

Comprehensive Disparity Study for the City of Pensacola

Final Report



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COMPREHENSIVE DISPARITY STUDY FOR THE CITY OF PENSACOLA

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

In July 2011, MGT of America, Inc., (MGT), was retained by the City of Pensacola (City) to determine whether there was a compelling interest to establish narrowly-tailored minority- and woman-owned business enterprise (M/WBE) program for the City. This study consisted of fact-finding to analyze City procurement trends and practices for the study period from October 1, 2005 through September 30, 2011 at the prime level and October 1, 2006 through September 30, 2011 at the subcontractor level; to evaluate the impact of race- and gender-neutral remedial efforts; and to evaluate various options for future program development.

The results of this study and conclusions drawn are presented in detail in **Chapters 2.0** through **7.0** of this report. The following sections present selections from the study's findings and recommendations contained in **Chapter 8.0**.

E.1 Findings

FINDING E-1: Pensacola M/WBE Prime Utilization and Availability

The dollar value of Minority and Women Business Enterprise (M/WBE) prime utilization by the City over the current study period in the relevant market was as follows as shown in **Exhibit E-1**:

- MBEs were paid \$4.2 million (9.18% of the total) for prime construction. WBEs were paid \$167,729 (0.37% of the total) for prime construction. There was substantial disparity for all M/WBE groups.
- MBEs were paid for \$143,036 (1.83% of the total) for prime professional services. WBEs were paid \$246,561 (3.16% of the total) for prime professional services. There was substantial disparity for African American-, Hispanic American- and nonminority women-owned firms.
- MBEs were paid \$161,276 (1.86% of the total) for other services. WBEs were paid \$141,883 (1.64% of the total). There was substantial disparity for all M/WBE groups.
- MBEs were paid \$2.9 million (18.89% of the total) for goods and supplies. WBEs were paid for \$330,610 (2.12% of the total). There was substantial disparity for Hispanic American-owned firms.

Overall, the City spent \$8.30 million with M/WBE prime contractors over the study period in the relevant market area, 10.72 percent of the total. Of this amount, \$886,784 was spent with WBEs, 1.14 percent of the total, and \$7.4 million with MBEs, 9.57 percent of the total.

**EXHIBIT E-1
CITY OF PENSACOLA
M/WBE PRIME CONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
Construction at the Prime Contractor Level					
African Americans	\$4,160,312	9.16%	12.41%	73.83	* Underutilization
Hispanic Americans	\$139	0.00%	0.73%	0.04	* Underutilization
Asian Americans	\$6,975	0.02%	0.36%	4.21	* Underutilization
Native Americans	\$0	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	\$167,729	0.37%	1.46%	25.30	* Underutilization
Total M/WBE Firms	\$4,335,155	9.55%	16.79%		
Professional Services Firms					
African Americans	\$109,791	1.41%	7.54%	18.67	* Underutilization
Hispanic Americans	\$0	0.00%	0.50%	0.00	* Underutilization
Asian Americans	\$33,245	0.43%	0.50%	84.78	Underutilization
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$246,561	3.16%	4.52%	69.86	* Underutilization
Total M/WBE Firms	\$389,597	4.99%	13.07%		
Other Services					
African Americans	\$155,568	1.80%	3.26%	55.13	* Underutilization
Hispanic Americans	\$3,853	0.04%	0.33%	13.65	* Underutilization
Asian Americans	\$1,856	0.02%	0.33%	6.57	* Underutilization
Native Americans	\$0	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	\$141,883	1.64%	2.93%	55.86	* Underutilization
Total M/WBE Firms	\$303,159	3.50%	7.65%		
Goods & Supplies					
African Americans	\$2,945,314	18.89%	0.93%	2,026.10	Overutilization
Hispanic Americans	\$0	0.00%	0.23%	0.00	* Underutilization
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$330,610	2.12%	2.33%	90.97	Underutilization
Total M/WBE Firms	\$3,275,924	21.01%	3.50%		

Source: MGT developed a prime contract and payment database for the City of Pensacola covering the period between October 1, 2005 and September 30, 2011. MGT developed an availability database based on vendor availability.

¹ The percentage of dollars is taken from prime utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

N/A denotes constraint of division by zero. This occurred because there is zero availability in this category. However, the existence of disparity can be inferred due to the evidence of low utilization levels.

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

The dollar value of M/WBE subcontractor utilization by the City over the current study period in the relevant market is shown in **Exhibit E-2**:

- MBEs won construction subcontracts for \$1.02 million (11.88% of the total). WBEs won construction subcontracts for \$1.51 million (17.58% of the total). There was substantial disparity for African American-, Hispanic American- and Native American-owned firms.

From October 1, 2006 through September 30, 2011, the City spent \$2.54 million with M/WBE subcontractors, 6.9 percent of total construction spending in the relevant market.

EXHIBIT E-2
CITY OF PENSACOLA
M/WBE SUBCONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
Construction at the Subcontractor Level					
African Americans	\$810,832	9.40%	12.76%	73.64	* Underutilization
Hispanic Americans	\$0	0.00%	0.69%	0.00	* Underutilization
Asian Americans	\$158,037	1.83%	0.34%	531.05	Overutilization
Native Americans	\$56,111	0.65%	2.07%	31.43	* Underutilization
Nonminority/Women	\$1,516,808	17.58%	3.10%	566.33	Overutilization
Total M/WBE Firms	\$2,541,787	29.45%	18.97%		

Source: MGT developed a subcontract database for the City of Pensacola covering the period between October 1, 2006 and September 30, 2011. MGT developed an availability database based on vendor availability.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

FINDING E-3: Private Sector Commercial Construction

M/WBE utilization in private sector commercial construction in the Pensacola Metropolitan Statistical Area (MSA) was very low, as measured by data from building permits. From October 1, 2005 through September 30, 2012, M/WBE prime contractors were 0.33 percent of firms granted permits and received 0.17 percent of permits. M/WBE subcontractors were issued 0.03 percent of all subcontracting permits. Only two M/WBEs were used as subcontractors in the commercial permits data, as compared to sixteen M/WBE subcontractors on City projects.

FINDING E-4: M/WBE Utilization on the J. Whibbs Sr. Community Maritime Park (Maritime Park)

The Maritime Park project was a private project with significant support and input from the City. For the Maritime Park project, African American-owned firms won \$3.6 million in construction subcontracts (10.1%) and WBEs won \$5.5 million in construction

subcontracts (15.3%) for a total of \$9.2 million, 25.4 percent of subcontract dollars on the Maritime Park project.

E.2 Commendations and Recommendations

COMMENDATION AND RECOMMENDATION E-1: Small Business Enterprise (SBE) Program

The City should be commended for starting and strengthening its SBE program since the 2009 SBE program review. A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization.

RECOMMENDATION E-2: Annual Aspirational M/WBE Goals

The study provides evidence to support the setting of annual aspirational goals by business category, not rigid project goals. The primary means for achieving these aspirational goals should be an SBE program, race-neutral joint ventures, outreach, and adjustments in City procurement policy, in addition to M/WBE subcontractor goals on City projects. Possible aspirational goals based on M/WBE availability are proposed below in **Exhibit E-3**.

EXHIBIT E-3 CITY OF PENSACOLA PROPOSED M/WBE ASPIRATIONAL GOALS BY PROCUREMENT CATEGORY

Procurement Category	MBE Goal	WBE Goal
Construction Prime Contracting	12%	1%
Professional Services	3%	4%
Other Services	5%	2%
Goods & Supplies	10%	2%
Construction Subcontracting*	14%	10%

*Subcontractor goals and utilization percentage are the percentage of the total construction prime contract dollars, not the percentage of subcontract dollars.

RECOMMENDATION E-3: S/M/WBE Subcontractor Plans

The basis for reestablishing good faith efforts for M/WBE subcontractor requirements is disparities in construction subcontracting, the regression analysis, 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. 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. An S/M/WBE subcontractor program will require more resources for monitoring contract compliance.

RECOMMENDATION E-4: RFP Language

The City should put in their RFPs, particularly for large projects, language asking proposers about their strategies for S/M/WBE inclusion on the project. A number of agencies, including the Port Authority of New York and New Jersey and the car rental component of the federal DBE program, have had success in soliciting creative responses to these requests.

1.0 INTRODUCTION

1.0: INTRODUCTION

In September 2011, MGT of America, Inc. began work on a disparity study for the City of Pensacola (City). The results of the City's study are found in this report. In the chapters that follow, MGT presents its analyses, findings, and recommendations. 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.

1.1 Background

On July 6, 2011 the City of Pensacola (City) contracted MGT of America, Inc. (MGT), to conduct a Comprehensive Disparity Study. The study covered six fiscal years beginning October 1, 2005 through September 30, 2011¹.

Governmental entities like the City of Greensboro have authorized disparity studies in response to the *City of Richmond v. J. A. Croson Co.*² (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.

1.2 Overview of Study Approach

The purpose of the disparity study was to:

- Identify from the most accurate sources the availability of M/WBEs that are ready, willing, and able to do business with the City in the relevant market areas.
- Analyze City-funded contracting and procurement data to determine the respective utilization of M/WBEs.
- Determine the extent to which any identified disparities in the utilization of available M/WBEs might be impacted by discrimination.
- Determine if there are legally justified needs for an M/WBE program in accordance with guidelines set forth by the Supreme Court and relevant subsequent cases.
- 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/WBEs.

¹ The activity of subcontracting was analyzed during the period of October 1, 2006 through September 30, 2011.

² *City of Richmond v. J. A. Croson, Co.*, 488 U.S. 469 (1989).

1.3 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 participation. MGT's approach has been used in over 140 jurisdictions nationwide and proven reliable to meet the study's objectives. The work plan consisted of, but was not limited to, the following major tasks:

- Conduct a legal review.
- Establish data parameters and finalize the work plan.
- Conduct market area and utilization analysis.
- Determine the availability of qualified firms.
- Analyze the utilization and availability data for disparity and statistical significance.
- Conduct a survey of vendors.
- Conduct a statistically valid regression analysis.
- Conduct a private sector analysis.
- Collect and analyze anecdotal information.
- Provide information on best practices in small and M/WBE business development.
- Identify narrowly tailored race- and gender-based, and race- and gender-neutral remedies.
- Prepare a final report.

1.4 Report Organization

In addition to this introductory chapter, this report contains sections which describe MGT's findings as to the presence or absence of disparity in the City's procurement and contracting practices. The study reviewed the City's prime contracts and subcontracts for construction, and prime contracts for professional services and procurement data for the period of October 1, 2005 through September 30, 2011. This report presents the following seven chapters:

- **Chapter 2.0** presents an overview of controlling legal precedents that impact remedial procurement programs.
- **Chapter 3.0** provides a review of procurement policies and procedures and an analysis of its SBE program and race- and gender-neutral efforts.

- **Chapter 4.0** presents the methodology used to determine the City's relevant market area and statistical analysis of vendor utilization by the City as well as the availability of firms for contracting and procurement activities.
- **Chapter 5.0** provides a discussion of the levels of disparity for prime contractors and subcontractors as well as a review of the multivariate analysis for the City.
- **Chapter 6.0** provides an analysis of the presence of disparity in the private sector and its effect on the ability of firms to win procurement contracts from the City.
- **Chapter 7.0** presents an analysis of anecdotal data collected from the survey of vendors, personal interviews, focus groups, and a public hearing.
- **Chapter 8.0** provides a summary of the overall report with conclusions, commendations and recommendations.

MGT recommends reading the report in its entirety to understand the basis for the recommendations presented in **Chapter 8.0**. An Executive Summary is also provided with this report.

2.0 LEGAL REVIEW

2.0: LEGAL REVIEW

2.1 Introduction

This chapter provides legal background for the city of Pensacola. The material that follows does not constitute legal advice to the city of Pensacola on minority- and woman-owned business (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 decision in *City of Richmond v. J.A. Croson Company*¹ 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 Eleventh Circuit, which includes Pensacola, 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.

¹ 488 U.S. 469 (1989).

- * The evidence showing compelling interest must guide the tailoring very closely.
- * 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

² Id. at 479-80.

³ Id. at 480.

⁴ Id.

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 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 The Eleventh Circuit has held that, “[u]nless and until the Supreme Court tells us otherwise, intermediate scrutiny remains the applicable constitutional standard in gender discrimination cases, and a gender preference may be upheld so long as it is substantially related to an important governmental objective.”⁹

Several federal courts have applied intermediate scrutiny to WBE programs and yet have found the programs to be unconstitutional.¹⁰ Nevertheless, in *Coral Construction v. King County*, the Ninth Circuit upheld a WBE program under the intermediate scrutiny standard.¹¹ 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.”¹² 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.¹³

⁵ Id. at 511.

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 *Eng’g Contrs. Ass’n of S. Florida, Inc. v. Dade County* 122 F.3d 895, 908 (11th Cir 1997).

¹⁰ 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.*

¹¹ *Coral Constr. Co. v. King County*, 941 F.2d 910 (9th Cir. 1991), cert. denied, 502 U.S. 1033 (1992).

¹² Id. at 932.

¹³ *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).

2.2.3 An Overview of the Applicable Case Law

Croson did not find a compelling justification for a complete MBE program. *Croson* found 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

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.

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 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 three circuit court decisions since *Croson* have passed definitively on thorough, strictly local disparity studies: *Engineering Contractors Association of South Florida, Inc.*,¹⁹ *Concrete Works IV*,²⁰ and *H.B. Rowe*.²¹ 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.²² 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*,²³ 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. In *H.B. Rowe* the Fourth Circuit upheld the North Carolina's MWBE program for state-funded construction projects as applied to ethnic groups with sufficient statistical and anecdotal factual predicate evidence.

2.3 To Withstand Strict Scrutiny, an MBE 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.²⁴ 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."²⁵ The recent holding that other compelling

LEXIS 3226) 139-160.

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

¹⁹ *Eng'g Contractors v. Dade County*, 122 F.3d 895 (11th Cir 1997).

²⁰ 321 F.3d 950.

²¹ *H.B. Rowe v. Tippet*, 615 F.3d 233 (4th Cir 2010).

²² 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.

²³ *Concrete Works of Colo. v. City of Denver*, Scalia, J. dissenting, 540 U.S. 1027, 1027-35 (2003).

²⁴ *Hunter v. Regents of the Univ. of Cal.*, 190 F.3d 1061 (9th Cir. 1999).

²⁵ *Petit v. City of Chicago*, 352 F.3d 1111, 1114 (7th Cir. 2003).

interests may support affirmative action does not yet appear to have any application to public contracting.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 Compelling Interests Other than Remedying Discrimination

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.³⁰ In *Petit v. Chicago*,³¹ 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.”³² The recent holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.³³ The Eleventh Circuit in *Engineering Contractors* did not consider any other compelling interests for the M/WBE program outside of remedying discrimination.

2.3.2 Burden of Proof

With regard to burden of proof the Eleventh Circuit stated that once the proponent of affirmative action,

introduces its statistical proof as evidence of its remedial purpose, thereby supplying the [district] court with the means for determining that [it] had a firm basis for concluding that remedial action was appropriate, it is incumbent upon

²⁶ *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).

²⁷ *Croson*, 488 U.S. at 492.

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

²⁹ *Id.*

³⁰ *Hunter v. Regents of Univ. of Ca.*, 190 F.3d 1061 (9th Cir. 1999).

³¹ *Petit v. Chi.*, 352 F.3d 1111 (7th Cir. 2003).

³² *Id.*

³³ *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 (Summer 2004).

the nonminority [employees] to prove their case; they continue to bear the ultimate burden of persuading the [district] court that the [public employer's] evidence did not support an inference of prior discrimination and thus a remedial purpose, or that the plan instituted on the basis of this evidence was not sufficiently "narrowly tailored."³⁴

The Tenth Circuit in *Concrete Works IV* ruled that the district court in reviewing the evidence should only have asked whether Denver had demonstrated strong evidence from which an inference of past or present discrimination could be drawn.³⁵ Denver was not required to prove the existence of discrimination. The Tenth Circuit went on to state that Denver did not have the "burden of establishing by a preponderance that not only were there inferences to discrimination, but in fact that the inferences were correct."³⁶ The Tenth Circuit also clarified the burden faced by the plaintiff in these cases, so that "once Denver meets its burden, [the plaintiff] must introduce credible particularized evidence to rebut [the city's] initial showing of the existence of a compelling interest."³⁷

2.3.3 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.³⁸ Some cases required both pre-enactment and post-enactment evidence.³⁹ In connection with post-enactment evidence the Eleventh Circuit stated in *Engineering Contractors* that, "[g]overnment actors are free to introduce post-enactment evidence in defending affirmative action programs, but if that evidence fails to meet the applicable evidentiary burden, a federal court cannot simply presume that, absent the programs, sufficient evidence of discrimination would have been found."⁴⁰

The Supreme Court case in *Shaw v. Hunt*⁴¹ 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.⁴² 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.⁴³

³⁴ *Eng'g Contractors v. Dade County*, 122 F.3d 895, 916 (quoting *Howard v. McLucas*, 871 F.2d 1000, 1007 (11th Cir.1989)).

³⁵ *Concrete Works IV*, 321 F.2d at 970 (10th Cir. 2003).

³⁶ *Id.*

³⁷ *Concrete Works IV*, 321 F.2d at 959.

³⁸ See *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).

³⁹ See *Coral Construction Co. v. King County*, 941 F.2d 910-920 (9th Cir. 1991).

⁴⁰ *Eng'g Contractors v. Dade County*, 122 F.3d 895, 911.

⁴¹ *Shaw v. Hunt*, 517 U.S. 899 (1996).

⁴² *Id.* at 910.

⁴³ *AUC v. Baltimore*, 83 F. Supp. 2d 613, 620-22 (D. Md. 2000); *West Tenn. ABC v. Memphis City Schools*,

2.3.4 Outreach Programs

There is some debate about whether or not outreach programs are subject to strict scrutiny. In *Peightal v. Metropolitan Dade County*, the Eleventh Circuit treated recruiting and outreach efforts as “race-neutral” policies.⁴⁴ Other lower court cases have stated that expanding the pool disadvantages no one and thus a distinction should be made between inclusive and exclusive outreach.⁴⁵ Similarly, in *Allen v. Alabama State Bd. Of Education*, a case involving teacher certification examinations, the Eleventh Circuit stated that the,

*Board must be conscious of race in developing the examination, choosing test items to minimize any racially disparate impact within the framework of designing a valid and comprehensive teaching examination. Nothing in Adarand requires the application of strict scrutiny to this sort of race-consciousness.*⁴⁶

However, in *Virdi v. DeKalb County School District*, litigation involving a minority vendor program (MVP), the Eleventh Circuit stated that,

*It is well settled that “all racial classifications imposed by government must be analyzed by a reviewing court under strict scrutiny”. Grutter v. Bollinger_, 539 U.S. 306, 326, 123 S. Ct. 2325, 2337 (2003) (quoting Adarand Constructors, Inc. v. Pena, 515 U.S. 200, 227, 115 S.Ct. 2097, 2113 (1995)). To the extent that Defendants argue that the MVP did not contain racial classifications because it did not include set-asides or mandatory quotas, we note that strict scrutiny applies to all racial classifications, not just those creating binding racial preferences. The MVP includes racial classifications. It is therefore subject to strict scrutiny.*⁴⁷

2.3.5 Disabled Business Enterprise

Disabled business enterprise programs are quite common in federal, state, and local government. Section 15(g) of the Small Business Act provides for a goal of not less than 3 percent utilization of service-disabled veteran businesses in federal contracting.⁴⁸ Section 36 of that Act grants the authority to set-aside for service-disabled veteran-owned businesses.⁴⁹ These policies were strengthened and reaffirmed in October 2004, in Executive Order 13360. The U.S. Army alone projects \$1.8 billion in set-asides to service-disabled veteran-owned businesses in FY 2008.⁵⁰

Disabled business enterprise programs are also common at the state and local government level and are often a component of an M/WBE program.⁵¹ Some local

64 F. Supp. 2d 714, 718-21 (W.D. Tenn. 1999).

⁴⁴ *Allen v. Alabama State Bd. Of Education* 26 F.3d 154, 1557-58 (11th Cir. 1994).

⁴⁵ *Shuford v. Alabama State Bd. of Educ.*, 897 F. Supp. 1535, 1551-52 (M.D. Ala. 1995).

⁴⁶ 164 F.3d 1347, 1352 (11th Cir.1999).

⁴⁷ 135 Fed. Appx. 262, 267, 2005 U.S. App. LEXIS 11203 (11th Cir. 2005).

