization
Native Americans	0.00%	0.73%	0.00	* Underutilization
Nonminority Women	0.00%	7.15%	0.00	* Underutilization
Non-M/WBE Firms	98.32%	89.82%	109.46	Overutilization
2005				
African Americans	0.00%	0.81%	0.00	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	0.00%	0.52%	0.00	* Underutilization
Native Americans	0.00%	0.73%	0.00	* Underutilization
Nonminority Women	1.14%	7.15%	15.91	* Underutilization
Non-M/WBE Firms	98.86%	89.82%	110.06	Overutilization
2006				
African Americans	0.00%	0.81%	0.00	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	2.14%	0.52%	409.51	Overutilization
Native Americans	0.00%	0.73%	0.00	* Underutilization
Nonminority Women	0.00%	7.15%	0.00	* Underutilization
Non-M/WBE Firms	97.95%	89.82%	109.05	Overutilization
2007				
African Americans	0.00%	0.81%	0.00	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	1.99%	0.52%	380.79	Overutilization
Native Americans	0.00%	0.73%	0.00	* Underutilization
Nonminority Women	0.30%	7.15%	4.24	* Underutilization
Non-M/WBE Firms	97.71%	89.82%	108.78	Overutilization
All Years	0.00%			
African Americans	0.01%	0.81%	1.22	* Underutilization
Hispanic Americans	0.00%	0.97%	0.00	* Underutilization
Asian Americans	1.61%	0.52%	307.08	Overutilization
Native Americans	0.00%	0.73%	0.00	* Underutilization
Nonminority Women	0.12%	7.15%	1.62	* Underutilization
Non-M/WBE Firms	98.27%	89.82%	109.40	Overutilization

Source: **Chapter 4.0** - Disparity Analysis and **Appendix F** - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00.

EXHIBIT J-5
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF PRIME CONSULTANTS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODE 54 - PROFESSIONAL SERVICES INCLUDING
ARCHITECTURE AND ENGINEERING SERVICES
BASED ON PAID EMPLOYEES ONLY

Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	1.82%	0.54%	338.68	Overutilization
Hispanic Americans	0.00%	S	N/A	N/A
Asian Americans	0.00%	2.13%	0.15	* Underutilization
Native Americans	0.22%	S	N/A	N/A
Nonminority Women	1.25%	21.81%	5.73	* Underutilization
Non-M/WBE Firms	96.70%	75.52%	128.05	Overutilization
2003				
African Americans	0.81%	0.54%	150.76	Overutilization
Hispanic Americans	0.00%	S	N/A	N/A
Asian Americans	0.00%	2.13%	0.10	* Underutilization
Native Americans	0.10%	S	N/A	N/A
Nonminority Women	0.92%	21.81%	4.22	* Underutilization
Non-M/WBE Firms	98.17%	75.52%	129.99	Overutilization
2004				
African Americans	1.55%	0.54%	286.95	Overutilization
Hispanic Americans	0.00%	S	N/A	N/A
Asian Americans	0.00%	2.13%	0.14	* Underutilization
Native Americans	0.02%	S	N/A	N/A
Nonminority Women	0.89%	21.81%	4.09	* Underutilization
Non-M/WBE Firms	97.54%	75.52%	129.15	Overutilization
2005				
African Americans	1.16%	0.54%	215.24	Overutilization
Hispanic Americans	0.00%	S	N/A	N/A
Asian Americans	0.00%	2.13%	0.00	* Underutilization
Native Americans	0.00%	S	N/A	N/A
Nonminority Women	1.36%	21.81%	6.22	* Underutilization
Non-M/WBE Firms	97.48%	75.52%	129.08	Overutilization
2006				
African Americans	1.53%	0.54%	283.25	Overutilization
Hispanic Americans	0.00%	S	N/A	N/A
Asian Americans	0.00%	2.13%	0.00	* Underutilization
Native Americans	0.00%	S	N/A	N/A
Nonminority Women	2.38%	21.81%	10.93	* Underutilization
Non-M/WBE Firms	91.23%	75.52%	120.80	Overutilization
2007				
African Americans	2.50%	0.54%	464.14	Overutilization
Hispanic Americans	0.00%	S	N/A	N/A
Asian Americans	0.00%	2.13%	0.00	* Underutilization
Native Americans	0.00%	S	N/A	N/A
Nonminority Women	2.61%	21.81%	11.97	* Underutilization
Non-M/WBE Firms	94.89%	75.52%	125.65	Overutilization
All Years				
African Americans	1.55%	0.54%	288.51	Overutilization
Hispanic Americans	0.00%	S	N/A	N/A
Asian Americans	0.00%	2.13%	0.06	* Underutilization
Native Americans	0.05%	S	N/A	N/A
Nonminority Women	1.60%	21.81%	7.35	* Underutilization
Non-M/WBE Firms	96.79%	75.52%	128.17	Overutilization