⁴⁸ 15 U.S.C. 644(g).

⁴⁹ 15 U.S.C. 657f.

⁵⁰ U.S. Army Office of Small Business Programs, www.vetbiz.gov/library/Army.pdf

⁵¹ See North Carolina, Executive Order #150 and General Statutes 143-48 & 143-128.2(g)(1)(2)(3),

government agencies, in particular California and Connecticut, also set aside government contracts for disabled business enterprises or disabled veteran's business enterprises. California follows the federal program with a 3 percent disabled goal.⁵² The state of Connecticut set aside 25 percent of its project for SBEs and then 25 percent of the SBE program is for certified M/WBEs. Disabled firms are classified as minority firms for purposes of the rule.⁵³ There are also state laws granting preferences of some sort to the disabled, and particularly the service disabled veterans.⁵⁴

While there has been an extensive body of case law involving the Americans for Disabilities Act, there have been no federal court cases challenging the constitutionality of disabled business enterprises under the Equal Protection clause. There are at least two reasons for this absence of a court record. First, at the state and local government level, these programs are typically very small, having only a handful of participants. Second, and more importantly, the U.S. Supreme Court has not ruled that the disabled are a suspect class and thus government programs addressing the disabled are not subject to strict scrutiny, or even intermediate scrutiny.⁵⁵ Instead programs both favoring and hampering the disabled are subject to the rational relationship test, the lowest level of judicial scrutiny. Nevertheless, this report will separately analyze data on disabled business enterprises.

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."⁵⁶ 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

Philadelphia, Executive Order 05 Relating To The Participation Of Minority, Women And Disabled Businesses In City Contracts, March 2005; Rhode Island GL 37-2.2-3, (procurement of Goods and services are available from certified Rhode Island Disability Business Enterprises (DBEs) whose workforce consists of more than 75% persons with disabilities or certified nonprofit rehabilitation facilities); The regional Texas certification agencies certify for disabled business enterprises.

⁵² California Executive Order D-43-01, June 22, 2001. California Disabled Veteran Business Enterprise Set Aside Program (establishes a goal for state entities to award at least 3% of their contracts for materials, supplies, equipment, alterations, repairs, or improvements to disabled veteran business enterprises. A 2001 act (Assembly Bill 941) requires the departments subject to this goal to appoint disabled veteran business enterprise advocates).

⁵³ Executive Order D-37-1

⁵⁴ See Fl. Stat. _295.07(1) (1991) (exempting disabled veterans from specific hiring procedures and employment exams for state jobs); Fl. Stat. _196.031 (1991) (hiring preferences for disabled veterans).

⁵⁵ *City of Cleburne v. Cleburne Living Center*, 473 U.S. 432 (1985) (no rational basis for discriminatory application of special use permit for group home for mentally disabled).

⁵⁶ *Croson*, 488 U.S. at 501, quoting *Hazelwood School Division v. United States*, 433 U.S. 299, 307-308 (1977).

relevant market with the percentage of total municipal construction dollars awarded to them.⁵⁷

To meet this more precise requirement, courts have accepted the use of a disparity index.⁵⁸ 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.⁵⁹ The Eleventh Circuit has stated that “The utility of disparity indices or similar measures to examine the utilization of minorities or women in a particular industry has been recognized by a number of federal circuit courts.”⁶⁰ 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.”⁶¹

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.*⁶²

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.⁶³ 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. Bidder data was used for prime contracting in the *Engineering Contractor’s* case. However, the Eleventh Circuit did not opine that bidder data was the only source of availability data for disparity studies. At least one commentator has suggested using bidder data to measure M/WBE availability,⁶⁴ 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

⁵⁷ Id. at 502.

⁵⁸ See, e.g., *Associated Gen. Contractors v. Coalition for Economic Equity*, 950 F.2d 1401, 1414 (9th Cir.1991) *Concrete Works IV*, 321 F.3d at 964-69.

⁵⁹ *Croson*, 488 U.S. at 503-504.

⁶⁰ *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d at 914

⁶² *Croson*, 488 U.S. at 509 (emphasis added).

⁶³ Id. at 498.

⁶⁴ 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).

that bid information also has its limits.⁶⁵ Firms that bid may not be qualified or able, and firms that do not bid may be qualified and able, to undertake agency contracts.

For subcontracting availability the study in *Engineering Contracting* used the percentage of firms that filed a subcontractor release of lien to the percentage of subcontracting revenue. The Eleventh Circuit, however, repeated the district court's criticism of the use of subcontractor liens which included revenue that was not limited to Dade County projects. Consequently, the Eleventh Circuit did not expressly opine on the proper source of subcontractor availability.⁶⁶

2.4.2 Racial Classifications

In determining availability, choosing the appropriate racial groups to consider becomes an important threshold interest.⁶⁷ 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.⁶⁸ 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."⁶⁹ 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.⁷⁰

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 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.⁷¹ 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."⁷² The court further stated, "It is important that the pertinent data closely relate to the jurisdictional area of the municipality whose program we

⁶⁵ *Concrete Works IV*, 321 F.3d at 983-84.

⁶⁶ *Engineering Contractors Ass'n of South Florida, Inc.*, 122 F.3d 895, 920.

⁶⁷ Racial groups, as the term is used herein, include both racial and ethnic categories.

⁶⁸ 488 U.S. at 506.

⁶⁹ *Id.*

⁷⁰ *Rothe Development Co. v. U.S. Dept. of Defense*, 262 F.3d 1306, 1323 (Fed. Cir. 2003).

⁷¹ *Concrete Works II*, 36 F.3d at 1520.

⁷² *Id.*

scrutinize, but here Denver's contracting activity, insofar as construction work is concerned, is closely related to the Denver MSA.⁷³

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.⁷⁴ Accordingly, data from the Denver MSA were "adequately particularized for strict scrutiny purposes."⁷⁵ The Eleventh Circuit did not define the relevant market in *Engineering Contractors*.

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."⁷⁶ 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.⁷⁷ 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.⁷⁸

2.4.5 Willingness

Croson requires that an "available" firm must be not only qualified but also willing to provide the required services.⁷⁹ 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]."⁸⁰ In *Contractors Association of Eastern Pennsylvania, Inc.*, the Third Circuit explained, "[i]n the absence of some reason to believe otherwise, one can

⁷³ Id.

⁷⁴ Id.

⁷⁵ Id.

⁷⁶ *Croson*, 488 U.S. at 501 (quoting *Hazelwood School Dist. v. United States*, 433 U.S. 299, 308, n.13 (1977)).

⁷⁷ See *Hazelwood School Dist.*, 433 U.S. at 308; *Contractors Ass'n*, 91 F.3d at 603.

⁷⁸ *W. H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 (5th Cir.1999).

⁷⁹ *Croson*, 488 U.S. at 509.

⁸⁰ *Concrete Works II*, 36 F.3d at 1529, quoting, *Appellant's Appendix*.

normally assume that participants in a market with the ability to undertake gainful work will be ‘willing’ to undertake it.”⁸¹ 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.*⁸²

Even so, the strongest possible disparity study would also present information about the willingness of M/WBEs to perform the required services.

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.⁸³ By contrast, the Tenth Circuit in *Concrete Works II* and *IV* recognized the shortcomings of this treatment of firm size.⁸⁴ *Concrete Works IV* noted that the small size of such firms can itself be a result of discrimination.⁸⁵ The Tenth Circuit acknowledged the city of Denver’s argument that a small construction firm’s precise capacity can be highly elastic.⁸⁶ Under this view, the relevance of firm size may be somewhat diminished. Further, the Eleventh Circuit was dealing with a statute which itself limited remedies to M/WBEs that were smaller firms by definition.⁸⁷

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.⁸⁸

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.⁸⁹ The court referenced the Equal Employment Opportunity Commission’s disparate impact

⁸¹ *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 603 (in original quotation marks).

⁸² *Id.* at 603-04.

⁸³ *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d at 917-18, 924.

⁸⁴ *Concrete Works II*, 36 F.3d at 1528-29; *Concrete Works IV*, 321 F.3d at 980-92.

⁸⁵ *Concrete Works IV*, 321 F.3d at 982.

⁸⁶ *Id.* at 981

⁸⁷ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 900.

⁸⁸ See *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599-601.

⁸⁹ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914.

guidelines, which establish the 80 percent test as the threshold for determining a *prima facie* case of discrimination.⁹⁰ 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.”⁹¹

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.”⁹² 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.⁹³ 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.⁹⁴ In *Engineering Contractors* there was a separate analysis of prime contracting and subcontracting.⁹⁵

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.”⁹⁶

In *Engineering Contractors* the County presented testimony from MWBE program staff, affidavits from twenty-three MWBEs and a survey of Black-owned firms. The Eleventh Circuit acknowledged that the “picture painted by the anecdotal evidence [was] not a good one.”⁹⁷ However, The Eleventh Circuit had a limited discussion of the requirements

⁹⁰ Id. at 914, citing 29 C.F.R. § 1607.4D (concerning the disparate impact guidelines and threshold used in employment cases).

⁹¹ *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).

⁹² *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)).

⁹³ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 922.

⁹⁴ *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.)

⁹⁵ *Engineering Contractors Ass’n of South Florida, Inc.*, 122 F.3d 895, 920.

⁹⁶ *Croson*, 488 U.S. at 509.

⁹⁷ *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 925.

for anecdotal evidence because the statistical evidence was weak and the Court noted that “only in the rare case will anecdotal evidence suffice standing alone.”⁹⁸

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*.”⁹⁹ The court concluded, by contrast, that “the combination of convincing anecdotal and statistical evidence is potent.”¹⁰⁰

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*.”¹⁰¹ 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.”¹⁰² 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.”¹⁰³

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*.¹⁰⁴ 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*.¹⁰⁵ 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.”¹⁰⁶

The court also ruled that the City was under no burden to identify specific practices or policies that were discriminatory.¹⁰⁷ 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

⁹⁸ *Id.*

⁹⁹ *Coral Construction*, 941 F.2d at 919 (emphasis added).

¹⁰⁰ *Id.* See also *AGCC II*, 950 F.2d at 1414-1415.

¹⁰¹ *Coral Construction*, 941 F.2d at 917.

¹⁰² *Id.* at 917-18.

¹⁰³ *Id.*

¹⁰⁴ *AGCC II*, 950 F.2d at 1414-1415.

¹⁰⁵ See *AGCC II*, 950 F.2d at 1403-1405.

¹⁰⁶ *AGCC II*, 950 F.2d. at 1416. This evidence came from 10 public hearings and “numerous written submissions from the public.” *Id.* at 1414.

¹⁰⁷ *Id.* at 1416, n.11.

and every instance that the legislative body ha[d] relied upon in support of its decision that affirmative action is necessary.”¹⁰⁸

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.*¹⁰⁹

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.”¹¹⁰ *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.”¹¹¹ 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.*¹¹²

The Tenth Circuit decision in *Adarand* concluded that evidence of private sector discrimination provided a compelling interest for a DBE program.¹¹³ Later cases have reaffirmed that the government has a compelling interest in avoiding the financing of private discrimination with public dollars.¹¹⁴

¹⁰⁸ Id. at 1416.

¹⁰⁹ *Concrete Works IV*, 321 F.3d at 989.

¹¹⁰ *Croson*, 488 U.S. at 492 (emphasis added).

¹¹¹ *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).

¹¹² *Croson*, 488 U.S. at 492.

¹¹³ *Adarand Contrs., Inc.*, 228 F.3d at 1155, 1164-65.

¹¹⁴ *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.

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 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.¹¹⁵ Cook County lost the trial and the resulting appeal.¹¹⁶ Similarly, evidence of private sector discrimination presented in litigation was found inadequate in the Philadelphia and Dade County cases.¹¹⁷ 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.”¹¹⁸ 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.¹¹⁹ 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.¹²⁰ 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.¹²¹

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.¹²² The Seventh Circuit held that this evidence was largely irrelevant.¹²³ 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.¹²⁴ Furthermore, such activities on the part of contractors did not necessarily implicate the county as even

¹¹⁵ *Builders Ass’n of Greater Chicago v. County of Cook*, 123 F. Supp. 2d 1087, 1117 (N.D. I.L. 2000).

¹¹⁶ *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).

¹¹⁷ *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.

¹¹⁸ *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).

¹¹⁹ *Concrete Works IV*, 321 F.3d at 976.

¹²⁰ *Eng’g. Contr. of S. Florida, Inc.*, 122 F.3d at 921-22.

¹²¹ *Id.* at 922.

¹²² *Builders Ass’n of Chicago*, 123 F.Supp. 2d at 1112-1116.

¹²³ *Builders Ass’n of Greater Chicago*, 256 F.3d at 645.

¹²⁴ *Id.*

a passive participant in such discrimination as might exist because there was no evidence that the county knew about it.¹²⁵

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.¹²⁶ 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.”¹²⁷ Along related lines, the court also found a regression analysis of census data to be relevant evidence showing barriers to M/WBE formation.¹²⁸

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.¹²⁹ *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.¹³⁰

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.¹³¹ Other lower courts have arrived at similar conclusions.¹³²

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.¹³³ Moreover, *Concrete Works IV*,¹³⁴ a case that did find a compelling interest for a local M/WBE program, did not consider the issue of narrow tailoring. Instead, the

¹²⁵ *Id.*

¹²⁶ *Adarand Contrs., Inc.*, 228 F.3d at 1169-70.

¹²⁷ *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*).

¹²⁸ *Id.* at 967.

¹²⁹ *Builders Ass’n of Greater Chicago*, 256 F.3d at 645.

¹³⁰ *Concrete Works IV*, 321 F.3d at 984-85.

¹³¹ *Concrete Works IV*, 321 F.3d at 985; *Sherbrooke Turf, Inc.*, 345 F.3d at 973.

¹³² See *Northern Contracting, Inc. v. Illinois*, No. 00 4515 (ND IL 2004) – 2004 U.S. Dist. LEXIS 3226 150-1.

¹³³ *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).

¹³⁴ *Concrete Works IV*, 321 F.3d at 992-93.

Tenth Circuit held that the plaintiffs had waived any challenge to the original ruling of the district court¹³⁵ that the program was narrowly tailored.

Nevertheless, the federal courts 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.¹³⁶ 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.¹³⁷ The more recent rulings provide some guidance as to what program configurations the courts will judge to be narrowly tailored. The Eleventh Circuit in particular has identified the following elements of narrow tailoring: (1) the necessity for the relief and the efficacy of alternative remedies; (2) the flexibility and duration of the relief, including the availability of waiver provisions; (3) the relationship of numerical goals to the relevant labor market; and (4) the impact of the relief on the rights of innocent third parties.¹³⁸

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. *Engineering Contractors* focused its discussion on the race neutral prong of narrow tailoring, where it saw the Dade County program as being the most problematic. In *Engineering Contractors* Dade County was criticized by the federal appeals court for relying on a study of SBA lending and a conclusory analysis in the disparity study, but the County had not addressed, contract specifications, bonding, financing, bid restrictions payment procedures and the high level of discretion granted to County employees and did not evaluate its limited technical and financial aid programs.¹³⁹ The Court also noted that “the County has taken no steps to inform, educate, discipline, or penalize its own officials and employees responsible for misconduct.”¹⁴⁰

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’.”¹⁴¹ 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.”¹⁴²

¹³⁵ *Concrete Works of Colo., Inc. v. City of Denver*, 823 F.Supp. 821, 844-845 (D.Co. 1993)(*Concrete Works I*).

¹³⁶ *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).

¹³⁷ *In re 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).

¹³⁸ *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d at 928.

¹³⁹ *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d 927-28.

¹⁴⁰ *Eng’g. Contr. of S. Florida, Inc.*, 122 F.3d at 929.

¹⁴¹ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, quoting *Adarand Constrs., Inc.*, 515 U.S. at 237-38.

¹⁴² *Adarand Constrs., Inc.*, 228 F.3d. at 1179 (parentheses removed).

Those measures included “helping overcome bonding and financing obstacles, providing technical assistance, [and] establishing programs to assist start-up firms.”¹⁴³

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.”¹⁴⁴

2.6.2 Flexibility and Duration of the Remedy

Engineering Contractors had a limited discussion of program flexibility except to note that, “the waiver provisions included in the WBE program make the numerical target sufficiently flexible to withstand intermediate scrutiny.”¹⁴⁵ In discussing waivers the Eighth Circuit also found that “the revised DBE program has substantial flexibility.”¹⁴⁶

*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.*¹⁴⁷

DBE and M/WBE 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.¹⁴⁸ 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.¹⁴⁹

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.”¹⁵⁰ 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.”¹⁵¹ 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

¹⁴³ *Id.*

¹⁴⁴ *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.

¹⁴⁵ *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d at 929.

¹⁴⁶ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972.

¹⁴⁷ *Id.* at 972, citing, 49 C.F.R. § 26.67(b).

¹⁴⁸ *Croson*, 488 U.S. at 488-489. *Coral Constr. Co.*, 941 F.2d at 924-925.

¹⁴⁹ See *Coral Constr. Co.*, 941 F. 2d at 924-925.

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

¹⁵¹ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972, citing 49 C.F.R. § 26.51(f)(3).

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.”¹⁵²

Other appellate courts have noted several possible mechanisms for limiting program duration: such as required termination if goals have been met,¹⁵³ decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.¹⁵⁴ 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.¹⁵⁵ 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.¹⁵⁶

With regard to goals the Eleventh Circuit stated that, “we do not agree with the district court that it was “irrational” for the County to set a goal of 19% HBE participation when Hispanics make up more than 22% of the relevant contracting pool in every SIC category, and more than 30% for SIC 15. We see nothing impermissible about setting numerical goals at something less than absolute parity. Stated somewhat differently, a local government need not choose between a program that aims at parity and no program at all.”¹⁵⁷

By contrast, the Eighth, Ninth, and Tenth Circuits have approved the goal-setting process for the DOT DBE program, as revised in 1999.¹⁵⁸ The approved DOT DBE regulations require that goals be based on one of several methods for measuring DBE availability.¹⁵⁹ 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.”¹⁶⁰ 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

¹⁵² Id., quoting, *Grutter*, 123 S. Ct. at 2346.

¹⁵³ *Sherbrooke Turf, Inc.*, 345 F.3d at 972.

¹⁵⁴ *Adarand Constrs. Inc.*, 228 F.3d at 1179-1180.

¹⁵⁵ *Rothe Dev. Co.*, 262 F.3d at 1323-1324 (commenting on the possible staleness of information after seven, 12, and 17 years).

¹⁵⁶ See *Builders Ass’n of Greater Chicago*, 256 F.3d at 647; *Kohlbeck*, 447 F.3d at 556-557.

¹⁵⁷ *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d at 927.

¹⁵⁸ *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.

¹⁵⁹ 49 C.F.R., § 26.45 (2006).

¹⁶⁰ *Sherbrooke Turf, Inc.*, at 972, 345 F. 3d citing, 49 C.F.R. § 26.45(c)-(d) (Steps 1 and 2).

*trade in lockstep proportion to their representation in the local population.*¹⁶¹

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.¹⁶²

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.*¹⁶³

Waivers and good faith compliance are also tools that serve this purpose of reducing the burden on third parties.¹⁶⁴ The DOT DBE regulations have also sought to reduce the program burden on non-DBEs by avoiding DBE concentration in certain specialty areas.¹⁶⁵ 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.¹⁶⁶

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.¹⁶⁷ Federal DBE programs have succeeded in part because regulations covering DBE certification do not provide blanket protection to minorities.¹⁶⁸

¹⁶¹ Id. at 972, quoting, *Croson*, 488 U.S. at 507.

¹⁶² Id. at 973-974.

¹⁶³ *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)

¹⁶⁴ See 49 CFR, § 26.53 (2006).

¹⁶⁵ See 49 CFR, § 26.33 (2006).

¹⁶⁶ *Adarand Constrs. Inc.*, 228 F.3d at 1183.

¹⁶⁷ See *Builders Ass'n of Greater Chicago*, 256 F.3d at 647-648.

¹⁶⁸ *Sherbrooke Turf, Inc.*, 345 F.3d 972-73.

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.¹⁶⁹

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."¹⁷⁰ 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."¹⁷¹

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.¹⁷² As a threshold matter, before a business can claim to have suffered discrimination, it must have attempted to do business with the governmental entity.¹⁷³ 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."¹⁷⁴

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.¹⁷⁵ 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, *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.¹⁷⁶

¹⁶⁹ *Croson*, 488 U.S. at 508.

¹⁷⁰ *Coral Constr. Co.*, 941 F. 2d at 925 (internal modifications and citations omitted).

¹⁷¹ *Id.* (emphasis omitted).

¹⁷² *Id.*

¹⁷³ *Id.*

¹⁷⁴ *Id.*

¹⁷⁵ *Id.*

¹⁷⁶ *Concrete Works II*, 36 F.3d at 1520.

2.7 Personal Liability For Implementing An M/WBE Program

One lower court decision in the Eleventh Circuit, *Herschell Gill Consulting v. Miami-Dade County*,¹⁷⁷ held that Dade County and its Commissioners were held jointly and severally liable for nominal damages and attorney's fees for implementing a M/WBE program in violation of constitutional rights under Section 1983.

In general government officials have absolute immunity for legislative acts, but not for administrative acts. Thus, government officials are immune from personal liability for adopting a M/WBE program but can be personally liable for applying specific policies to particular contracts. Government officials are entitled to "qualified immunity" if their actions did not violate "clearly established statutory or constitutional rights of which a reasonable person would have known."¹⁷⁸ In *Herschell Gill*, there was no recent disparity study, there was parity in contracting, the previous program had been struck down by the same federal court, there was no substantial consideration of race neutral alternatives and the County had not followed its own ordinance in adjusting goals.

2.8 DBE Programs: The "As Applied" Challenge in Western States Paving

The Washington DOT DBE program was struck down not in *Western States Paving* because the federal DBE program had no factual predicate and not because the federal DBE program lacked narrow tailored program features. Instead, the Ninth Circuit ruled that the Washington DOT DBE program was not narrowly tailored "as applied."¹⁷⁹ While a state does not have to independently provide a factual predicate for its DBE program the Ninth Circuit found that, "it cannot be said that TEA-21 is a narrowly tailored remedial measure unless its application is limited to those States in which the effects of discrimination are actually present."¹⁸⁰ In effect, while Washington DOT was not required to produce a separate factual predicate for a DBE program, it was still required to produce a factual predicate (of sorts) to justify race-conscious elements in the local implementation of its DBE program.

While Washington DOT conceded that it had no studies of discrimination in highway contracting, it argued that there was evidence of discrimination in the fact that DBEs received 9 percent of subcontracting dollars on state-funded projects where there were no DBE goals and 18 percent of federal funded projects where there were DBE goals. But the Ninth Circuit stated that, "even in States in which there has never been discrimination, the proportion of work that DBEs receive on contracts that lack affirmative action requirements will be lower than the share that they obtain on contracts that include such measures because minority preferences afford DBEs a competitive advantage."¹⁸¹

¹⁷⁷ 2004 WL 1924812 (S.D.Fla. 2004).

¹⁷⁸ *Harlow v. Fitzgerald*, 457 U.S. 800, 818 (1982).

¹⁷⁹ The Ninth Circuit distinguished a previous case which did not involve an "as applied" challenge to the federal DBE program. *Milwaukee County Pavers Ass'n v. Fiedler*, 922 F.2d 419 (7th Cir. 1991). The Seventh Circuit disagreed with the Ninth Circuit's reading of *Milwaukee County Pavers*. See *Northern Contracting*, at fn 4.

¹⁸⁰ *Western States Paving*, 407 F. 3d at 998.

¹⁸¹ *Western States Paving*, 407 F. 3d at 1000.

In contrast, the Eighth Circuit in *Sherbrooke Turf* and the Tenth Circuit in *Adarand v. Slater* found that a decline in DBE utilization following a change in or termination of a DBE program was relevant evidence of discrimination in subcontracting.¹⁸² The Tenth Circuit stated that while this evidence “standing alone is not dispositive, it strongly supports the government’s claim that there are significant barriers to minority competition in the public subcontracting.”¹⁸³

The Ninth Circuit also dismissed the disparity between the proportion of DBE subcontractors and the proportion of DBE dollars on state-funded contracts, because “DBE firms may be smaller and less experienced than non-DBE firms (especially if they are new businesses started by recent immigrants) or they may be concentrated in certain geographic areas of the State, rendering them unavailable for a disproportionate amount of work.”¹⁸⁴ The Ninth Circuit quoted the DC Circuit in *O’Donnell* to the effect that:

*Minority firms may not have bid on . . . construction contracts because they were generally small companies incapable of taking on large projects; or they may have been fully occupied on other projects; or the District’s contracts may not have been as lucrative as others available in the Washington metropolitan area; or they may not have had the expertise needed to perform the contracts; or they may have bid but were rejected because others came in with a lower price.*¹⁸⁵

The Ninth Circuit noted further that “if this small disparity has any probative value, it is insufficient, standing alone, to establish the existence of discrimination against DBEs.” The Ninth Circuit contrasted this minor disparity with the Ninth Circuit’s decision in *Associated General Contractors of California, Inc. v. Coalition for Economic Equity (AGCCII)* where “discrimination was likely to exist where minority availability for prime contracts was 49.5 percent but minority dollar participation was only 11.1 percent.”¹⁸⁶

2.9 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.¹⁸⁷ 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.”¹⁸⁸ Continuing this

¹⁸² *Sherbrooke Turf*, 345 F.3d at 973.

¹⁸³ *Adarand v. Slater*, 228 F.3d at 1174; see also *Concrete Works IV*, 321 F.3d at 985.

¹⁸⁴ *Western States Paving*, at 1001.

¹⁸⁵ *Id.* (quoting *O’Donnell Constr. Co.*, 963 F.2d at 426).

¹⁸⁶ *Western States Paving*, at 1001. (Quoting *Associated Gen. Contractors of Cal., Inc. v. Coalition for Econ. Equity*, 950 F.2d 1401, 1414 (9th Cir. 1991).

¹⁸⁷ 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. 1.

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

policy, the 1958 Small Business Act requires that government agencies award a “fair proportion” of procurement contracts to small business concerns.¹⁸⁹

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.*¹⁹⁰

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.¹⁹¹

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*,¹⁹² 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.¹⁹³ The court held that classifying businesses as small was not a “suspect classification” subject to strict scrutiny. Instead the court ruled:

*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.*¹⁹⁴

A large number of state and local governments have maintained small business preference programs for many years.¹⁹⁵ No district court cases were found overturning a state or local small business reference program. One reason for the low level of litigation

¹⁸⁹ 15 USC 631(a).

¹⁹⁰ 15 U.S.C. § 637(b)(11).

¹⁹¹ 18 C.F.R. § 19.502-2 (2006).

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

¹⁹³ *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)”).

¹⁹⁴ *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).

¹⁹⁵ See Fla. Stat. § 287.001 et seq. (starting small business program in 1985); Minn. Stat. § 137.31 (Univ. of Minn. Started in 1979); N.J. Stat. § 52:32-17 et seq. (small business program started in 1983).

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*,¹⁹⁶ 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.

2.10 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, local 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, local 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 the DBE program has been consistently upheld as a narrowly tailored remedial program. Ultimately, MBE and WBE programs can withstand challenges if local governments comply with the requirements outlined by the courts.

¹⁹⁶See instead *Cleveland Constr. Inc. v. Cincinnati*, 2006 Ohio App. LEXIS 6410, *P1-*P19 (Ohio Ct. App. Dec. 8, 2006).

3.0 REVIEW OF CONTRACTING POLICIES, PROCEDURES, AND PROGRAMS

3.0: REVIEW OF CONTRACTING POLICIES, PROCEDURES, AND PROGRAMS

This chapter focuses on policies, procedures, and programs used by the City of Pensacola (City), to purchase goods and services. It provides a brief description of the procurement and contracting environment in which minority and women business enterprises (M/WBEs) operate, as well as background for the data analysis and foundations for the report recommendations. Finally, we discuss the remedial efforts undertaken by the City and various agencies with regard to procurement in the categories of Construction, Professional Services, Other Services, and Goods and Supplies.

Our review is presented in 18 sections. **Section 3.1** describes the methodology used to conduct the review of contracting policies, procedures, and programs. **Sections 3.2 through 3.7** present a brief summary of the purchasing policies and procedures, and **Sections 3.8 through 3.17** cover programs to assist small, minority-, and woman-owned businesses (S/M/WBEs).

3.1 Methodology

This section discusses the steps taken to summarize the City's contracting and purchasing policies, procedures, and programs; race- and gender-based programs; and race- and gender-neutral programs. Our review focused on elements of the purchasing process, including remedial programs that might impact S/M/WBE utilization. The analysis included the following steps:

- Collection, review, and summarization of City contracting and purchasing policies currently in use. Discussions with managers about the changes that contracting and purchasing policies underwent during the study period and their effects on the remedial programs.
- Development of questionnaires administered to key City contracting and purchasing staff and officials to determine how existing contracting and purchasing policies have been implemented. Interviews were conducted with City management and staff regarding the application of policies, discretionary use of policies, exceptions to written policies and procedures, and impact of policies on key users.
- Review of applicable City ordinances, regulations, resolutions, and policies that guide the remedial programs. This included discussing with both City personnel and program participants the operations, policies, and procedures of the remedial programs and any remedial policy changes over time.

Finally, MGT collected and reviewed copies of previous studies of minority business development conducted in the geographic region and performed a review of race- and gender-neutral programs.

In all, nine interviews were conducted with current City staff and local agencies during August of 2011 and January 2012. City documents collected and reviewed for this portion of the study are itemized in **Exhibit 3-1**.

**EXHIBIT 3-1
DOCUMENTS REVIEWED DURING POLICY AND PROCEDURE REVIEW**

INDEX	DESCRIPTION
	Procurement Documents
1.	City of Pensacola, Purchasing Ordinance
2.	City of Pensacola, Proposed Ordinance No.12-88
3.	City of Pensacola, Ordinance No.14-88
4.	City of Pensacola, Purchasing Policy and Procedures Manual
5.	City of Pensacola, Doing Business With the City of Pensacola, Vendor Guide
6.	City of Pensacola, Sample Purchase Order
7.	City of Pensacola, City Manager Organizational Chart
8.	City of Pensacola, Fiscal Year 2008 Annual Budget
9.	City of Pensacola, Vendor Application
10.	Community Redevelopment Plan, 1989, and Subsequent Amendments
	SBE/DBE/M/WBE Documents
11.	City of Pensacola, <i>African American Enterprise Directory</i> , 2011
12.	City of Pensacola, <i>Small Business Enterprise Directory</i> , 2011
13.	Florida SBDC, Small Business Dividends
14.	University of West Florida, Small Business Resource Kit
15.	Florida SBDC, Small Business Highlights
16.	Florida SBDC, Procurement Technical Assistance Center Program
17.	City of Pensacola, Application for Small Business Certification
18.	Small Business Enterprise Report for Fiscal Year Ending September 30, 2011
19.	Small Business Enterprise Report for Fiscal Year Ending September 30, 2010
20.	Small Business Enterprise Report for Fiscal Year Ending September 30, 2009
21.	Small Business Enterprise Report for Fiscal Year Ending September 30, 2008
22.	Small Business Enterprise Report for Fiscal Year Ending September 30, 2007
23.	Contractor's Academy/ Equal Business Opportunity Program Agreement, August 14, 2009
24.	Office of City Attorney, Memorandum, Minority Business Enterprise (MBE) Programs (Disparity Studies), December 10,2007
25.	William D. Wells, Assistant City Attorney, Memorandum, Pensacola MBE Ordinance – <i>City of Richmond v. J.A. Croson Company</i> , February 7, 1989
26.	Diversity Program Advisors, CMPA EBO Compliance Report 3-31-12 Monthly Report
27.	MGT, <i>Review of the Procurement/Small Business Enterprise (SBE) Program</i> , January 2009.

3.2 Purchasing Policies

3.2.1 Purchasing Methods

The City purchasing manual lists the following purchasing methods:

- Formal Invitations to Bid and Requests for Proposals (RFP).
- Purchase Agreements.
- Professional Services.
- Sole Source Purchases.
- Emergency Purchases.
- Purchases from Law Enforcement Contraband Forfeiture Trust Fund.
- Informal Quotes and Negotiated Purchases.
- Computer Hardware and Software Maintenance Services.
- Acquisition of Materials for Value-Added Services.¹

Some of these methods are discussed below.

3.2.2 Informal and Written Quotes

The Mayor has the authority to award contracts for the purchase of goods and services not in excess of \$25,000 without competitive bids.² For purchases up to \$500, the using City department generally selects verbal quotes from a set of vendors. The City department is to select the lowest and most responsive bidder meeting specifications. For purchases up to \$25,000, the Purchasing Office or the City department issues a written Request for Quote. Telephone quotes are acceptable when the purchase does not involve detailed specifications. City buyers then review the quotes and seek Department/Division concurrence on which is the lowest and most responsive bidder meeting specifications. The City purchasing manual suggests seeking a minimum of three quotes when it is practical. Vendors can be selected from a variety of sources to ensure that three responses are acquired.³

3.2.3 Formal Sealed Bids

The City purchasing manual provides that competitive price quotes are not required for:

- Professional services of auditors, attorney, physicians, and consultants that are not governed by the Consultants Competitive Negotiations Act (CCNA), FS § 287.055.
- Emergency purchases.
- Sole source purchases.

¹ City of Pensacola Purchasing Manual, Section 6.02 entitled "Procurement Methods." The City does not use e-procurement or on-line bidding.

² Code of Ordinances, City of Pensacola, Section 3-3-2(c).

³ City vendor list, product catalogs, purchasing records, MacRae's Blue Book, department recommendations, salespersons, State purchasing contracts, telephone directories, Thomas Register, BIDNET and trade journals.

- Purchase contracts.
- Negotiated purchases.⁴

All purchases of \$25,001 or more *may* be acquired through a formal sealed bid. The City Council has the option of using invitation to bid, RFPs, informal quotes, or to authorize the City manager to negotiate.⁵ Bids are to be awarded based on the lowest quotation by a responsible bidder meeting all conditions and requirements of the specifications.⁶ City staff estimates that between 5 to 10 percent of City procurement is formally bid.

3.2.4 Public Notice

Bid advertisements for public works or improvements as well as advertisements for goods and services, which are required to be published by law, are published for two weeks in a newspaper that satisfied state requirements.⁷ Invitations to bid, or bid specifications, are posted on the Web sites of the City, DemandStar and the Florida Panhandle Purchasing Group. Bid notices are also mailed to vendors and available at the Purchasing Division. The mail notification of bids is a courtesy designed to attract bidding by local firms.

3.2.5 Use of Other Government Contracts

The City can purchase goods and services: (1) under state purchasing contracts, (2) from vendors at federal contract prices, (3) from any vendor so long as prices are at or below state/federal contracts prices, and (4) from a contract of another government agency providing that the vendor extends the same terms and conditions of the contract to the City.⁸ The City uses Florida state contracts for vehicles, computers, and heavy equipment. The City has used a local government purchasing alliance for bigger equipment such as street sweepers, dump trucks and specialty equipment. The City has made substantial purchases of automobiles from an African American car dealer with a Florida state contract.

3.2.6 Annual Contracts

There is no City policy on annual contracts. Traditionally, annual contracts are two to three years, some with two one-year renewal options.

3.3 Selected Procurement Categories

3.3.1 Construction

The City has the option to award construction projects through three project delivery methods:

⁴ City of Pensacola Purchasing Manual, Section 5.02(b).

⁵ City of Pensacola Purchasing Manual, Section 6.01(c).

⁶ Code of Ordinances, City of Pensacola, Section 3-3-2(b).

⁷ Code of Ordinances, City of Pensacola, Section 3-3-2; F.S. § 50.031.

⁸ FS § 287.042(2), Section 3-3-2(e).

- Competitive bidding.
- Design-build contracts, a construction process where a single source has responsibility for design and construction of a project.
- Construction manager-at-risk (CM-at-risk), a delivery method which involves a guarantee by a construction manager to deliver the project within a maximum price.

The City has generally employed a lowest responsible bidder process to award construction contracts to prime contractors.

3.3.2 Professional Services

For purchases of professional services up to \$10,000, the City purchasing manual calls for selection based on written proposals and interviews with at least two firms. For acquisition of professional services in excess of \$25,000, procurement is either through an RFP, or a process required under the CCNA. The City is subject to the bidding and advertising rules of the CCNA, which covers architecture, engineering, landscape architecture, surveying and mapping, and other projects subject to competitive negotiation rules.⁹ The City has rotated firms on storm water contracts amongst three different contractors.

3.3.3 Other Services

One issue impacting SBE utilization of other services is that the City janitorial contract has been held for a long time by Respect of Florida, a non-profit organization that hires the disabled. While not required by state of Florida law, janitorial contracts with similar organizations are a common practice nationally. The City has broken up landscaping contracts to facilitate S/M/WBE utilization.

3.4 Community and Economic Development Projects

The City Community Development Department addresses land development and neighborhood economic development and revitalization, amongst other services. Created in 1980, the Community Redevelopment Agency (CRA), made up of City Council members and citizens, addresses downtown redevelopment and waterfront and inner-city revitalization. The CRA is a separate legal entity, but follows City procedures and operates as part of the City Community Development Department.

Community Development projects do involve some procurement. Community Development does have three teams of engineers and architects hired for three-year terms. Purchasing has no set SBE goals for small construction projects, although many of the projects are performed by noncertified small businesses. Community Development staff estimates that 50 percent of the small construction projects involving community development are awarded to M/WBEs.

⁹ FI Stat § 287.055; Code of Ordinances, City of Pensacola, Section 3.3.25.

- The Community Maritime Park, which opened on June 9, 2012, is a mixed-use development project that utilized City and private funds. In August 2009 the Community Maritime Park executed a Equal Business Opportunity Agreement which involved establishing a Contractor's Academy, a Contractor's Advisory Council, and M/WBE utilization goals of:
- 33.5 percent African American Business Enterprises;
- 2.3 percent Asian Business Enterprises;
- 2.9 percent Latino Business Enterprises; and
- 0.6 percent Native American Business Enterprises.¹⁰

3.5 Bonding and Insurance

3.5.1 Bonding

The state of Florida requires performance bonds and payment bonds on construction contracts to perform public work over \$200,000.¹¹ Bonds are recommended for projects in excess of \$100,000. Bonds must be equal to the contract amount. City staff reports that bonding had been a problem with SBE and M/WBE contractors. The City bonding policy on projects between \$100,000 and \$200,000 has been relaxed and City staff reports that this has helped with SBE utilization without adverse consequences to the City.

3.5.2 Insurance

Insurance requirements are not standardized, and can vary project-by-project. Every project is reviewed by the risk management department, which develops the insurance requirements.

3.6 Vendor Registration and Pre-qualification

The City maintains a vendors list organized by commodity code. There is no bidders list and vendors are not purged from the vendors list if they do not bid. There is no pre-qualification of vendors.

3.7 Prompt Payment

The state of Florida has had a prompt payment statute applying to local governments since 1989. For non-construction purchases of goods and services, payment is generally due within 45 days of receipt of a proper invoice.¹² Interest of 1 percent a month begins

¹⁰ Contractor's Academy/ Equal Business Opportunity Program Agreement, August 14, 2009, at 3.

¹¹ FS § 255.05(1)(a).

¹² FS § 218.74(2).

after the due date for payment.¹³ Payment time for contractors depends on whether the payment requests must be approved by an agent. If agent approval is required payments must be made within 25 days of the request for payment.¹⁴ Contractors are to pay subcontractors and suppliers' interest beginning on the fifteenth day after the receipt of payment by the contractor.¹⁵ Staff reports no problems with prompt payment. The City looks to the payment bond to handle the prompt payment of subcontractors.

3.8 Historical Background on Remedial Programs

On April 28, 1988, the City Council passed a Minority Business Enterprise Ordinance. The program set a 15 percent aspirational goal (paralleling the M/WBE goal of the state of Florida at that time), of which there was a 7.5 percent goal for African American firms and a 7.5 percent goal for women and other minority-owned firms. Following the U.S. Supreme Court decision in *Richmond v. Croson*, the City appointed an advisory committee to investigate the possibility of conducting a disparity study, but found the costs to be prohibitive. The City made an internal effort to establish a factual predicate for continuing the M/WBE program. The City found the evidence collected at that time to be inadequate to provide a factual predicate for an M/WBE program and established an SBE program, discussed below. Since that time, the City has not conducted a comprehensive disparity study. The City did commission a review of its SBE program in 2009.¹⁶

3.9 SBE Program

The City approved Small Business Enterprise Ordinance #61-89 in 1991. The ordinance encourages the participation of small business in the procurement process and provides for participation goals on a project-by-project basis, depending on the availability of certified small businesses. The Pensacola purchasing ordinance also has two important SBE features:

- Public works and improvements. Any public work or improvement may be executed either by contract, or by direct labor, as may be determined by the council; if the cost does not exceed twenty-five thousand dollars (\$25,000.00), or does not exceed one-hundred thousand dollars (\$100,000.00) if contracting with a tier one city certified small business enterprise (SBE), the mayor may make the determination.¹⁷
- The mayor has the authority to award all contracts for the purchase of commodities and services with a value not in excess of twenty-five thousand dollars (\$25,000.00), or one-hundred thousand dollars (\$100,000.00) if contracting with a tier one city certified small business enterprise (SBE) without competitive bids.¹⁸

¹³ FS § 218.74(4).