Source: **Chapter 4.0** - Disparity Analysis and **Appendix F** - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00

S denotes that findings were withheld because estimate did not meet publication standards

EXHIBIT J-6
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF PRIME CONSULTANTS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODE 54 - PROFESSIONAL SERVICES INCLUDING
ARCHITECTURE AND ENGINEERING SERVICES
BASED ON PAID AND NON-PAID EMPLOYEES

Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	1.82%	1.18%	154.54	Overutilization
Hispanic Americans	0.00%	1.07%	0.13	* Underutilization
Asian Americans	0.00%	2.35%	0.13	* Underutilization
Native Americans	0.22%	S	N/A	N/A
Nonminority Women	1.25%	31.04%	4.03	* Underutilization
Non-M/WBE Firms	96.70%	64.36%	150.25	Overutilization
2003				
African Americans	0.81%	1.18%	68.79	* Underutilization
Hispanic Americans	0.00%	1.07%	0.00	* Underutilization
Asian Americans	0.00%	2.35%	0.09	* Underutilization
Native Americans	0.10%	S	N/A	N/A
Nonminority Women	0.92%	31.04%	2.97	* Underutilization
Non-M/WBE Firms	98.17%	64.36%	152.53	Overutilization
2004				
African Americans	1.55%	1.18%	130.94	Overutilization
Hispanic Americans	0.00%	1.07%	0.00	* Underutilization
Asian Americans	0.00%	2.35%	0.12	* Underutilization
Native Americans	0.02%	S	N/A	N/A
Nonminority Women	0.89%	31.04%	2.87	* Underutilization
Non-M/WBE Firms	97.54%	64.36%	151.55	Overutilization
2005				
African Americans	1.16%	1.18%	98.22	Underutilization
Hispanic Americans	0.00%	1.07%	0.00	* Underutilization
Asian Americans	0.00%	2.35%	0.00	* Underutilization
Native Americans	0.00%	S	N/A	N/A
Nonminority Women	1.36%	31.04%	4.37	* Underutilization
Non-M/WBE Firms	97.48%	64.36%	151.47	Overutilization
2006				
African Americans	1.53%	1.18%	129.25	Overutilization
Hispanic Americans	0.00%	1.07%	0.00	* Underutilization
Asian Americans	0.00%	2.35%	0.00	* Underutilization
Native Americans	0.00%	S	N/A	N/A
Nonminority Women	2.38%	31.04%	7.68	* Underutilization
Non-M/WBE Firms	91.23%	64.36%	141.75	Overutilization
2007				
African Americans	2.50%	1.18%	211.79	Overutilization
Hispanic Americans	0.00%	1.07%	0.00	* Underutilization
Asian Americans	0.00%	2.35%	0.00	* Underutilization
Native Americans	0.00%	S	N/A	N/A
Nonminority Women	2.61%	31.04%	8.41	* Underutilization
Non-M/WBE Firms	94.89%	64.36%	147.44	Overutilization
All Years				
African Americans	1.55%	1.18%	131.65	Overutilization
Hispanic Americans	0.00%	1.07%	0.02	* Underutilization
Asian Americans	0.00%	2.35%	0.06	* Underutilization
Native Americans	0.05%	S	N/A	N/A
Nonminority Women	1.60%	31.04%	5.16	* Underutilization
Non-M/WBE Firms	96.79%	64.36%	150.39	Overutilization

Source: **Chapter 4.0 - Disparity Analysis and Appendix F - US Census SBO data.**

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00.