¹⁴ FS § 218.735(a).

¹⁵ FS § 218.735(6).

¹⁶ MGT, *Review of the Procurement/Small Business Enterprise (SBE) Program*, January 2009.

¹⁷ Code of Ordinances, City of Pensacola, Section 3-3-2(c).

¹⁸ Code of Ordinances, City of Pensacola, Section 3-3-2(d).

The SBE program is not to sacrifice the cost effectiveness of the lowest and best responsible bidder criteria.¹⁹

3.10 SBE Project Goal Setting

There is no overall aspirational goal for SBE spending by the City. The City does set goals on projects. Staff reports that SBE project goals are typically 5 to 10 percent. The City does not set goals if there is no SBE availability. The City asks that bidders make good faith efforts to meet the SBE goal, including attending pre bid meetings. No bid has ever been rejected by the City for not meeting the SBE goal. The Council does have the option of skipping over the low bid. No bid has been rejected for inadequate good faith efforts. Staff reports that contractors generally do not have a problem meeting the SBE project goals. In practice, the SBE program has operated primarily in construction.

3.11 S/M/WBE Reporting

The City has reports on spending with SBEs dating back to FY2000. In these reports the City has tracked spending with M/WBEs that were SBEs, by indicating the distribution of SBE dollars at the prime and subcontract level by race and gender. Based on City reports SBEs received \$16.4 million on City projects from FY2005 through FY2007 (6.27 % of City spending), over \$5.4 million per year. African American-owned SBE firms received \$373,789, 0.14 percent of City spending, over the same time period. As can be seen in **Exhibit 3-2**, SBEs won \$33.7 million in City prime and subcontracts (10.10% of City spending), from FY 2007 through FY 2011, over \$6.7 million per year. African American-owned firms received over \$5.6 million, 1.68 percent of City spending, over the same time period.

¹⁹ Code of Ordinances, City of Pensacola, Section 3-3-4(1).

**EXHIBIT 3-2
CITY OF PENSACOLA
SBE UTILIZATION
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011**

Business Group	FY06-07	FY07-08	FY08-09	FY09-10	FY10-11	Total	Percent
Black American	\$122,543	\$184,695	\$695,119	\$3,072,222	\$1,529,351	\$5,603,930	1.68%
Hispanic American	\$0.00	\$0.00	\$36,525	\$0.00	\$3,989	\$40,514	0.01%
Asian American	\$26,904	\$69,176	\$22,226	\$55,299	\$19,278	\$192,882	0.06%
Native American	\$5,843	\$56,111	\$0.00	\$0.00	\$0.00	\$61,954	0.02%
Native Hawaiian American	\$0.00	\$0.00	\$200	\$0.00	\$0.00	\$200	0.00%
Total MBE	\$157,297	\$311,990	\$756,079	\$3,129,531	\$1,554,629	\$5,899,480	1.77%
American Woman	\$1,999,807	\$583,395	\$146,504	\$211,954	\$743,023	\$3,684,683	1.10%
Total M/WBE	\$2,157,104	\$895,385	\$902,583	\$3,341,485	\$2,297,652	\$9,584,163	2.87%
Physically Disabled American	\$979	\$1,143	\$61,496	\$458	\$101,613	\$165,689	0.05%
Small Business Enterprise	\$6,315,494	\$4,293,884	\$4,635,042	\$4,262,191	\$4,486,305	\$23,992,916	7.18%
TOTAL S/M/WBE	\$8,471,570	\$5,188,404	\$5,597,111	\$7,602,125	\$6,883,559	\$33,742,768	10.10%

Source: City of Pensacola, SBE Annual Reports, October 1, 2006 through September 30, 2011 (FY2007 – FY2011).

3.12 S/M/WBE Certification

Certified small businesses had been defined as an independently owned and operated business with: (1) 50 or fewer full time employees, and (2) a net worth of not more than \$1 million. The current SBE definition is divided into tiers:

- *Tier one (1) small business* means an independently owned and operated business concern which employs fifteen (15) or fewer permanent full-time employees, and which has a net worth of not more than one million dollars (\$1,000,000.00). As applicable to sole-proprietorships, the one million dollars (\$1,000,000.00) net worth shall include both personal and business investments. Goods and services provided by tier one (1) small businesses may be purchased under the mayor's spending authority up to one-hundred thousand dollars (\$100,000.00).
- *Tier two (2) small business* means an independently owned and operated business concern which employs fifty (50) or fewer permanent full-time employees, and which has a net worth of not more than one million dollars (\$1,000,000.00). As applicable to sole-proprietorships, the one million dollars (\$1,000,000.00) net worth shall include both personal and business investments.²⁰

The local area for the purposes of defining a local SBE means that geographic area served by the 325 zip code prefix.²¹

The City has a limited certification process. As part of vendor registration, the City asks for the relevant commodity code and minority designation (African American, Hispanic American, Asian American, Native American, Native Hawaiian American, and Female).²² There is no body certifying M/WBEs in Escambia County. The City and Escambia County use the state M/WBE certification list. The City *Small Business Directory* and *African American Business Directory* are not on the Web, but are located on the City intranet for staff use.

Exhibit 3-3 below shows that certified SBEs (including M/WBEs) grew from 271 firms in FY 2007 to 486 firms in FY 2011, a 79.3 percent increase. African American firms grew from 73 firms in 2008 to 126 firms in 2011, a 72.6 increase.

²⁰ Code of Ordinances, City of Pensacola, Section 3-3-4(2)(a).

²¹ Code of Ordinances, City of Pensacola, Section 3-3-4(2)(a)(6).

²² City of Pensacola, Purchasing, Vendor Application (revised 3/18/2008).

**EXHIBIT 3-3
CITY OF PENSACOLA
CERTIFIED SBES
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011**

Year	Number of Certified SBES
FY06-07	271
FY07-08	311
FY08-09	360
FY09-10	386
FY10-11	486

Source: City of Pensacola, SBE Annual Reports,
October 1, 2006 through September 30, 2011
(FY2007 – FY2011).

3.13 Staffing

The City does not maintain a separate staff to address S/M/WBE utilization. The Purchasing office has a staff of three, one of which addresses S/M/WBE utilization on a part-time basis.

3.14 Nondiscrimination in Contracting

There is no provision governing discrimination in contracting in City ordinances at present.

3.15 Financial Assistance Programs

3.15.1 City

The City does not maintain a lending assistance program for S/M/WBE firms. Lending assistance programs in the Pensacola area are discussed below.

3.15.2 Other Loan Programs

The United States Small Business Administration (SBA) maintains the 504 Loan Program, the 7A Loan Guarantee Program, the SBA's Community Express program, and the SBA's Pre-qualification program. The 504 Program, available through Southwest Business Financing Corporation, is for the acquisition of fixed assets only, such as real estate and equipment. SBA 504 loans range from \$250,000 to \$1.5 million. The 7A Guaranty Program provides lines of credit or term loans for most business purposes. SBA 7A loans range from \$50,000 to \$2 million. The Community Express Program targets MBEs in low and moderate income neighborhoods with a high concentration of minority residents. The program provides an 85 percent guarantee for loans of less than \$150,000 and a 75 percent guarantee for loans ranging from \$150,000 to \$250,000. There are nine financial institutions in the City providing SBA loans.

3.15.3 Bonding and Insurance Assistance

The City does not maintain a bonding assistance program. There are no local bonding assistance programs in the Pensacola area.

3.16 Management and Technical Assistance

3.16.1 City

The City does not maintain any direct business development efforts. However, the City has participated in and partnered with some business development organizations in the Pensacola area.

3.16.2 Other Business Development Assistance Programs

A number of business organizations and local centers also support business development in the Pensacola metropolitan area.

Contractors Academy. In 2007, the non-profit Community Maritime Park Associates (CMPA) partnered with the Gulf Coast African-American Chamber of Commerce to sponsor a Contractors Academy, a series of training workshops to assist businesses to compete for contracts for the Maritime Park.

Procurement Technical Assistance Center. The National Procurement Technical Assistance Program (PTAP) was started in 1985 to assist businesses selling to the United States Department of Defense. PTAP assists firms with market research, identifying business codes, Web site registering, bid matching, specifications, marketing, support documentation, e-commerce and networking assistance, and the federal acquisition regulations. The Procurement Technical Assistance Center serving the Pensacola area, based at the University of West Florida, sponsors small business procurement workshops as well as workshops on procurement with various local governments in the Pensacola area.

Small Business Development Center (SBDC). The Florida SBDC Network assists start-up and growth of small business expansion in the areas of business structure and management issues. The SBDCs provide business planning, financial statement analysis, market feasibility, financing assistance, SBA loan assistance, micro loan funds access, employee training, operations assessment, and marketing strategy. The Florida SBDC Network also provides online consulting. The University of West Florida hosts the branch of the SBDC in the City.

3.17 Outreach

The City's outreach efforts have included:

- Maintaining the City Web site, which includes information on upcoming bids.
- Holding pre-bid conferences.

- Holding workshops on how to do business with the City.
- Collaborating with the SBDC on workshops.
- Awarding a consultant a multi-year contract to conduct outreach and workshops.
- Publishing an *African American Enterprise Directory* and a *Small Business Enterprise Directory*.

3.18 Conclusions

The City has considerable flexibility in its procurement rules. The City briefly attempted an M/WBE program in the late 1980s. In the absence of a factual predicate for continuing an M/WBE program, the City established an SBE program, which initially operated primarily as a small contractors subcontracting program in construction. The City has limited staff and resources to devote to business development programs in general, and the SBE program in particular. Nevertheless, City increased its resources devoted to outreach significantly and City reports indicate a significant growth in the number of certified SBEs and in SBE utilization.

4.0 RELEVANT MARKET AREA, UTILIZATION, AND AVAILABILITY ANALYSES

4.0: MARKET AREA, UTILIZATION, AND AVAILABILITY ANALYSES

This chapter presents the results of our analysis of the City of Pensacola (City) contracting and procurement activity from October 1, 2005 through September 30, 2011 at the prime level and October 1, 2006 through September 30, 2011 at the construction subcontractor level. In this chapter, we define the City's market area and analyze the utilization of firms by the City in comparison to the availability of firms to do business with the City. The results of the analyses ultimately determine whether minority-, women-, or nonminority-owned businesses were underutilized or overutilized in these procurements. In this chapter, we also analyze the utilization of subcontractors on the Vince J. Whibbs Sr. Community Maritime Park project.

This chapter is organized into the following sections:

- 4.1 Methodology
- 4.2 Analysis of Construction Subcontracting
- 4.3 Analysis of Construction Prime Contracting
- 4.4 Analysis of Professional Services
- 4.5 Analysis of Other Services
- 4.6 Analysis of Goods and Supplies
- 4.7 Analysis of Subcontracting on the Vince J. Whibbs Sr. Community Maritime Park project
- 4.8 Summary

4.1 Methodology

This section presents the methodology for the collection of data and analysis of market areas, utilization, and availability of minority-, women-, and nonminority-owned firms for this study. The descriptions of business categories and minority- and women-owned business enterprise (M/WBE) classifications are also presented in this section. The procedures for determining the geographical market area, utilization and availability of firms are also presented herein. In addition, specific methodology related to each business category is explained in the following section.

4.1.1 Business Categories

The City's market area, utilization and availability of M/WBE firms were analyzed for four business categories: construction, professional services (includes architecture and engineering services), other services and goods and supplies. The scope of the subcontracting analysis for this study was limited to construction. The scope of the prime analysis was construction, professional services, other services and goods and supplies. The following provides a description of each business category.

Construction

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

- Heavy construction, such as street construction.

- General building contractors engaged primarily in the construction of buildings.
- Light maintenance construction services such as installation, plumbing and renovation.
- Other related services such as water-lining and maintenance, asbestos abatement, drainage, dredging, grading, hauling, paving, roofing and toxic waste clean-up.

Professional Services (which includes Architecture and Engineering)

Any services provided by a person or firm that are of a professional nature and require special licensing, educational degrees and/or unusually high specialized expertise, including:

- Accounting and financial services
- Advertising services
- Legal services
- Management consulting services
- Information Technology
- Human Resource consulting and training
- Professional and technical services
- Other professional services

Any architecture or engineering services, including all firms in architectural design and engineering services, and all environmental consulting. Additional services include, but are not limited to:

- Inspections
- Surveying

Other Services

Any service that is labor intensive and not professional or construction related, including, but not limited to:

- Janitorial and maintenance services
- Uniformed guard services
- Certain job shop services
- Printing
- Security services
- Graphics, photographic services
- Landscaping
- Temporary services
- Automobile maintenance and repair

Goods and Supplies

Equipment and consumable items purchased in bulk, or a deliverable product including, but not limited to:

- Automobiles and equipment
- Construction materials and supplies
- Equipment parts and supplies
- Fuels and lubricants
- Janitorial and cleaning supplies
- Technical supplies
- Uniforms

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

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

4.1.2 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 classifications presented in the City-provided data (such as vendor data, contract data). In addition, MGT conducted additional research to determine the proper business owner classification. If unclear or unknown, the business owner classification was cross referenced with additional vendor lists (such as the City of Pensacola Small Business Enterprise Directory, City of Pensacola African American Enterprise Directory, Central

Contractor Registration). City staff also conducted a thorough review of the business owner classifications of firms. Firms that were identified in the source data as nonminority males and firms for which there was no indication of M/WBE classification in the source data were considered to be non-M/WBE firms and counted as non-M/WBE firms in the analyses conducted for this study.

4.1.3 Collection and Management of Data

Utilization Data at the Prime Contracting Level

To determine the most appropriate data for the analyses of the City's contracting and procurement activity and to identify data sources, MGT conducted data assessment interviews with key City staff knowledgeable about the City's procurement and contracting processes. In addition, a Web-based subcontractor data assessment survey was distributed to key City departments. Electronic invoice history data within the study period was extracted from the City's financial and procurement system.

Exhibit 4-1 shows the number of payment records by business category. A total of 297,630 records were imported on MGT's database. Once the database was developed, MGT staff, assigned business categories and identified payment records to be marked for exclusion from the analyses, which resulted in total of 131,650 records to be used for the analyses. However, the number of records presented below does not take into account the geographic location of firms or additional transactions¹ that were identified as exclusions from the study.

**EXHIBIT 4-1
CITY OF PENSACOLA
NUMBER OF RECORDS ANALYZED
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

BUSINESS CATEGORY	# OF RECORDS
Construction	6,926
Professional Services	9,990
Other Services	53,005
Goods & Supplies	61,729
Total # of Records	131,650

Sources: Prime payment activity compiled from the City's data from October 1, 2005 through September 30, 2011.

While the analyses presented in this report are based on the geographic location of the firm, the number of records analyzed does not take geographic location into account or additional records that were marked for exclusion from the analysis.

Once all of the prime data was collected and transferred into the MGT master database, the prime data was processed as follows:

¹ Examples of these exclusions include: administrative items such as utility payments, leases for real estate, and insurance or banking transactions; Salary and fringe benefits, payments for food, parking, or conference fees; government entities including nonprofit local organizations, state agencies, and federal agencies; and land purchases, etc.

- Mark for exclusion records not relevant to the study. Examples of procurement activity excluded from analysis include duplicate procurement records; transactions out of the time frame of the study; administrative items; salary and fringe benefits; government entities including nonprofit local organizations, state agencies, and federal agencies; and land purchases, etc.
- Identification of purchases assigned to the Airport Fund and Hurricane Damage Fund were excluded for the utilization analysis presented in this report. However, analyses of these expenditures are presented in **Appendix K – Overall Market Area Analysis and Utilization by Airport Fund and Hurricane Damage Fund**.
- Identification of the county 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.
- Identification of the business category.
- Identification of vendor race, ethnicity, and gender classification.

Utilization Data at the Subcontracting Level

Through data assessment interviews and the Web-based survey data assessment it was determined that the construction subcontract award data, where available, would be collected manually through hard copy bid files maintained in the City's Purchasing Department.

Once responses from the Web-based subcontractor data assessment were reviewed and additional interviews were conducted with key City staff, a list of contract award/bid data was defined and obtained so that MGT could design a data collection plan to collect construction subcontractor data from the hard copy files. MGT staff collected the data from hard copy files. Once the subcontract data was collected and transferred into the MGT master database, similar to the process used for the prime data, the subcontract data was processed as follows:

- Mark for exclusion records not relevant to the study. Examples of procurement activity excluded from analysis include duplicate procurement records; transactions out of the time frame of the study; Federal Emergency Management Agency (FEMA)-funded projects; Community Development Block Grant (CDBG)-funded projects; Airport-funded projects; nonprofit local organizations, state agencies, and federal agencies.
- Identification of the county 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.
- Identification of the business category.
- Identification of vendor race, ethnicity, and gender classification.

Summary of Data Collected

In addition to the hard copy data that was collected, the following presents a list of the electronic data collected for the purposes of this study:

- **Prime Invoice History Data:** electronic files extracted from the City's financial and procurement system containing payments made to firms from October 1, 2005 through September 30, 2011.
- **Vendor List:** an electronic file extracted from the City's procurement system containing vendors.
- **Schedule of Bids:** electronic files that reporting bid activity from October 1, 2006 through September 30, 2011.
- **SBE Monthly and Tracking Reports:** electronic files tracking SBE activity from October 1, 2006 through September 30, 2011.
- **Commercial Construction Permits:** electronic files containing commercial construction permits (such as building, electrical, mechanical) let to firms from October 1, 2005 through September 30, 2010².
- **Central Contractor Registration (CCR)³ Registrant Database for the U.S. Federal Government:** an electronic file containing firms located in the Florida counties of Escambia, Santa Rosa, Okaloosa and Walton, as well as Mobile, Alabama that has registered with CCR.

4.1.4 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. First, the overall market area was determined and then the relevant market area was established.

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.

² Please refer to **Chapter 6.0** for a detailed discussion of this dataset.

³ CCR collects, validates, stores, and disseminates data in support of agency acquisition missions, including Federal agency contract and assistance awards. Both current and potential federal government registrants are required to register in CCR in order to be awarded contracts by the federal government. Registrants are required to complete a one-time registration to provide basic information relevant to procurement and financial transactions. Registrants must update or renew their registration at least once per year to maintain an active status.

- County boundaries are externally determined and, hence, are free from any researcher bias that might result from any arbitrary determinations of boundaries of geographical units of analysis.
- Census and other federal and state data are routinely collected and reported by county.

The counties that constituted the City's overall market area were determined by evaluating the total dollars awarded by the City in construction, professional services (includes architecture and engineering), other services and goods and supplies. The results were then summarized by county according to the location of each firm that provided goods or services to the City.

Relevant Market Area

The relevant market area (City's market area) was determined for construction, professional services (includes architecture and engineering), other services and goods and supplies. The first step was to sum the dollars awarded in each county according to business category. MGT then considered contracting and procurement activity in the Florida counties located in the 325 ZIP code (Escambia, Santa Rosa, Okaloosa and Walton), as well as Mobile, Alabama, which constituted at least 75 percent⁴ of the spend. The counties were listed according to the dollar amounts expended. The results were then summarized by county according to the location of each firm that provided goods or services to the City. **Appendix K – Overall Market Area Analysis and Utilization by Airport Fund and Hurricane Damage Fund** presents the market area analysis by business category. For the purpose of this study, the Pensacola market area was based on located in the four Florida counties: Escambia, Santa Rosa, Okaloosa and Walton, which constitutes the 325XX ZIP code, as well as Mobile, Alabama.

The use of the “75 percent rule” for market area determination is generally accepted in antitrust cases. In another relevant case, the court accepted less than 100 percent of data when it was reasonable to assume that the missing data would not significantly change the results of the analysis.

4.1.5 Availability Data and Methodology

There is no single approach to estimating relative business availability that has been adopted by the post-*Croson* case law as a whole.⁵ In general the case law has emphasized firms being qualified, willing and able to pursue work with an agency. However, there is in general no single data source that captures all these features. This study presents various measures of business availability, including U.S. Census Survey of Business Owners data, “custom census” data and master vendor data.

To evaluate disparate impact, if any, available M/WBEs must be identified in the relevant market area by each business category. This determination, referred to as “availability” has been an issue in recent court cases. If the availability of minority- and women-owned firms is overstated or understated, a distortion of the disparity determination will result.

⁴ The use of the “75 percent rule” for market area determination is generally accepted in antitrust cases. In another relevant case, the court accepted less than 100 percent of data when it was reasonable to assume that the missing data would not significantly change the results of the analysis.

⁵ See for example, *Scott v. City Of Jackson*, 199 F.3d 206 (5th Cir 1999).

This distortion occurs because the quantitative measure of disparity is a direct ratio between utilization and availability.

In addition, lists from local area agencies (such as chambers of commerce and business development agencies) were requested to assist with the development of MGT's master list of firms. These lists, if received, were used to update and cross reference ethnicity, racial, and gender classification. However, these lists were not used as a source for availability estimates unless the firm qualified for one of the definitions of availability previously discussed.

Vendor Data

There is case law where studies estimating availability based on vendor data (specifically prequalification list and bidder lists) have been upheld in federal court.⁶ The vendor data obtained from the City was from the City's vendor list. The City's vendor list includes firms that have done business with City and/or have registered to do business with the City. In this instance, the vendor data appears to be the natural starting point for estimating vendor availability.

Master Vendor Data

For the purposes of this study, MGT defines availability for professional services, other services and goods and supplies as firms located in the City's market area that (1) have performed direct work for the City, (2) presented in the vendor data, but have not performed direct work for City during the study period; or (3) have registered in the Central Contractor Registration (CCR) Registrant Database for the U.S. Federal Government, but have not performed prime contract work for the City during the study period. These firms (items 1-3) are considered to be available because they have either performed or indicated their willingness to perform direct work for the City or have sought public sector work in the City's market area.

For the purposes of this study, MGT defines availability for construction at the prime contractor level as firms located in the City's market area that (1) have been paid and/or awarded direct construction work for the City; (2) have bid as a prime contractor to do business with the City, but have not performed direct work for City during the study period; and (3) have registered in the Central Contractor Registration (CCR) Registrant Database for the U.S. Federal Government, but have not performed prime contract work for the City during the study period. These firms (items 1-3) are considered to be available for construction at the prime contractor level because they have either performed or indicated their willingness to perform direct work for City or have sought public sector work in the City's market area.

MGT defines the availability for construction at the subcontractor level as firms located in City's market area that (1) have been paid and/or awarded direct construction work for the City; (2) have bid as a prime contractor to do business with the City, but have not performed direct work for City during the study period; (3) have been paid and/or awarded subcontractor level work for the City; and (4) have registered in the Central Contractor Registration (CCR) Registrant Database for the U.S. Federal Government,. These firms (items 1-4) are considered to be available for construction at the

⁶ *H.B.Rowe v. North Carolina DOT*, 589 FSupp.2d 587 (E.D. NC 2008).

subcontractor level because they have either performed or indicated their willingness to perform direct work for the City or have sought public sector work in the City's market area.

U.S. Census Survey of Business Owners Data

The U.S. Census Survey of Business Owners data was used to calculate availability estimates for the private sector analysis, which is presented in **Appendix J – U.S. Census Survey of Business Owners Availability Estimates**. This data is a consolidation of two prior surveys, the Survey of Minority-Owned Business Enterprise (S/MOBE) and Survey of Women-Owned Business Enterprise (S/WOBE), and includes questions from a survey discontinued in 1992 on Characteristics of Business Owners (CBO). The U.S. Census Survey of Business Owners is part of the economic Census, which is conducted every five years. The U.S. Census Survey of Business Owners data findings are based on the characteristics of businesses by ownership category, by geographic area; by 2-digit industry sector based on the 2007 North American Industry Classification System (NAICS); by size of firm (employment and receipts); and by firms with paid employees only (employer firms). As previously mentioned, different forms of data used to measure availability give rise to particular controversies. However, U.S. Census Survey of Business Owners data has the benefit of being accessible, comprehensive and objective in measuring availability. In *Contractors Association of Eastern Pennsylvania, Inc.*,⁷ the Third Circuit, while noting some of the limitations of U.S. Census data, acknowledged that such data could be of some value in disparity studies.

Custom Census Data

The U.S. Census Survey of Business Owners data was used to calculate availability estimates for the private sector analysis, which is presented in **Appendix J – U.S. Census Survey of Business Owners Availability Estimates**. This data is a consolidation of two prior surveys, the Survey of Minority-Owned Business Enterprise (S/MOBE) and Survey of Women-Owned Business Enterprise (S/WOBE), and includes questions from a survey discontinued in 1992 on Characteristics of Business Owners (CBO). The U.S. Census Survey of Business Owners is part of the economic Census, which is conducted every five years. The U.S. Census Survey of Business Owners data findings are based on the characteristics of businesses by ownership category, by geographic area; by 2-digit industry sector based on the 2007 NAICS codes.

Availability estimates for construction at the prime contractor level, construction at the subcontractor level and architecture and engineering at the subconsultant level were based on custom census data. Some court cases have allowed what is known as custom census as a source of business availability⁸. Custom census essentially involves using Dun & Bradstreet as a source of business availability. Dun & Bradstreet has the advantage over the U.S. Census Survey of Business Owners data in that the information is current and Dun & Bradstreet contains data on individual firms, including firm revenue, number of employees and specific areas of work. The limits of Dun & Bradstreet are that: (1) the race, ethnicity, and gender classification are weak, (2) Dun & Bradstreet does not indicate whether the firm is interested in work with the City, and (3) Dun & Bradstreet does not indicate whether a firm is primarily a subcontractor or prime

⁷ *Contractors Association of Eastern Pennsylvania v. Philadelphia*, 91 F.3d 586 (3rd Cir 1996).

⁸ *Northern Contracting v. Illinois DOT*, 2005 U.S. Dist. LEXIS 19868 (ND IL 2005).

contractor. In order to address those deficiencies, MGT developed a short survey to address the three questions above. A random sample of construction and architecture and engineering firms were supplied by Dun and Bradstreet. Six digit NAICS codes were selected in order to select construction and architecture and engineering firms located in the Pensacola-Ferry Pass-Brent Metropolitan Statistical Area (MSA), which consists of Escambia, Florida and Santa Rosa, Florida. The sample consisted of 3,991 firms in the business categories of construction and professional services. These firms were then surveyed via telephone by Diversity Program Advisors, Inc, a local MBE subcontractor, as well as Oppenheim Research, a Tallahassee-based woman-owned firm. Slightly more than 400 surveys were completed and responded to a series of questions such as:

- Indicate the race, ethnicity and gender classification of the firm,
- Indicate if they bid or considered bidding on projects by the City,
- Indicate if they bid or considered bidding as a prime contractor or subcontractor or both, and
- Indicate if they worked as a prime contractor or subcontractor or both?

The custom census availability survey instruments and availability estimates are presented in **Appendix L – Custom Census Survey Instrument and Availability Estimates**.

4.2 Analysis of Subcontracting- Construction

4.2.1 Utilization of Firms at the Construction Subcontractor Level

As stated previously, subcontractor data was collected through the City's Purchasing Department's bid files. The City only tracked firms certified as Small Business Enterprises (SBEs). **Exhibit 4-2** shows that during the study period \$8.6 million in awards at the subcontractor level were granted to M/WBE and non-M/WBE firms. Prime contractors awarded \$2.5 million, for 29.5 percent of construction subcontract awards, to M/WBE firms. When looking at the subcontracts awarded to M/WBE firms, nonminority women-owned firms were most successful with \$1.5 million (17.6%), followed by African American-owned firms with \$810,832 (9.4%), Asian American-owned firms with \$158,037 (1.8%) and Native American-owned firms with \$56,111 (0.7%). Hispanic American-owned firms were not utilized as subcontractors during the study period. Prime contractors awarded \$6.1 million, for 70.6 percent of construction subcontract awards, to non-M/WBEs.

**EXHIBIT 4-2
CITY OF PENSACOLA
CONSTRUCTION
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS AWARDED
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011**

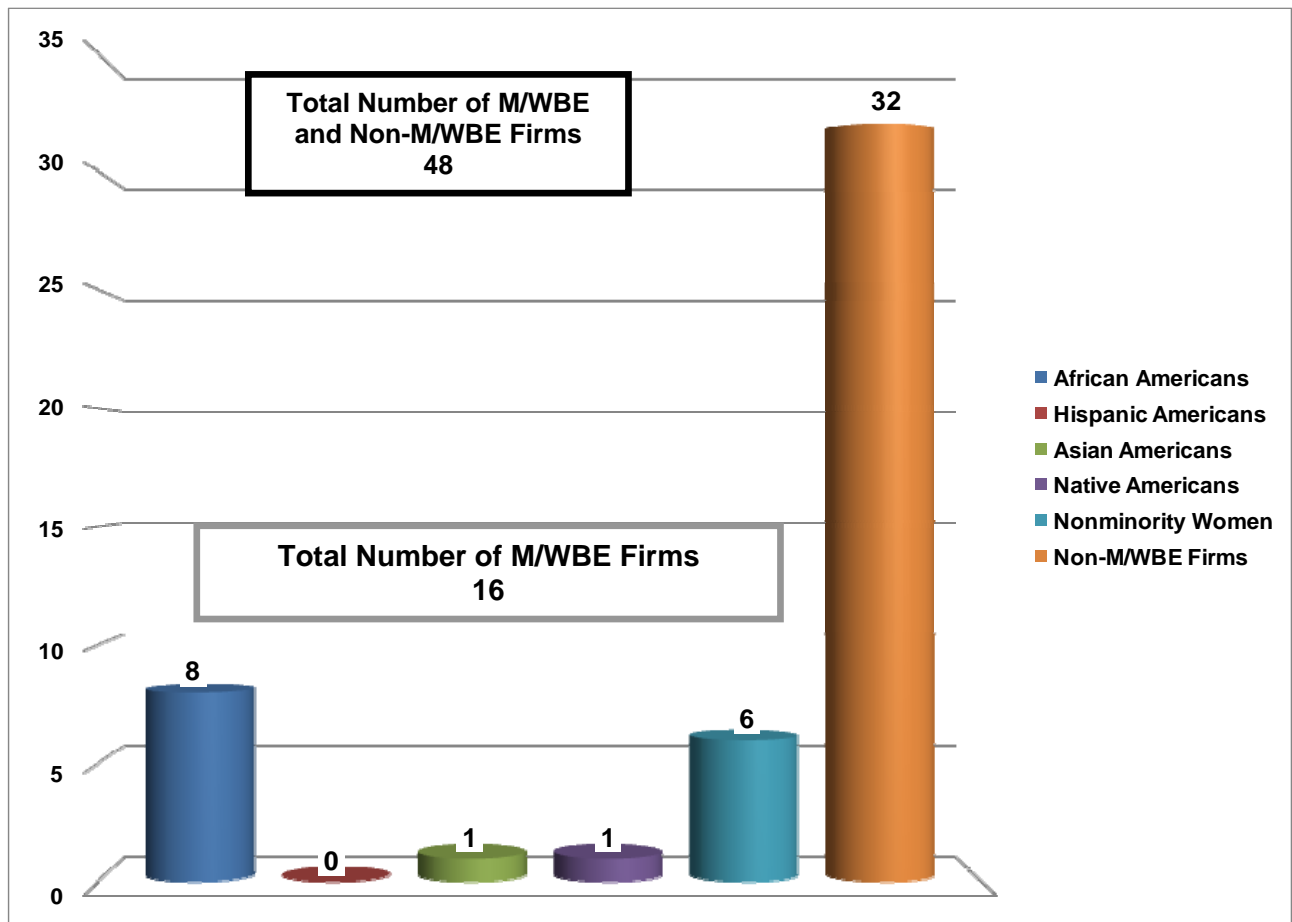
Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2007	\$80,490	4.42%	\$0	0.00%	\$25,050	1.38%	\$0	0.00%	\$805,089	44.21%	\$910,629	50.01%	\$910,426	49.99%	\$1,821,055
2008	\$4,000	0.47%	\$0	0.00%	\$36,709	4.33%	\$56,111	6.62%	\$116,159	13.70%	\$212,978	25.12%	\$634,995	74.88%	\$847,973
2009	\$226,159	6.05%	\$0	0.00%	\$22,000	0.59%	\$0	0.00%	\$534,248	14.30%	\$782,407	20.94%	\$2,953,915	79.06%	\$3,736,322
2010	\$298,127	50.54%	\$0	0.00%	\$55,000	9.32%	\$0	0.00%	\$0	0.00%	\$353,127	59.86%	\$236,755	40.14%	\$589,882
2011	\$202,055	12.36%	\$0	0.00%	\$19,278	1.18%	\$0	0.00%	\$61,313	3.75%	\$282,646	17.29%	\$1,352,238	82.71%	\$1,634,884
Total	\$810,832	9.40%	\$0	0.00%	\$158,037	1.83%	\$56,111	0.65%	\$1,516,808	17.58%	\$2,541,787	29.45%	\$6,088,329	70.55%	\$8,630,116

Source: MGT developed a subcontractor database for the City of Pensacola covering the period from October 1, 2006 through September 30, 2011.

¹ Percentage of the total dollars awarded to subcontractors.

Exhibit 4-3 shows the number of individual (unduplicated) firms utilized at the construction subcontractor level during the study period. Of the total 48 unduplicated firms utilized, 16 unduplicated firms were owned by M/WBE firms. In comparison, 32 unduplicated non-M/WBE firms were utilized during the study period.

**EXHIBIT 4-3
CITY OF PENSACOLA
CONSTRUCTION
UTILIZATION ANALYSIS OF FIRMS (UNDUPLICATED)
AT THE SUBCONTRACTOR LEVEL
NUMBER OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011**



Source: MGT developed a subcontractor database for the City of Pensacola covering the period from October 1, 2006 through September 30, 2011.

4.2.2 Availability Methodology for Subcontracting

As previously mentioned, for the purposes of this study, master vendor data was used to calculate availability estimates for construction at the subcontractor. Please refer to **Section 4.1.5, Availability Data and Methodology**, for further discussion on this data.

Exhibit 4-4 shows the availability estimates of firms at the construction subcontract level by race, ethnicity, and gender classification. M/WBE firms represented close to 19 percent of firms at the construction subcontract level, of which nonminority women-owned firms represented 3.1 percent, African American-owned firms 12.8 percent, Hispanic American-owned firms 0.7 percent, Native American-owned firms 2.1 percent and Asian American-owned firms 0.3 percent.

**EXHIBIT 4-4
CITY OF PENSACOLA
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE SUBCONTRACTOR LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA MARKET AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	37	12.76%	2	0.69%	1	0.34%	6	2.07%	9	3.10%	55	18.97%	235	81.03%	290

Source: MGT developed a master vendor database of firms for the City's market area.

¹ Minority men and women firms are included in their respective minority classifications.

4.3 Analysis of Prime Contracting – Construction

The following section presents MGT's analysis for construction at the prime contractor level. The utilization analysis is based on payments made to firms that provided construction services during the study period. **Section 4.3.2** presents the availability analysis of construction firms at the prime level.

4.3.1 Utilization Analysis

The utilization analysis of prime construction contractors on by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 4-5**. The City paid \$45.4 million to M/WBE firms and non-M/WBE firms. Of the \$45.4 million, non-M/WBEs received \$41.1 million (90.5%). M/WBE firms were paid \$4.3 million (9.6%) of the City's construction dollars. Of the M/WBE firms, African American-owned firms were the most successful receiving \$4.2 million (9.2%), followed by nonminority women-owned receiving \$167,729 (0.4%), Asian American-owned firms received \$6,975 (0.02%) and Hispanic American-owned firms received \$139. Native American-owned firms were not utilized at the prime contractor level during the study period.

**EXHIBIT 4-5
CITY OF PENSACOLA
CONSTRUCTION
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

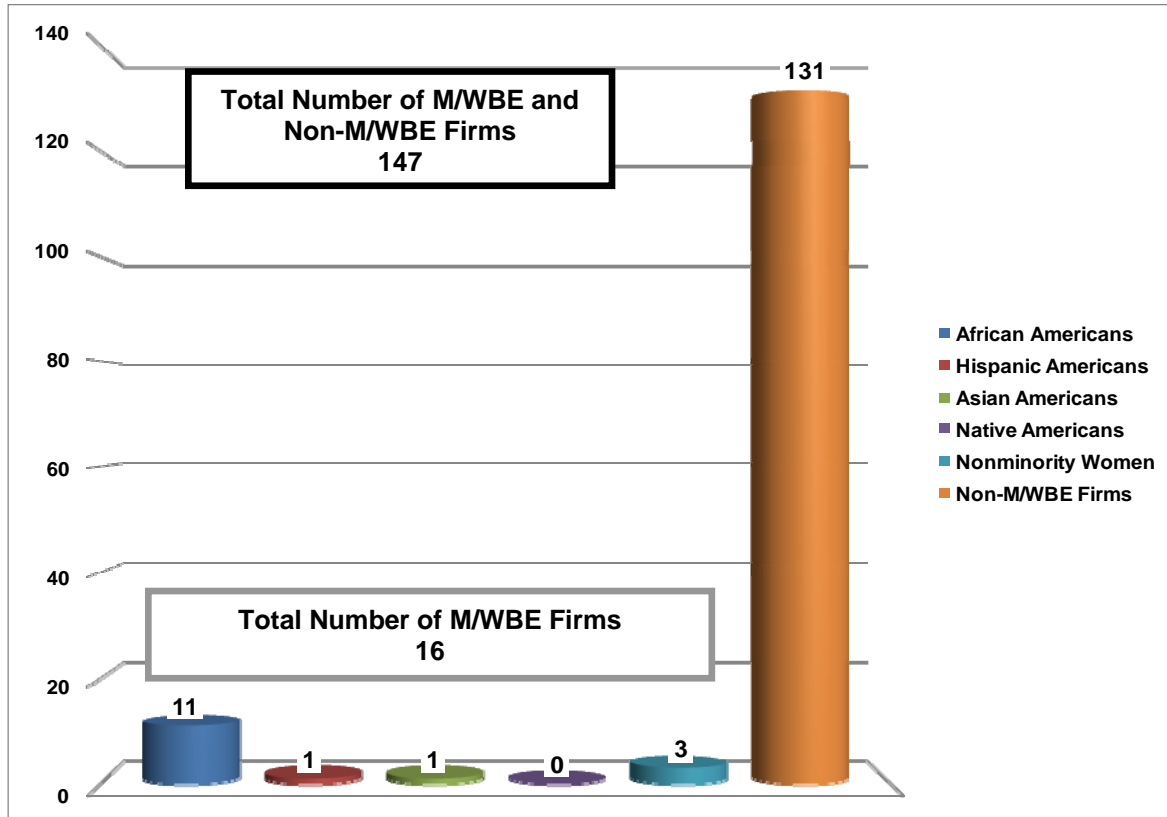
Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$191,241	4.37%	\$139	0.00%	\$3,292	0.08%	\$0	0.00%	\$0	0.00%	\$194,672	4.45%	\$4,181,249	95.55%	\$4,375,921
2007	\$61,068	0.80%	\$0	0.00%	\$1,410	0.02%	\$0	0.00%	\$160,975	2.11%	\$223,453	2.93%	\$7,405,252	97.07%	\$7,628,704
2008	\$105,624	1.60%	\$0	0.00%	\$1,956	0.03%	\$0	0.00%	\$0	0.00%	\$107,580	1.63%	\$6,480,245	98.37%	\$6,587,825
2009	\$237,088	2.95%	\$0	0.00%	\$226	0.00%	\$0	0.00%	\$0	0.00%	\$237,314	2.96%	\$7,786,029	97.04%	\$8,023,344
2010	\$2,380,669	27.13%	\$0	0.00%	\$91	0.00%	\$0	0.00%	\$814	0.01%	\$2,381,574	27.14%	\$6,392,471	72.86%	\$8,774,045
2011	\$1,184,624	11.82%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$5,940	0.06%	\$1,190,564	11.88%	\$8,827,945	88.12%	\$10,018,509
Total	\$4,160,312	9.16%	\$139	0.00%	\$6,975	0.02%	\$0	0.00%	\$167,729	0.37%	\$4,335,155	9.55%	\$41,073,191	90.45%	\$45,408,347

Source: MGT developed a prime awards and vendor database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

¹ Percent of total dollars paid annually to firms.