S denotes that findings were withheld because estimate did not meet publication standards

EXHIBIT J-7
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF VENDORS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODES 56 AND 81- OTHER SERVICES
BASED ON PAID EMPLOYEES ONLY

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	1.75%	0.85%	205.93	Overutilization
Hispanic Americans	0.06%	4.64%	1.34	* Underutilization
Asian Americans	2.43%	S	N/A	N/A
Native Americans	0.60%	0.57%	104.83	Overutilization
Nonminority Women	3.20%	25.22%	12.68	* Underutilization
Non-M/WBE Firms	91.96%	68.71%	133.83	Overutilization
2003				
African Americans	3.15%	0.85%	370.82	Overutilization
Hispanic Americans	0.11%	4.64%	2.47	* Underutilization
Asian Americans	2.53%	S	N/A	N/A
Native Americans	0.80%	0.57%	140.23	Overutilization
Nonminority Women	1.84%	25.22%	7.30	* Underutilization
Non-M/WBE Firms	91.56%	68.71%	133.25	Overutilization
2004				
African Americans	2.39%	0.85%	281.40	Overutilization
Hispanic Americans	0.10%	4.64%	2.17	* Underutilization
Asian Americans	4.33%	S	N/A	N/A
Native Americans	0.82%	0.57%	143.66	Overutilization
Nonminority Women	1.68%	25.22%	6.68	* Underutilization
Non-M/WBE Firms	90.68%	68.71%	131.96	Overutilization
2005				
African Americans	3.22%	0.85%	379.54	Overutilization
Hispanic Americans	0.06%	4.64%	1.27	* Underutilization
Asian Americans	1.17%	S	N/A	N/A
Native Americans	0.60%	0.57%	104.81	Overutilization
Nonminority Women	1.59%	25.22%	6.31	* Underutilization
Non-M/WBE Firms	93.36%	68.71%	135.87	Overutilization
2006				
African Americans	2.44%	0.85%	287.59	Overutilization
Hispanic Americans	0.04%	4.64%	0.96	* Underutilization
Asian Americans	1.32%	S	N/A	N/A
Native Americans	0.69%	0.57%	121.25	Overutilization
Nonminority Women	1.53%	25.22%	6.05	* Underutilization
Non-M/WBE Firms	85.95%	68.71%	125.08	Overutilization
2007				
African Americans	2.18%	0.85%	257.03	Overutilization
Hispanic Americans	0.05%	4.64%	1.12	* Underutilization
Asian Americans	4.34%	S	N/A	N/A
Native Americans	0.75%	0.57%	130.32	Overutilization
Nonminority Women	2.04%	25.22%	8.11	* Underutilization
Non-M/WBE Firms	90.63%	68.71%	131.90	Overutilization
All Years				
African Americans	2.57%	0.85%	302.21	Overutilization
Hispanic Americans	0.07%	4.64%	1.54	* Underutilization
Asian Americans	2.71%	S	N/A	N/A
Native Americans	0.72%	0.57%	126.05	Overutilization
Nonminority Women	1.98%	25.22%	7.84	* Underutilization
Non-M/WBE Firms	91.95%	68.71%	133.82	Overutilization

Source: **Chapter 4.0** - Disparity Analysis and **Appendix F** - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00.

S denotes that findings were withheld because estimate did not meet publication standards

EXHIBIT J-8
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF VENDORS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODES 56 AND 81- OTHER SERVICES
BASED ON PAID AND NON-PAID EMPLOYEES