Exhibit 4-6 shows the number of individual (unduplicated) firms utilized at the construction subcontractor level during the study period. Of the total 147 unduplicated firms utilized, 16 unduplicated firms were owned by M/WBE firms. In comparison, 131 unduplicated non-M/WBE firms were utilized during the study period.

**EXHIBIT 4-6
CITY OF PENSACOLA
CONSTRUCTION
UTILIZATION ANALYSIS OF FIRMS (UNDUPLICATED)
AT THE SUBCONTRACTOR LEVEL
NUMBER OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**



Source: MGT developed a prime database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

4.3.2 Availability Methodology

As previously mentioned, for the purposes of this study, master vendor data was used to calculate availability estimates for construction at the prime contractor level. Please refer to **Section 4.1.5, Availability Data and Methodology**, for further discussion on this data.

Exhibit 4-7 shows the availability estimates of firms at the prime construction level by race, ethnicity, and gender classification. M/WBE firms represented 16.8 percent of firms at the prime construction level, of which nonminority women-owned firms represented 1.5 percent, African American-owned firms 12.4 percent, Hispanic American-owned firms 0.7 percent, Native American-owned firms 1.8 percent and Asian American-owned firms 0.4 percent.

**EXHIBIT 4-7
CITY OF PENSACOLA
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA MARKET AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	34	12.41%	2	0.73%	1	0.36%	5	1.82%	4	1.46%	46	16.79%	228	83.21%	274

Source: MGT developed a master vendor database of firms for the City's market area.

¹ Minority men and women firms are included in their respective minority classifications.

4.4 Analysis of Professional Services

The following section presents MGT's analysis for professional services. The utilization analysis is based on payments made to firms that provided professional services during the study period. **Section 4.4.2** presents the availability analysis of professional services firms.

4.4.1 Utilization Analysis

The utilization analysis of professional services on by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 4-8**. The City paid \$7.8 million to M/WBE firms and non-M/WBE firms. Of the \$7.8 million, non-M/WBEs received \$7.4 million (95%). M/WBE firms were paid \$389,597 (5.0%) of the City's construction dollars. Of the M/WBE firms, nonminority women-owned firms were the most successful receiving \$246,561 (3.2%), followed by African American-owned firms receiving \$109,791 (1.4%) and Asian American-owned firms receiving \$33,245 (0.4%). Native American and Hispanic American-owned firms were not utilized during the study period.

**EXHIBIT 4-8
CITY OF PENSACOLA
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF FIRMS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

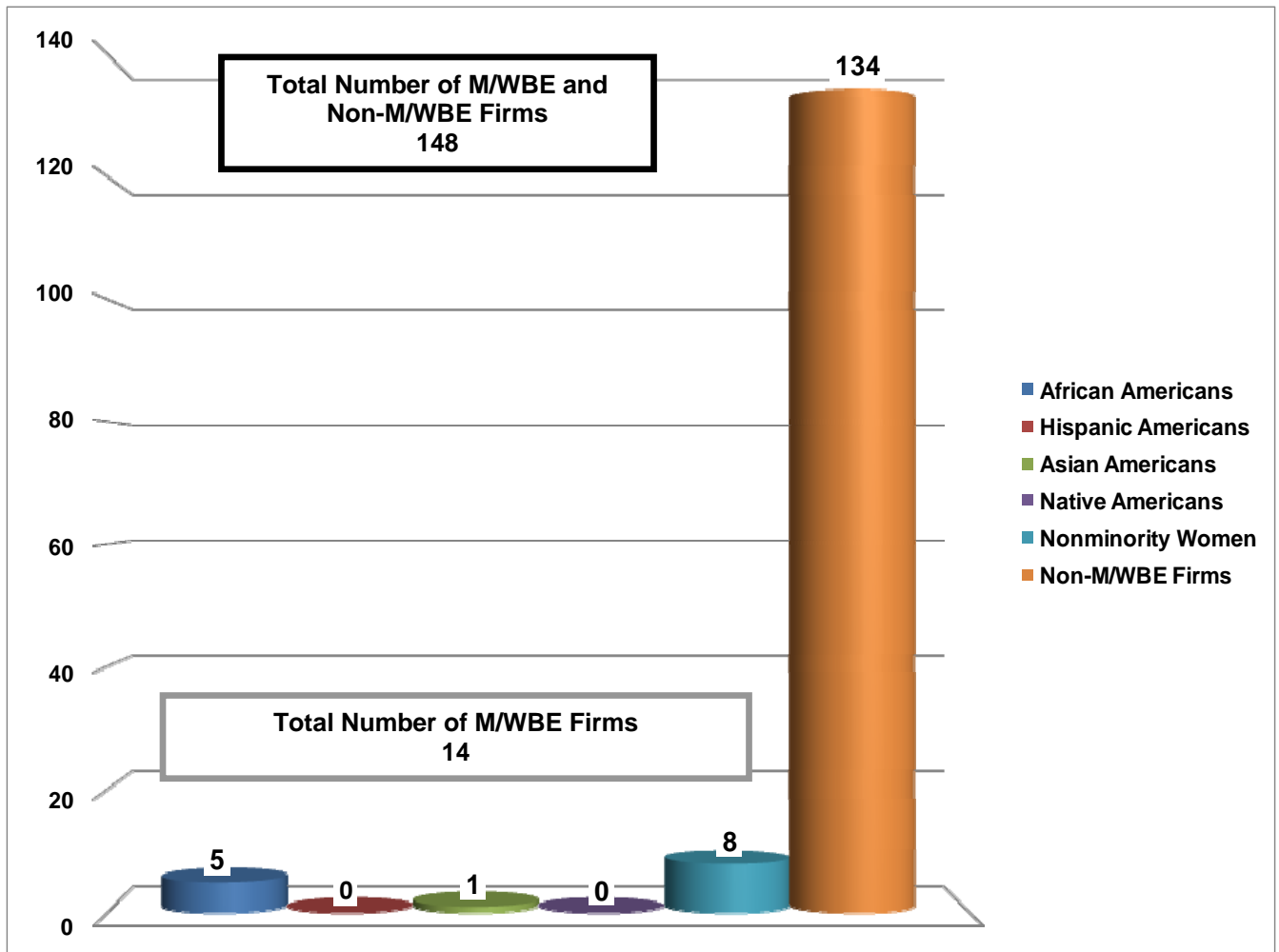
Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$350	0.03%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$22,237	2.10%	\$22,587	2.13%	\$1,036,712	97.87%	\$1,059,298
2007	\$698	0.04%	\$0	0.00%	\$6,428	0.36%	\$0	0.00%	\$40,715	2.27%	\$47,840	2.67%	\$1,746,262	97.33%	\$1,794,102
2008	\$14,123	1.38%	\$0	0.00%	\$26,817	2.61%	\$0	0.00%	\$34,482	3.36%	\$75,423	7.35%	\$951,258	92.65%	\$1,026,681
2009	\$35,767	2.88%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$55,888	4.49%	\$91,655	7.37%	\$1,152,017	92.63%	\$1,243,672
2010	\$25,977	1.88%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$52,063	3.76%	\$78,041	5.64%	\$1,305,716	94.36%	\$1,383,757
2011	\$32,875	2.54%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$41,177	3.18%	\$74,052	5.71%	\$1,222,087	94.29%	\$1,296,139
Total	\$109,791	1.41%	\$0	0.00%	\$33,245	0.43%	\$0	0.00%	\$246,561	3.16%	\$389,597	4.99%	\$7,414,052	95.01%	\$7,803,649

Source: MGT developed a prime awards and vendor database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

¹ Percent of total dollars paid annually to firms.

Exhibit 4-9 shows the number of individual (unduplicated) firms utilized for professional services during the study period. Of the total 148 unduplicated firms utilized, 14 unduplicated firms were owned by M/WBE firms. In comparison, 134 unduplicated non-M/WBE firms were utilized during the study period.

EXHIBIT 4-9
CITY OF PENSACOLA
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF FIRMS (UNDUPLICATED)
NUMBER OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011



Source: MGT developed a prime database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

4.4.2 Availability Methodology

As previously mentioned, for the purposes of this study, master vendor data was used to calculate availability estimates for professional services. Please refer to **Section 4.1.5, Availability Data and Methodology**, for further discussion on this data.

Exhibit 4-10 shows the availability estimates of firms for professional services by race, ethnicity, and gender classification. M/WBE firms represented 13.1 percent of firms for professional services, of which nonminority women-owned firms represented 4.5

percent, African American-owned firms 7.5 percent, Hispanic American-owned firms 0.5 percent, and Asian American-owned firms 0.5 percent.

**EXHIBIT 4-10
CITY OF PENSACOLA
PROFESSIONAL SERVICES
AVAILABILITY OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA MARKET AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	15	7.54%	1	0.50%	1	0.50%	0	0.00%	9	4.52%	26	13.07%	173	86.93%	199

Source: MGT developed a master vendor database of firms for the City's market area.

¹ Minority men and women firms are included in their respective minority classifications.

4.5 Analysis of Other Services

The following section presents MGT's analysis for other services. The utilization analysis is based on payments made to firms that provided other services during the study period. **Section 4.5.2** presents the availability analysis of other services firms.

4.5.1 Utilization Analysis

The utilization analysis of professional services on by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 4-11**. The City paid \$8.7 million to M/WBE firms and non-M/WBE firms. Of the \$8.7 million, non-M/WBEs received \$8.4 million (96.5%). M/WBE firms were paid \$303,159 (3.5%) of the City's dollars for other services. Of the M/WBE firms, African American-owned firms were the most successful receiving \$155,568 (1.8%), followed by nonminority women-owned firms receiving \$141,883 (1.6%), Hispanic American-owned firms receiving \$3,853 (0.04%) and Asian American-owned firms receiving \$1,856 (0.02%). Native American-owned firms were not utilized during the study period.

**EXHIBIT 4-11
CITY OF PENSACOLA
OTHER SERVICES
UTILIZATION ANALYSIS OF FIRMS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

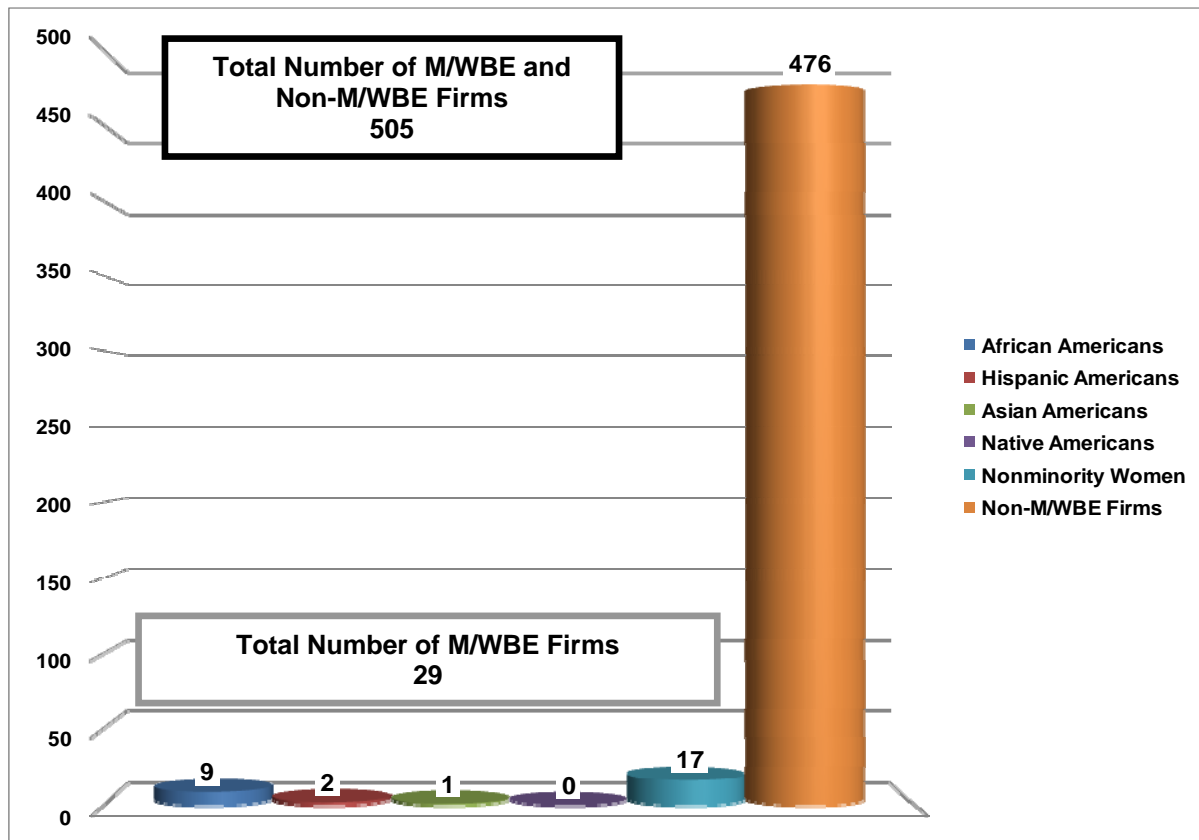
Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$12,183	0.56%	\$1,834	0.08%	\$0	0.00%	\$0	0.00%	\$20,826	0.96%	\$34,843	1.61%	\$2,123,556	98.39%	\$2,158,399
2007	\$13,937	0.73%	\$794	0.04%	\$1,850	0.10%	\$0	0.00%	\$17,085	0.90%	\$33,666	1.77%	\$1,872,386	98.23%	\$1,906,052
2008	\$20,739	1.45%	\$425	0.03%	\$6	0.00%	\$0	0.00%	\$40,906	2.86%	\$62,075	4.35%	\$1,366,487	95.65%	\$1,428,563
2009	\$25,483	2.18%	\$789	0.07%	\$0	0.00%	\$0	0.00%	\$19,995	1.71%	\$46,267	3.96%	\$1,122,556	96.04%	\$1,168,823
2010	\$68,801	5.83%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$23,676	2.01%	\$92,476	7.84%	\$1,087,293	92.16%	\$1,179,769
2011	\$14,425	1.75%	\$11	0.00%	\$0	0.00%	\$0	0.00%	\$19,396	2.36%	\$33,831	4.11%	\$788,392	95.89%	\$822,223
Total	\$155,568	1.80%	\$3,853	0.04%	\$1,856	0.02%	\$0	0.00%	\$141,883	1.64%	\$303,159	3.50%	\$8,360,669	96.50%	\$8,663,828

Source: MGT developed a prime awards and vendor database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

¹ Percent of total dollars paid annually to firms.

Exhibit 4-12 shows the number of individual (unduplicated) firms utilized for professional services during the study period. Of the total 505 unduplicated firms utilized, 29 unduplicated firms were owned by M/WBE firms. In comparison, 476 unduplicated non-M/WBE firms were utilized during the study period.

**EXHIBIT 4-12
CITY OF PENSACOLA
OTHER SERVICES
UTILIZATION ANALYSIS OF FIRMS (UNDUPLICATED)
NUMBER OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**



Source: MGT developed a prime database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

4.5.2 Availability Methodology

As previously mentioned, for the purposes of this study, master vendor data was used to calculate availability estimates for other services. Please refer to **Section 4.1.5, Availability Data and Methodology**, for further discussion on this data.

Exhibit 4-13 shows the availability estimates of firms for other services by race, ethnicity, and gender classification. M/WBE firms represented 7.7 percent of firms for other services, of which nonminority women-owned firms represented 2.9 percent, African American-owned firms 3.3 percent, Hispanic American-owned firms 0.3 percent, Native American-owned firms 0.8 percent and Asian American-owned firms 0.3 percent.

**EXHIBIT 4-13
CITY OF PENSACOLA
OTHER SERVICES
AVAILABILITY OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA MARKET AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	20	3.26%	2	0.33%	2	0.33%	5	0.81%	18	2.93%	47	7.65%	567	92.35%	614

Source: MGT developed a master vendor database of firms for the City's market area.

¹ Minority men and women firms are included in their respective minority classifications.

4.6 Analysis of Goods and Supplies

The following section presents MGT's analysis for goods and supplies. The utilization analysis is based on payments made to firms that provided goods and supplies during the study period. **Section 4.6.2** presents the availability analysis of goods and supplies firms.

4.6.1 Utilization Analysis

The utilization analysis of goods and supplies on by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 4-14**. The City paid \$15.6 million to M/WBE firms and non-M/WBE firms. Of the \$15.6 million, non-M/WBEs received \$12.3 million (79%). M/WBE firms were paid \$3.3 million (21.0%) of the City's construction dollars. Of the M/WBE firms, African American-owned firms were the most successful receiving \$2.9 million (18.9%) followed by nonminority women-owned firms receiving \$330,610 (2.1%). Asian American-, Native American- and Hispanic American-owned firms were not utilized during the study period.

**EXHIBIT 4-14
CITY OF PENSACOLA
GOODS AND SUPPLIES
UTILIZATION ANALYSIS OF FIRMS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

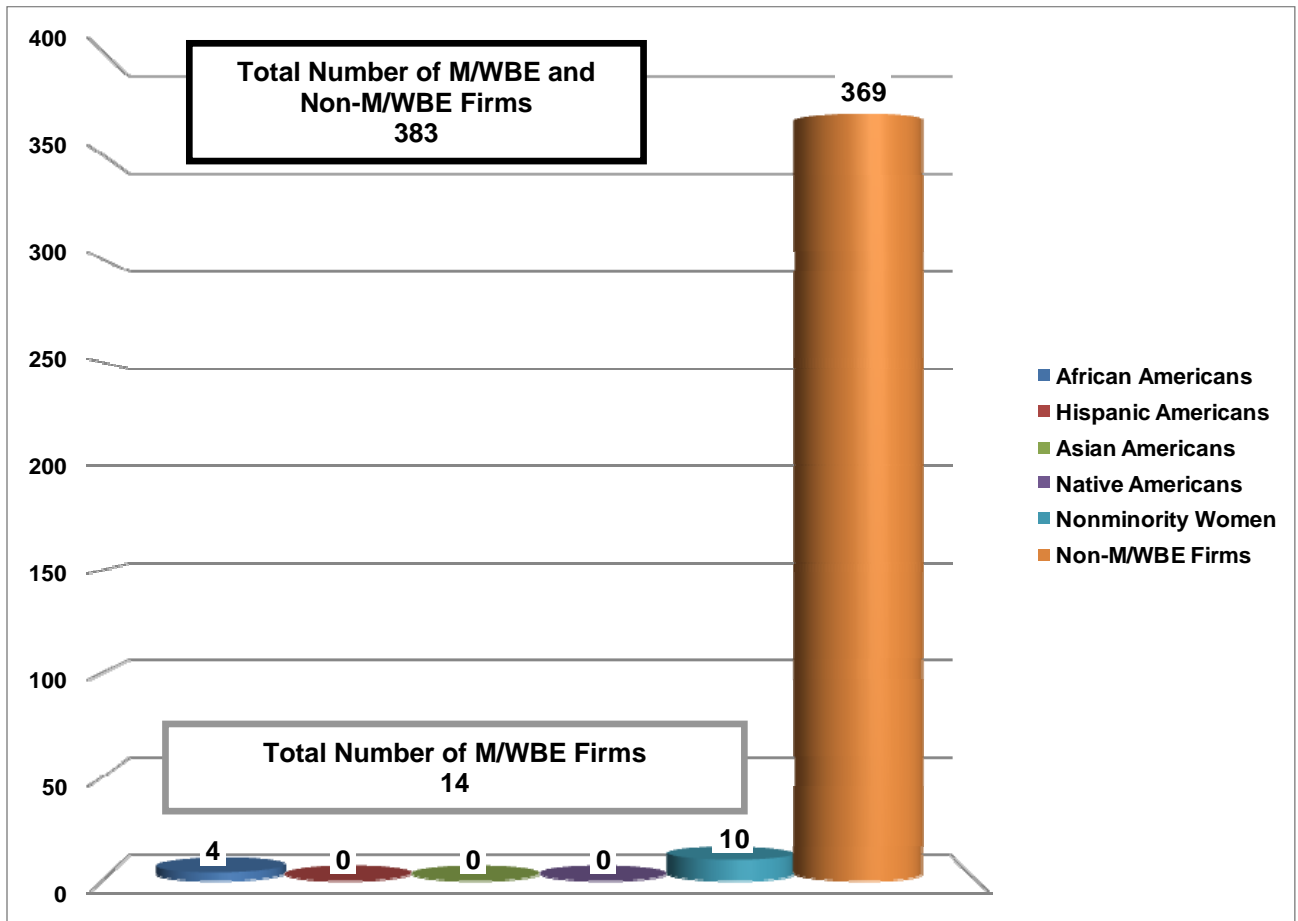
Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$640,066	36.36%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$75,502	4.29%	\$715,568	40.65%	\$1,044,708	59.35%	\$1,760,276
2007	\$1,191,329	31.35%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$64,019	1.68%	\$1,255,348	33.04%	\$2,544,283	66.96%	\$3,799,631
2008	\$1,019,575	32.59%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$51,158	1.64%	\$1,070,733	34.23%	\$2,057,400	65.77%	\$3,128,133
2009	\$64,387	3.76%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$68,893	3.44%	\$123,279	7.20%	\$1,589,778	92.80%	\$1,713,057
2010	\$29,628	1.21%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$46,775	1.92%	\$76,404	3.13%	\$2,363,192	96.87%	\$2,439,595
2011	\$329	0.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$34,263	1.25%	\$34,592	1.26%	\$2,715,516	98.74%	\$2,750,107
Total	\$2,945,314	18.89%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$330,610	2.12%	\$3,275,924	21.01%	\$12,314,876	78.99%	\$15,590,800

Source: MGT developed a prime awards and vendor database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

¹ Percent of total dollars paid annually to firms.