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	1.75%	1.84%	94.99	Underutilization
Hispanic Americans	0.06%	1.39%	4.48	* Underutilization
Asian Americans	2.43%	2.53%	N/A	N/A
Native Americans	0.60%	0.37%	162.06	Overutilization
Nonminority Women	3.20%	40.53%	7.89	* Underutilization
Non-M/WBE Firms	91.96%	53.33%	172.44	Overutilization
2003				
African Americans	3.15%	1.84%	171.06	Overutilization
Hispanic Americans	0.11%	1.39%	8.26	* Underutilization
Asian Americans	2.53%	2.53%	N/A	N/A
Native Americans	0.80%	0.37%	216.80	Overutilization
Nonminority Women	1.84%	40.53%	4.54	* Underutilization
Non-M/WBE Firms	91.56%	53.33%	171.69	Overutilization
2004				
African Americans	2.39%	1.84%	129.81	Overutilization
Hispanic Americans	0.10%	1.39%	7.26	* Underutilization
Asian Americans	4.33%	2.53%	N/A	N/A
Native Americans	0.82%	0.37%	222.10	Overutilization
Nonminority Women	1.68%	40.53%	4.16	* Underutilization
Non-M/WBE Firms	90.68%	53.33%	170.03	Overutilization
2005				
African Americans	3.22%	1.84%	175.08	Overutilization
Hispanic Americans	0.06%	1.39%	4.25	* Underutilization
Asian Americans	1.17%	2.53%	N/A	N/A
Native Americans	0.60%	0.37%	162.03	Overutilization
Nonminority Women	1.59%	40.53%	3.93	* Underutilization
Non-M/WBE Firms	93.36%	53.33%	175.06	Overutilization
2006				
African Americans	2.44%	1.84%	132.66	Overutilization
Hispanic Americans	0.04%	1.39%	3.22	* Underutilization
Asian Americans	1.32%	2.53%	N/A	N/A
Native Americans	0.69%	0.37%	187.44	Overutilization
Nonminority Women	1.53%	40.53%	3.76	* Underutilization
Non-M/WBE Firms	85.95%	53.33%	161.16	Overutilization
2007				
African Americans	2.18%	1.84%	118.57	Overutilization
Hispanic Americans	0.05%	1.39%	3.74	* Underutilization
Asian Americans	4.34%	2.53%	N/A	N/A
Native Americans	0.75%	0.37%	201.47	Overutilization
Nonminority Women	2.04%	40.53%	5.05	* Underutilization
Non-M/WBE Firms	90.63%	53.33%	169.95	Overutilization
All Years				
African Americans	2.57%	1.84%	139.41	Overutilization
Hispanic Americans	0.07%	1.39%	5.14	* Underutilization
Asian Americans	2.71%	2.53%	N/A	N/A
Native Americans	0.72%	0.37%	194.87	Overutilization
Nonminority Women	1.98%	40.53%	4.88	* Underutilization
Non-M/WBE Firms	91.95%	53.33%	172.42	Overutilization

Source: **Chapter 4.0** - Disparity Analysis and **Appendix F** - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00

EXHIBIT J-9
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF VENDORS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODES 42, 44, AND 45- RETAIL AND WHOLESALE TRADE
GOODS AND SUPPLIES
BASED ON PAID EMPLOYEES ONLY

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.50%	0.46%	107.92	Overutilization
Hispanic Americans	0.37%	0.61%	61.36	* Underutilization
Asian Americans	0.77%	1.52%	50.86	* Underutilization
Native Americans	0.05%	S	N/A	N/A
Nonminority Women	1.79%	17.93%	9.98	* Underutilization
Non-M/WBE Firms	96.52%	79.49%	121.43	Overutilization
2003				
African Americans	0.74%	0.46%	159.91	Overutilization
Hispanic Americans	0.16%	0.61%	26.48	* Underutilization
Asian Americans	0.80%	1.52%	52.33	* Underutilization
Native Americans	0.06%	S	N/A	N/A
Nonminority Women	1.89%	17.93%	10.56	* Underutilization
Non-M/WBE Firms	96.35%	79.49%	121.22	Overutilization
2004				
African Americans	0.45%	0.46%	97.90	Underutilization
Hispanic Americans	0.23%	0.61%	37.41	* Underutilization
Asian Americans	0.66%	1.52%	43.44	* Underutilization
Native Americans	0.10%	S	N/A	N/A
Nonminority Women	2.04%	17.93%	11.36	* Underutilization
Non-M/WBE Firms	96.53%	79.49%	121.44	Overutilization
2005				
African Americans	0.28%	0.46%	59.81	* Underutilization
Hispanic Americans	0.17%	0.61%	27.62	* Underutilization
Asian Americans	0.88%	1.52%	57.65	* Underutilization
Native Americans	0.04%	N/A	N/A	N/A
Nonminority Women	2.91%	17.93%	16.22	* Underutilization
Non-M/WBE Firms	95.73%	79.49%	120.44	Overutilization
2006				
African Americans	0.59%	0.46%	128.94	Overutilization
Hispanic Americans	0.12%	0.61%	19.21	* Underutilization
Asian Americans	1.23%	1.52%	80.57	Underutilization
Native Americans	0.04%	S	N/A	N/A
Nonminority Women	2.04%	17.93%	11.38	* Underutilization
Non-M/WBE Firms	87.89%	79.49%	110.57	Overutilization
2007				
African Americans	0.39%	0.46%	85.20	Underutilization
Hispanic Americans	0.09%	0.61%	14.72	* Underutilization
Asian Americans	1.51%	1.52%	99.33	Underutilization
Native Americans	0.06%	S	N/A	N/A
Nonminority Women	2.38%	17.93%	13.27	* Underutilization
Non-M/WBE Firms	95.57%	79.49%	120.24	Overutilization
All Years				
African Americans	0.50%	0.46%	108.17	Overutilization
Hispanic Americans	0.19%	0.61%	30.82	* Underutilization
Asian Americans	1.00%	1.52%	65.50	* Underutilization
Native Americans	0.06%	S	N/A	N/A
Nonminority Women	2.21%	17.93%	12.35	* Underutilization
Non-M/WBE Firms	96.05%	79.49%	120.83	Overutilization

Source: **Chapter 4.0** - Disparity Analysis and **Appendix F** - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00.

S denotes that findings were withheld because estimate did not meet publication standards

EXHIBIT J-10
MINNESOTA DEPARTMENT OF ADMINISTRATION
DISPARITY ANALYSIS OF VENDORS
WITHIN THE STATE OF MINNESOTA
BASED ON NAICS CODES 42, 44, AND 45- RETAIL AND WHOLESALE TRADE
GOODS AND SUPPLIES
BASED ON PAID AND NON-PAID EMPLOYEES

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2002				
African Americans	0.50%	1.25%	39.83	* Underutilization
Hispanic Americans	0.37%	0.82%	45.18	* Underutilization
Asian Americans	0.77%	1.89%	40.88	* Underutilization
Native Americans	0.05%	S	N/A	N/A
Nonminority Women	1.79%	38.88%	4.60	* Underutilization
Non-M/WBE Firms	96.52%	57.16%	168.87	Overutilization
2003				
African Americans	0.74%	1.25%	59.03	* Underutilization
Hispanic Americans	0.16%	0.82%	19.49	* Underutilization
Asian Americans	0.80%	1.89%	42.06	* Underutilization
Native Americans	0.06%	S	N/A	N/A
Nonminority Women	1.89%	38.88%	4.87	* Underutilization
Non-M/WBE Firms	96.35%	57.16%	168.58	Overutilization
2004				
African Americans	0.45%	1.25%	36.14	* Underutilization
Hispanic Americans	0.23%	0.82%	27.54	* Underutilization
Asian Americans	0.66%	1.89%	34.91	* Underutilization
Native Americans	0.10%	S	N/A	N/A
Nonminority Women	2.04%	38.88%	5.24	* Underutilization
Non-M/WBE Firms	96.53%	57.16%	168.89	Overutilization
2005				
African Americans	0.28%	1.25%	22.08	* Underutilization
Hispanic Americans	0.17%	0.82%	20.34	* Underutilization
Asian Americans	0.88%	1.89%	46.34	* Underutilization
Native Americans	0.04%	S	N/A	N/A
Nonminority Women	2.91%	38.88%	7.48	* Underutilization
Non-M/WBE Firms	95.73%	57.16%	167.49	Overutilization
2006				
African Americans	0.59%	1.25%	47.59	* Underutilization
Hispanic Americans	0.12%	0.82%	14.14	* Underutilization
Asian Americans	1.23%	1.89%	64.76	* Underutilization
Native Americans	0.04%	S	N/A	N/A
Nonminority Women	2.04%	38.88%	5.25	* Underutilization
Non-M/WBE Firms	87.89%	57.16%	153.77	Overutilization
2007				
African Americans	0.39%	1.25%	31.45	* Underutilization
Hispanic Americans	0.09%	0.82%	10.84	* Underutilization
Asian Americans	1.51%	1.89%	79.84	* Underutilization
Native Americans	0.06%	S	N/A	N/A
Nonminority Women	2.38%	38.88%	6.12	* Underutilization
Non-M/WBE Firms	95.57%	57.16%	167.22	Overutilization
All Years				
African Americans	0.50%	1.25%	39.93	* Underutilization
Hispanic Americans	0.19%	0.82%	22.69	* Underutilization
Asian Americans	1.00%	1.89%	52.64	* Underutilization
Native Americans	0.06%	S	N/A	N/A
Nonminority Women	2.21%	38.88%	5.70	* Underutilization
Non-M/WBE Firms	96.05%	57.16%	168.04	Overutilization

Source: **Chapter 4.0** - Disparity Analysis and **Appendix F** - US Census SBO data.

¹ The percentage of dollars is taken from the prime utilization exhibit previously shown.

² The percentage of available contractors is taken from the Census availability in Appendix F

³ The disparity index is the ratio of % utilization to % availability times 100. An asterisk is used to indicate a substantial level of disparity index below 80.00.

S denotes that findings were withheld because estimate did not meet publication standards