Exhibit 4-15 shows the number of individual (unduplicated) firms utilized for professional services during the study period. Of the total 383 unduplicated firms utilized, 14 unduplicated firms were owned by M/WBE firms. In comparison, 369 unduplicated non-M/WBE firms were utilized during the study period.

EXHIBIT 4-15
CITY OF PENSACOLA
GOODS AND SUPPLIES
UTILIZATION ANALYSIS OF FIRMS (UNDUPLICATED)
NUMBER OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011



Source: MGT developed a prime database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

4.6.2 Availability Methodology

As previously mentioned, for the purposes of this study, master vendor data was used to calculate availability estimates for goods and supplies. Please refer to **Section 4.1.5, Availability Data and Methodology**, for further discussion on this data.

Exhibit 4-16 shows the availability estimates of firms for goods and supplies by race, ethnicity, and gender classification. M/WBE firms represented 3.5 percent of goods and supplies firms, of which nonminority women-owned firms represented 2.3 percent, African American-owned firms 0.9 percent and Hispanic American-owned firms 0.2 percent.

**EXHIBIT 4-16
CITY OF PENSACOLA
GOODS AND SUPPLIES
AVAILABILITY OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA MARKET AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	4	0.93%	1	0.23%	0	0.00%	0	0.00%	10	2.33%	15	3.50%	414	96.50%	429

Source: MGT developed a master vendor database of firms for the City's market area.

¹ Minority men and women firms are included in their respective minority classifications.

4.7 Analysis of Subcontracting on the Vince J. Whibbs Sr. Community Maritime Park project

The Vince J. Whibbs Sr. Community Maritime Park (CMP) is a multi-use development on the waterfront in downtown Pensacola. MGT collected subcontractor data from Diversity Program Advisors, Inc. **Exhibit 4-17** presents utilization of subcontractors on the CMP project. The analysis is based on the construction phase of CMP, which was from July 1, 2010 through March 31, 2012.

Exhibit 4-17 shows that of approximately \$36.1 million paid to subcontractors, nonminority women-owned firms were most successful receiving \$5.5 million followed by African Americans with \$3.7 million. Asian American-, Native American- and Hispanic American-owned firms were not utilized at the subcontractor level on the CMP project.

EXHIBIT 4-17
VINCE J. WHIBBS SR. COMMUNITY MARITIME PARK
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2010 THROUGH MARCH 31, 2012

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
	\$3,658,985	10.14%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$5,510,319	15.27%	\$9,169,304	25.41%	\$26,921,697	74.59%	\$36,091,001
Total	\$3,658,985	10.14%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$5,510,319	15.27%	\$9,169,304	25.41%	\$26,921,697	74.59%	\$36,091,001

Source: MGT developed a subcontractor database based on the Vince J. Whibbs Sr. Community Maritime Park data for the period of July 1, 2010 through March 31, 2012.

¹ Percent of total dollars paid to firms.

4.8 Summary

Exhibit 4-18 and **Exhibit 4-19** summarize the utilization and availability analysis at the subcontractor level, as well as the prime level.

EXHIBIT 4-18
CITY OF PENSACOLA
SUMMARY OF M/WBE SUBCONTRACTOR
UTILIZATION AND AVAILABILITY
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms
Construction at the Subcontractor Level			
African Americans	\$810,832	9.40%	12.76%
Hispanic Americans	\$0	0.00%	0.69%
Asian Americans	\$158,037	1.83%	0.34%
Native Americans	\$56,111	0.65%	2.07%
Nonminority Women	\$1,516,808	17.58%	3.10%
Total MWBE Firms	\$2,541,787	29.45%	18.97%

Source: MGT developed a subcontractor and master vendor database for the City of Pensacola covering the period from October 1, 2006 through September 30, 2011.

**EXHIBIT 4-19
CITY OF PENSACOLA
SUMMARY OF M/WBE PRIME UTILIZATION AND AVAILABILITY
BY BUSINESS CATEGORY AND
RACE/ETHNICITY/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms
Construction at the Prime Contractor Level			
African Americans	\$4,160,312	9.16%	12.41%
Hispanic Americans	\$139	0.00%	0.73%
Asian Americans	\$6,975	0.02%	0.36%
Native Americans	\$0	0.00%	1.82%
Nonminority Women	\$167,729	0.37%	1.46%
Total MWBE Firms	\$4,335,155	9.55%	16.79%
Professional Services Firms			
African Americans	\$109,791	1.41%	7.54%
Hispanic Americans	\$0	0.00%	0.50%
Asian Americans	\$33,245	0.43%	0.50%
Native Americans	\$0	0.00%	0.00%
Nonminority Women	\$246,561	3.16%	4.52%
Total MWBE Firms	\$389,597	4.99%	13.07%
Other Services			
African Americans	\$155,568	1.80%	3.26%
Hispanic Americans	\$3,853	0.04%	0.33%
Asian Americans	\$1,856	0.02%	0.33%
Native Americans	\$0	0.00%	0.81%
Nonminority Women	\$141,883	1.64%	2.93%
Total MWBE Firms	\$303,159	3.50%	7.65%
Goods & Supplies			
African Americans	\$2,945,314	18.89%	0.93%
Hispanic Americans	\$0	0.00%	0.23%
Asian Americans	\$0	0.00%	0.00%
Native Americans	\$0	0.00%	0.00%
Nonminority Women	\$330,610	2.12%	2.33%
Total MWBE Firms	\$3,275,924	21.01%	3.50%

Source: MGT developed a prime and master vendor database for the City of Pensacola covering the period from October 1, 2005 through September 30, 2011.

5.0 *DISPARITY ANALYSIS*

5.0: DISPARITY ANALYSIS

This chapter examines the issue of disparity within contracting and procurement. Disparity, in this context, is the analysis of the differences between the utilization of minority- and 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 City of Pensacola (City) market area.¹

This chapter consists of the following sections:

- 5.1 Methodology
- 5.2 Disparity Indices

5.1 Methodology

MGT used the availability and utilization information presented in **Chapter 4.0** of this report as the basis to determine if M/WBEs received a proportional share of City dollars, which is the starting point in disparity analysis. This determination is made primarily through the disparity index calculation that compares the utilization of firms with the availability of those firms. The disparity index also provides a value that can be given a commonly accepted substantive interpretation.

5.1.1 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*.² 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.

For this study, the ratio of the percentage of utilization³ 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

¹ As stated in **Chapter 4.0**, the utilization analysis and availability analysis are based on firms located within the 325-- ZIP Code and Mobile, Alabama.

² *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

³ Percentage of utilization is based on dollars and the percentage of availability is based on the number of firms.

Due to the mathematical properties involved in the calculations, a disparity index value of 0.00 for a given race, ethnicity, or gender classification 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.

5.2 Disparity Indices

This section presents exhibits showing disparity indices for construction at the subcontractor level, construction at the prime contractor level, professional services, other services and goods and supplies. As stated previously, the exhibits are based on the utilization and availability of M/WBEs and non-M/WBEs as shown in **Chapter 4.0**.

5.2.1 Disparity Findings at the Construction Subcontractor Level

Exhibit 5-1 shows the disparity indices for construction at the subcontractor level by business owner classification (race, ethnicity and gender classification) and fiscal year. Overall (all years of the study period), firms owned by African Americans, Hispanic Americans and Native Americans were substantially underutilized. Firms owned by Asian Americans and nonminority women were overutilized.

During the study period:

- African American-owned firms were substantially underutilized between 2007 and 2009, overutilized in 2010, and underutilized in 2011, resulting in overall substantial underutilization, with a disparity index of 73.64.
- Hispanic American-owned firms were not utilized in any years of the study period, resulting in overall substantial underutilization, with a disparity index of zero.
- Native American-owned firms were overutilized in 2008 and substantially underutilized in 2007 and 2009 through 2011, resulting in overall substantial underutilization, with a disparity index of 31.43.

- Asian American-owned firms were overutilized in each year of the study period, resulting in overall overutilization, with a disparity index of 531.05.
- Nonminority women-owned firms were not utilized in 2010, resulting in substantial underutilization in 2010. Conversely, nonminority women-owned firms were overutilized between 2007 and 2009, as well as in 2011, resulting in overall overutilization, with a disparity index of 566.33.

EXHIBIT 5-1
CITY OF PENSACOLA
DISPARITY ANALYSIS OF SUBCONTRACTOR CONSTRUCTION
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2007				
African Americans	4.42%	12.76%	34.64	* Underutilization
Hispanic Americans	0.00%	0.69%	0.00	* Underutilization
Asian Americans	1.38%	0.34%	398.92	Overutilization
Native Americans	0.00%	2.07%	0.00	* Underutilization
Nonminority Women	44.21%	3.10%	1,424.55	Overutilization
Non-MWBE Firms	49.99%	81.03%	61.70	* Underutilization
2008				
African Americans	0.47%	12.76%	3.70	* Underutilization
Hispanic Americans	0.00%	0.69%	0.00	* Underutilization
Asian Americans	4.33%	0.34%	1,255.41	Overutilization
Native Americans	6.62%	2.07%	319.83	Overutilization
Nonminority Women	13.70%	3.10%	441.39	Overutilization
Non-MWBE Firms	74.88%	81.03%	92.41	Underutilization
2009				
African Americans	6.05%	12.76%	47.44	* Underutilization
Hispanic Americans	0.00%	0.69%	0.00	* Underutilization
Asian Americans	0.59%	0.34%	170.76	Overutilization
Native Americans	0.00%	2.07%	0.00	* Underutilization
Nonminority Women	14.30%	3.10%	460.74	Overutilization
Non-MWBE Firms	79.06%	81.03%	97.56	Underutilization
2010				
African Americans	50.54%	12.76%	396.13	Overutilization
Hispanic Americans	0.00%	0.69%	0.00	* Underutilization
Asian Americans	9.32%	0.34%	2,703.93	Overutilization
Native Americans	0.00%	2.07%	0.00	* Underutilization
Nonminority Women	0.00%	3.10%	0.00	* Underutilization
Non-MWBE Firms	40.14%	81.03%	49.53	* Underutilization
2011				
African Americans	12.36%	12.76%	96.87	Underutilization
Hispanic Americans	0.00%	0.69%	0.00	* Underutilization
Asian Americans	1.18%	0.34%	341.96	Overutilization
Native Americans	0.00%	2.07%	0.00	* Underutilization
Nonminority Women	3.75%	3.10%	120.84	Overutilization
Non-MWBE Firms	82.71%	81.03%	102.07	Overutilization
All Years				
African Americans	9.40%	12.76%	73.64	* Underutilization
Hispanic Americans	0.00%	0.69%	0.00	* Underutilization
Asian Americans	1.83%	0.34%	531.05	Overutilization
Native Americans	0.65%	2.07%	31.43	* Underutilization
Nonminority Women	17.58%	3.10%	566.33	Overutilization
Non-MWBE Firms	70.55%	81.03%	87.06	Underutilization

Source: MGT developed a subcontractor and vendor availability database for the City of Pensacola covering the period between October 1, 2006 and September 30, 2011.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

5.2.2 Disparity Findings at the Construction Prime Contractor Level

Exhibit 5-2 shows the disparity indices for construction at the prime contractor level by business owner classification (race, ethnicity and gender classification) and fiscal year. Overall (all years of the study period), all M/WBE groups were substantially underutilized.

During the study period:

- African American-owned firms were overutilized in 2010, underutilized in 2011 and substantially underutilized between 2006 and 2009, resulting in overall substantial underutilization, with a disparity index of 73.83.
- Hispanic American-owned firms were underutilized in 2006, but the proportion of dollars compared to total dollars in 2006 was less than a percentage. Hispanic American-owned firms were not utilized for the remainder of the study period, resulting in overall substantial underutilization, with a disparity index of 0.04.
- Asian American-owned firms were substantially underutilized in each year of the study period, resulting in overall substantial underutilization, with a disparity index of 4.21.
- Native American-owned firms were not utilized in any years of the study period, resulting in overall substantial underutilization, a disparity index of zero.
- Nonminority woman-owned firms were overutilized in 2007 and substantially underutilized in 2006 and from 2008 through 2011, resulting in overall substantial underutilization, with a disparity index of 25.30.

EXHIBIT 5-2
CITY OF PENSACOLA
DISPARITY ANALYSIS OF PRIME CONTRACTOR CONSTRUCTION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	4.37%	12.41%	35.22	* Underutilization
Hispanic Americans	0.00%	0.73%	0.44	* Underutilization
Asian Americans	0.08%	0.36%	20.61	* Underutilization
Native Americans	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	0.00%	1.46%	0.00	* Underutilization
Non-MWBE Firms	95.55%	83.21%	114.83	Overutilization
2007				
African Americans	0.80%	12.41%	6.45	* Underutilization
Hispanic Americans	0.00%	0.73%	0.00	* Underutilization
Asian Americans	0.02%	0.36%	5.06	* Underutilization
Native Americans	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	2.11%	1.46%	144.54	Overutilization
Non-MWBE Firms	97.07%	83.21%	116.66	Overutilization
2008				
African Americans	1.60%	12.41%	12.92	* Underutilization
Hispanic Americans	0.00%	0.73%	0.00	* Underutilization
Asian Americans	0.03%	0.36%	8.14	* Underutilization
Native Americans	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	0.00%	1.46%	0.00	* Underutilization
Non-MWBE Firms	98.37%	83.21%	118.21	Overutilization
2009				
African Americans	2.95%	12.41%	23.81	* Underutilization
Hispanic Americans	0.00%	0.73%	0.00	* Underutilization
Asian Americans	0.00%	0.36%	0.77	* Underutilization
Native Americans	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	0.00%	1.46%	0.00	* Underutilization
Non-MWBE Firms	97.04%	83.21%	116.62	Overutilization
2010				
African Americans	27.13%	12.41%	218.66	Overutilization
Hispanic Americans	0.00%	0.73%	0.00	* Underutilization
Asian Americans	0.00%	0.36%	0.28	* Underutilization
Native Americans	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	0.01%	1.46%	0.64	* Underutilization
Non-MWBE Firms	72.86%	83.21%	87.56	Underutilization
2011				
African Americans	11.82%	12.41%	95.29	Underutilization
Hispanic Americans	0.00%	0.73%	0.00	* Underutilization
Asian Americans	0.00%	0.36%	0.00	* Underutilization
Native Americans	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	0.06%	1.46%	4.06	* Underutilization
Non-MWBE Firms	88.12%	83.21%	105.89	Overutilization
All Years				
African Americans	9.16%	12.41%	73.83	* Underutilization
Hispanic Americans	0.00%	0.73%	0.04	* Underutilization
Asian Americans	0.02%	0.36%	4.21	* Underutilization
Native Americans	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	0.37%	1.46%	25.30	* Underutilization
Non-MWBE Firms	90.45%	83.21%	108.70	Overutilization

Source: MGT developed a prime and vendor availability database for the City of Pensacola covering the period between October 1, 2005 and September 30, 2011.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

5.2.3 Disparity Findings for Professional Services

Exhibit 5-3 shows the disparity indices for professional services by business owner classification (race, ethnicity and gender classification) and fiscal year. Overall (all years of the study period), firms owned by African Americans, Hispanic Americans and nonminority women were substantially underutilized. Firms owned by Asian Americans were underutilized. Native American-owned firms were not utilized during the study period.

During the study period:

- African American-owned firms were substantially underutilized in each year of the study period, resulting in overall substantial underutilization, with a disparity index of 18.67.
- Hispanic American-owned firms were not utilized in any years of the study period, resulting in overall substantial underutilization, with a disparity index of zero.
- Native American-owned firms were not utilized in any years of the study period.
- Asian American-owned firms were overutilized in 2008 and substantially underutilized from 2006 to 2007 and 2009 to 2011, resulting in overall underutilization, with a disparity index of 84.78.
- Nonminority women-owned firms were either underutilized or substantially underutilized in each year of the study period, resulting in overall substantial underutilization, with a disparity index of 69.86.

EXHIBIT 5-3
CITY OF PENSACOLA
DISPARITY ANALYSIS OF PROFESSIONAL SERVICES
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
2006				
African Americans	0.03%	7.54%	0.44	* Underutilization
Hispanic Americans	0.00%	0.50%	0.00	* Underutilization
Asian Americans	0.00%	0.50%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.10%	4.52%	46.42	* Underutilization
Non-MWBE Firms	97.87%	86.93%	112.58	Overutilization
2007				
African Americans	0.04%	7.54%	0.52	* Underutilization
Hispanic Americans	0.00%	0.50%	0.00	* Underutilization
Asian Americans	0.36%	0.50%	71.30	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.27%	4.52%	50.18	* Underutilization
Non-MWBE Firms	97.33%	86.93%	111.96	Overutilization
2008				
African Americans	1.38%	7.54%	18.25	* Underutilization
Hispanic Americans	0.00%	0.50%	0.00	* Underutilization
Asian Americans	2.61%	0.50%	519.79	Overutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	3.36%	4.52%	74.26	* Underutilization
Non-MWBE Firms	92.65%	86.93%	106.58	Overutilization
2009				
African Americans	2.88%	7.54%	38.15	* Underutilization
Hispanic Americans	0.00%	0.50%	0.00	* Underutilization
Asian Americans	0.00%	0.50%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	4.49%	4.52%	99.36	Underutilization
Non-MWBE Firms	92.63%	86.93%	106.55	Overutilization
2010				
African Americans	1.88%	7.54%	24.91	* Underutilization
Hispanic Americans	0.00%	0.50%	0.00	* Underutilization
Asian Americans	0.00%	0.50%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	3.76%	4.52%	83.19	Underutilization
Non-MWBE Firms	94.36%	86.93%	108.54	Overutilization
2011				
African Americans	2.54%	7.54%	33.65	* Underutilization
Hispanic Americans	0.00%	0.50%	0.00	* Underutilization
Asian Americans	0.00%	0.50%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	3.18%	4.52%	70.24	* Underutilization
Non-MWBE Firms	94.29%	86.93%	108.46	Overutilization
All Years				
African Americans	1.41%	7.54%	18.67	* Underutilization
Hispanic Americans	0.00%	0.50%	0.00	* Underutilization
Asian Americans	0.43%	0.50%	84.78	Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	3.16%	4.52%	69.86	* Underutilization
Non-MWBE Firms	95.01%	86.93%	109.29	Overutilization

Source: MGT developed a prime and vendor availability database for the City of Pensacola covering the period between October 1, 2005 and September 30, 2011.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

N/A denotes that the analyses cannot be applied in this case due to the mathematical constraint of division by zero. However, the existence of disparity can be inferred due to the evidence of low utilization levels.

5.2.4 Disparity Findings for Other Services

Exhibit 5-4 shows the disparity indices for other services by business owner classification (race, ethnicity and gender classification) and fiscal year. Overall (all years of the study period), all M/WBE groups were substantially underutilized.

During the study period:

- Except in 2010, African American-owned firms were substantially underutilized in each year of the study period, resulting in overall substantial underutilization, with a disparity index of 55.13.
- Hispanic American-owned firms were substantially underutilized in each year of the study period, resulting in overall substantial underutilization, with a disparity index of 13.65.
- Asian American-owned firms were substantially underutilized in each year of the study period, resulting in overall substantial underutilization, with a disparity index of 6.57.
- Native American-owned firms were not utilized in any years of the study period, resulting in overall substantial underutilization, with a disparity index of zero.
- Nonminority women-owned firms were either underutilized or substantially underutilized in each year of the study period, resulting in overall substantial underutilization, with a disparity index of 55.86.

EXHIBIT 5-4
CITY OF PENSACOLA
DISPARITY ANALYSIS OF OTHER SERVICES
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	0.56%	3.26%	17.33	* Underutilization
Hispanic Americans	0.08%	0.33%	26.09	* Underutilization
Asian Americans	0.00%	0.33%	0.00	* Underutilization
Native Americans	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	0.96%	2.93%	32.91	* Underutilization
Non-MWBE Firms	98.39%	92.35%	106.54	Overutilization
2007				
African Americans	0.73%	3.26%	22.45	* Underutilization
Hispanic Americans	0.04%	0.33%	12.79	* Underutilization
Asian Americans	0.10%	0.33%	29.80	* Underutilization
Native Americans	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	0.90%	2.93%	30.58	* Underutilization
Non-MWBE Firms	98.23%	92.35%	106.38	Overutilization
2008				
African Americans	1.45%	3.26%	44.57	* Underutilization
Hispanic Americans	0.03%	0.33%	9.13	* Underutilization
Asian Americans	0.00%	0.33%	0.12	* Underutilization
Native Americans	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	2.86%	2.93%	97.68	Underutilization
Non-MWBE Firms	95.65%	92.35%	103.58	Overutilization
2009				
African Americans	2.18%	3.26%	66.93	* Underutilization
Hispanic Americans	0.07%	0.33%	20.72	* Underutilization
Asian Americans	0.00%	0.33%	0.00	* Underutilization
Native Americans	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	1.71%	2.93%	58.35	* Underutilization
Non-MWBE Firms	96.04%	92.35%	104.00	Overutilization
2010				
African Americans	5.83%	3.26%	179.03	Overutilization
Hispanic Americans	0.00%	0.33%	0.00	* Underutilization
Asian Americans	0.00%	0.33%	0.00	* Underutilization
Native Americans	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	2.01%	2.93%	68.45	* Underutilization
Non-MWBE Firms	92.16%	92.35%	99.80	Underutilization
2011				
African Americans	1.75%	3.26%	53.86	* Underutilization
Hispanic Americans	0.00%	0.33%	0.40	* Underutilization
Asian Americans	0.00%	0.33%	0.00	* Underutilization
Native Americans	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	2.36%	2.93%	80.47	Underutilization
Non-MWBE Firms	95.89%	92.35%	103.83	Overutilization
All Years				
African Americans	1.80%	3.26%	55.13	* Underutilization
Hispanic Americans	0.04%	0.33%	13.65	* Underutilization
Asian Americans	0.02%	0.33%	6.57	* Underutilization
Native Americans	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	1.64%	2.93%	55.86	* Underutilization
Non-MWBE Firms	96.50%	92.35%	104.50	Overutilization

Source: MGT developed a prime and vendor availability database for the City of Pensacola covering the period between October 1, 2005 and September 30, 2011.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

5.2.5 Disparity Findings for Goods and Supplies

Exhibit 5-5 shows the disparity indices for goods and supplies by business owner classification (race, ethnicity and gender classification) and fiscal year. Overall (all years of the study period), firms owned by Hispanic Americans were substantially underutilized, resulting in overall substantial underutilization, with a disparity index of zero. Overall, African American-owned firms were overutilized, with a disparity index of 2,026.10. Nonminority women-owned firms were overutilized in 2006 and 2011, substantially underutilized between 2007 and 2010, resulting in overall underutilization, with a disparity index of 90.97. Asian American- and Native American-owned firms were not utilized during the study period.

EXHIBIT 5-5
CITY OF PENSACOLA
DISPARITY ANALYSIS OF GOODS AND SUPPLIES
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	36.36%	0.93%	3,899.79	Overutilization
Hispanic Americans	0.00%	0.23%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	4.29%	2.33%	184.01	Overutilization
Non-MWBE Firms	59.35%	96.50%	61.50	* Underutilization
2007				
African Americans	31.35%	0.93%	3,362.70	Overutilization
Hispanic Americans	0.00%	0.23%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	1.68%	2.33%	72.28	* Underutilization
Non-MWBE Firms	66.96%	96.50%	69.39	* Underutilization
2008				
African Americans	32.59%	0.93%	3,495.68	Overutilization
Hispanic Americans	0.00%	0.23%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	1.64%	2.33%	70.16	* Underutilization
Non-MWBE Firms	65.77%	96.50%	68.15	* Underutilization
2009				
African Americans	32.59%	0.93%	3,495.68	Overutilization
Hispanic Americans	0.00%	0.23%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	1.64%	2.33%	70.16	* Underutilization
Non-MWBE Firms	65.77%	96.50%	68.15	* Underutilization
2010				
African Americans	32.59%	0.93%	3,495.68	Overutilization
Hispanic Americans	0.00%	0.23%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	1.64%	2.33%	70.16	* Underutilization
Non-MWBE Firms	65.77%	96.50%	68.15	* Underutilization
2011				
African Americans	3.76%	0.93%	403.11	Overutilization
Hispanic Americans	0.00%	0.23%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	3.44%	2.33%	147.49	Overutilization
Non-MWBE Firms	92.80%	96.50%	96.17	Underutilization
All Years				
African Americans	18.89%	0.93%	2,026.10	Overutilization
Hispanic Americans	0.00%	0.23%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.12%	2.33%	90.97	Underutilization
Non-MWBE Firms	78.99%	96.50%	81.85	Underutilization

Source: MGT developed a prime and vendor availability database for the City of Pensacola covering the period between October 1, 2005 and September 30, 2011.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

N/A denotes that the analyses cannot be applied in this case due to the mathematical constraint of division by zero.

5.2.6 Summary of Disparity Indices

Exhibit 5-6 presents a summary on the overall utilization, availability, disparity indices and disparate impact of utilization at the construction subcontractor level. Refer to **Chapter 4.0** for the analyses of dollars by fiscal years and race, ethnicity and gender classification of business owners.

**EXHIBIT 5-6
CITY OF PENSACOLA
SUMMARY OF M/WBE DISPARATE IMPACT OF UTILIZATION
AT THE CONSTRUCTION SUBCONTRACTOR LEVEL
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
Construction at the Subcontractor Level					
African Americans	\$810,832	9.40%	12.76%	73.64	* Underutilization
Hispanic Americans	\$0	0.00%	0.69%	0.00	* Underutilization
Asian Americans	\$158,037	1.83%	0.34%	531.05	Overutilization
Native Americans	\$56,111	0.65%	2.07%	31.43	* Underutilization
Nonminority Women	\$1,516,808	17.58%	3.10%	566.33	Overutilization
Total M/WBE Firms	\$2,541,787	29.45%	18.97%		

Source: MGT developed a subcontractor and vendor availability database for the City of Pensacola covering the period between October 1, 2006 and September 30, 2011.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

Exhibit 5-7 presents a summary on the overall utilization, availability, disparity indices and disparate impact of utilization at the prime level. Refer to **Chapter 4.0** for the analyses of dollars for by fiscal years and race, ethnicity and gender classification of business owners.

**EXHIBIT 5-7
CITY OF PENSACOLA
SUMMARY OF M/WBE DISPARATE IMPACT OF UTILIZATION
AT THE PRIME LEVEL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
Construction at the Prime Contractor Level					
African Americans	\$4,160,312	9.16%	12.41%	73.83	* Underutilization
Hispanic Americans	\$139	0.00%	0.73%	0.04	* Underutilization
Asian Americans	\$6,975	0.02%	0.36%	4.21	* Underutilization
Native Americans	\$0	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	\$167,729	0.37%	1.46%	25.30	* Underutilization
Total M/WBE Firms	\$4,335,155	9.55%	16.79%		
Professional Services Firms					
African Americans	\$109,791	1.41%	7.54%	18.67	* Underutilization
Hispanic Americans	\$0	0.00%	0.50%	0.00	* Underutilization
Asian Americans	\$33,245	0.43%	0.50%	84.78	Underutilization
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$246,561	3.16%	4.52%	69.86	* Underutilization
Total M/WBE Firms	\$389,597	4.99%	13.07%		
Other Services					
African Americans	\$155,568	1.80%	3.26%	55.13	* Underutilization
Hispanic Americans	\$3,853	0.04%	0.33%	13.65	* Underutilization
Asian Americans	\$1,856	0.02%	0.33%	6.57	* Underutilization
Native Americans	\$0	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	\$141,883	1.64%	2.93%	55.86	* Underutilization
Total M/WBE Firms	\$303,159	3.50%	7.65%		
Goods & Supplies					
African Americans	\$2,945,314	18.89%	0.93%	2,026.10	Overutilization
Hispanic Americans	\$0	0.00%	0.23%	0.00	* Underutilization
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$330,610	2.12%	2.33%	90.97	Underutilization
Total M/WBE Firms	\$3,275,924	21.01%	3.50%		

Source: MGT developed a prime and vendor availability database for the City of Pensacola covering the period between October 1, 2005 and September 30, 2011.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

N/A denotes that the analyses cannot be applied in this case due to the mathematical constraint of division by zero.

6.0 PRIVATE SECTOR UTILIZATION AND NON- GOAL ANALYSIS

6.0: PRIVATE SECTOR AND NON-GOAL ANALYSES

This chapter reports the analyses of minority- and women-owned business enterprises (M/WBE) utilization and availability in the City of Pensacola (City) market area private commercial construction industry to determine disparities in M/WBE utilization at both the prime contractor and subcontractor levels. Once the record of private sector utilization¹ was established, MGT of America, Inc. (MGT) was also able to compare the rates of M/WBE and non-M/WBE utilization in the private sector to their utilization by the City for public sector construction procurement.

In addition, this chapter also analyzes the dynamics of the marketplace to determine their impact on M/WBE competitiveness. This analysis examines the effects of race, ethnicity and gender on business formation and earnings to test the hypothesis that M/WBEs are treated differently than nonminority-owned firms when attempting to create and conduct business in the Pensacola market area².

The presentation of **Chapter 6.0** is organized as follows:

- 6.1 Methodology – Private Sector Commercial Construction Analysis
- 6.2 Collection and Management of Data
- 6.3 Private Sector Utilization Analysis by Race, Ethnicity, and Gender of Business Ownership for Construction
- 6.4 Establishing a Nexus between Commercial Construction Permitting and City of Pensacola Construction Public Projects
- 6.5 Analysis of Self-Employment Propensity and Earnings of Race, Ethnicity, and Gender Effects on Self-Employment Propensity
- 6.6 Conclusions

6.1 Methodology – Private Sector Commercial Construction Analysis

This section describes MGT's methodology for the collection of data and the calculation of Pensacola's market area as the basis for MGT's analysis of private sector utilization of M/WBE and non-M/WBE firms and their availability.

6.1.1 Private Sector Analysis – Rationale

In *City of Richmond v J.A. Croson (Croson)*, the Court established that a “municipality has a compelling government interest in redressing not only discrimination committed by the municipality itself, but also discrimination committed by private parties within the municipality’s legislative jurisdiction, so long as the municipality in some way participated in the discrimination to be remedied by the program.”³ This argument was reinforced by the Court of Appeals decision in *Adarand Construction, Inc. v Rodney Slater*, concluding

¹ MGT of America, Inc.'s private sector model includes the utilization of firms on commercial construction permits showing the distribution dollars, distribution of permits and number of firms. However, due to the lack of construction values in commercial permits data, MGT did not conduct utilization analyses on the distribution of dollars.

² This analysis is based on the Pensacola-Ferry Pass-Brent Metropolitan Statistical Area (MSA), which include the following Florida counties: Escambia and Santa Rosa.

³ *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.

that there was a compelling interest for a government Disadvantaged Business Enterprise (DBE) program, based primarily on evidence of private sector discrimination.⁴ According to this argument, discriminatory practices found in the private sector marketplace may be indicative of government's passive or, in some cases, active participation in local discrimination. To remedy such discrimination, *Croson* provided that government "can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment."⁵

The purpose of a private sector analysis is to evaluate the presence or absence of discrimination in the private sector marketplace, and to determine if there is evidence to support anecdotal comments from **Chapter 7.0** regarding difficulties M/WBEs have in securing work on private sector projects without goals. A comparison of public sector M/WBE utilization with private sector utilization enables an assessment of the extent to which majority-owned prime contractors have tended to hire M/WBE subcontractors only to satisfy public sector requirements. Thus, the following questions are addressed:

- Are there disparities in the utilization of M/WBEs in the marketplace as a whole?
- Are there disparities for women and minorities in the entry into and earnings from self-employment?

6.2 Collection and Management of Data

MGT collected commercial construction permits data (such as building, electrical, plumbing)⁶ provided by the City for commercial construction projects permitted from October 1, 2005 through September 30, 2010. The value in examining permits is that it offers a complete and up-to-date record of actual private commercial construction activity undertaken in the Pensacola city limits.

Pensacola, Florida

The City electronically transmitted commercial construction permit data in the Microsoft Excel spreadsheets format to MGT. In order to isolate only commercial construction projects as the focus of analysis, public sector and residential permit records were excluded based on the permit type code. Commercial permits data provided to MGT included the following but not limited data fields:

- Permit Type Code
- Permit Type Text
- Permit Number
- Project Description
- Scope of Work
- Owner of Project
- Contractor/Professional Name

⁴ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000).

⁵ See *Richmond v. Croson*, 488 U.S. 492 (1989).

⁶ Appropriate permits are required for any building, construction, alteration, or repair involving new or changed uses of property (other than ordinary repairs). Although in most instances, individual permits were issued for work on the same project, it was possible, in many cases, to identify subcontractors who were clearly providers of construction and other services to prime contractors, based on the type of work, since separate permits are required for building, electrical, heating, air conditioning, and plumbing.

- Contractor Address, City, State and ZIP code
- Date Issued
- Construction Value of Project⁷

Based on the permit type text description, permits were categorized according to two types of work-performed categories: prime contractor work level and subcontractor work level. The data was then classified as prime and subcontractor based on the type of work performed.

Upon further assessment and review of the City's commercial construction permits data, the data did not have complete construction value information. Therefore, MGT attempted to collect commercial construction permits data from Escambia County; however, this data was not obtained. Due to not having complete construction value information associated with commercial construction permits, MGT only examined the number of permits and number of firms at the prime contractor and subcontractor levels.

6.2.1 M/WBE Classifications and Business Categories

In **Chapter 4.0**, the five M/WBE classifications described—African American, Hispanic American, Asian American, Native American, and nonminority women—were used as the basis of MGT's private sector analysis of utilization and disparity. Since the permit data did not contain contractor race, ethnic, and gender information, MGT was able to appropriate information contained in various vendor lists obtained to conduct a vendor match procedure. This procedure allowed MGT to further identify ethnic, gender and racial classifications of firms by identifying vendors in the permit data and assigning M/WBE categories. In order to obtain the greatest number of potential match combinations, in addition to linking the various lists to the permits data, a manual match was also conducted. Firms that were identified as nonminority males and firms for which there was no indication of M/WBE classification were considered to be non-M/WBE firms and counted as non-M/WBE firms in the analyses conducted for this study.

For the business category analysis, findings reported in this chapter deal only with private sector construction for two reasons: (1) permit data, by its nature, pertains only to construction activities, which is also the category for which data tends to be most extensive and reliable, and (2) in the courts, historically, construction activity in a given jurisdiction has been scrutinized more than any other business category because, in both public and private sector business activity, it tends to be the most financially lucrative in terms of its impact on a local economy. The data were classified according to two categories of construction contractor—prime contractors and subcontractors—based on the permit type data field, or level of work.

6.2.2 Market Area Methodology

The private sector analysis for the commercial permit data is based on firms located in the City.

⁷ The data had a lack of construction values associated to the permits, thus the utilization analyses based on dollars could not be conducted.

6.2.3 Availability Data Collection

Once counties and states had been identified, MGT ascertained which firms were classified as M/WBEs within these counties for the MSA, as reported by the U.S. Census Bureau, 2007 Survey of Business Owners (Survey of Business Owners).⁸ MGT utilized several sources to determine prime contractor and subcontractor availability in order to develop the appropriate availability data within the MSA. Survey of Business Owners data⁹ data based on North American Industry Classification System (NAICS) code 23, construction and construction-related services were used for the availability analyses in private sector. Refer to **Appendix K – Survey of Business Owners Availability Estimates** for the availability estimates.

6.3 Private Sector Utilization Analysis by Race, Ethnicity, and Gender of Business Ownership for Construction

Section 6.3 reports findings from the analysis of the utilization of M/WBE and non-M/WBE firms in the Pensacola private sector commercial construction market.

6.3.1 Commercial Building Permits – Prime Contractor Level

Exhibit 6-1 reports private commercial M/WBE prime contractor utilization by the number of permits and number of individual (unduplicated) firms receiving permits. A total of 301 individual (unduplicated) firms received 1,182 total prime private commercial building permits. One M/WBE firm, African American-owned, received a total of two permits, 0.2 percent.

Also, as **Exhibit 6-1** shows one individual (unduplicated) African American-owned firm, which represented all M/WBEs and 0.3 percent of all individual (unduplicated) firms, were issued private commercial construction building permits at the prime contractor level.

⁸ The Survey of Business Owners is a comprehensive, regularly collected source of information on selected economic and demographic characteristics for businesses and business owners by gender, ethnicity, race, and veteran status. Estimates include the number of employer and nonemployer firms, sales and receipts, annual payroll, and employment. Data aggregates are presented by gender, ethnicity, race, and veteran status for the United States by 2007 North American Industry Classification System (NAICS), kind of business, states, metropolitan and micropolitan statistical areas, counties, places, and employment and receipts size. Data have been collected every 5 years since 1972, for years ending in “2” and “7” as part of the economic census. The program began as a special project for minority-owned businesses in 1969 and was incorporated into the economic census in 1972 along with the Survey of Women-Owned Businesses.

⁹ According to U.S. Census, information was withheld for employer firms owned by African American-, and Native American -owned firms because estimates did not meet publication standards, which can be due to gross receipts, number of employees, etc. Thus, the availability calculations were not conducted for these groups at the prime contractor level.

**EXHIBIT 6-1
CITY OF PENSACOLA
PRIVATE COMMERCIAL BUILDING PERMITS
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME CONTRACTOR LEVEL
WITHIN THE CITY OF PENSACOLA
BY RACE/ETHNIC/GENDER CLASSIFICATION
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2010**

**NUMBER OF BUILDING PERMITS ISSUED
BY RACE/ETHNIC/GENDER CLASSIFICATION³**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Permits
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	140	100.00%	140
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	487	100.00%	487
2008	1	0.44%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.44%	228	99.56%	229
2009	1	0.68%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.68%	146	99.32%	147
2010	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	179	100.00%	179
Total	2	0.17%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	0.17%	1,180	99.83%	1,182

**NUMBER OF FIRMS
BY RACE/ETHNIC/GENDER CLASSIFICATION**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	78	100.00%	78
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	136	100.00%	136
2008	1	0.89%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.89%	111	99.11%	112
2009	1	1.16%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	1.16%	85	98.84%	86
2010	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	96	100.00%	96
Total Individual Firms²	1	0.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.33%	300	99.67%	301

Source: MGT developed a database containing Pensacola commercial construction projects let from October 1, 2005 through September 30, 2010.

¹ Percent of Total Permits

² The Total Individual Firms counts a vendor only once for each year the firm receives work. Since a firm could be used in multiple years, the total individual firms for the entire study period may not equal the sum of all years.

6.3.2 Permits - Subcontractor Level

In terms of number of commercial construction permits and number of individual firms at the subcontractor level, **Exhibit 6-2** shows that non-M/WBE firms received 22,586 private commercial permits at the subcontractor level of work, which represents 99.9 percent. M/WBE firms received six private commercial permits at the subcontractor level of work, which represents 0.03 percent and that 1,135 individual (unduplicated) non-M/WBE firms were utilized. Approximately, 0.2 percent of the individual firms utilized were firms owned by M/WBE firms, all of which were African American-owned firms.

**EXHIBIT 6-2
CITY OF PENSACOLA
PRIVATE COMMERCIAL PERMITS
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL
WITHIN THE CITY OF PENSACOLA
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2010**

**NUMBER OF PERMITS ISSUED
BY RACE/ETHNIC/GENDER CLASSIFICATION**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Permits
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3,175	100.00%	3,175
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8,652	100.00%	8,652
2008	1	0.02%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.02%	4,543	99.98%	4,544
2009	2	0.07%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	0.07%	3,012	99.93%	3,014
2010	3	0.09%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	0.09%	3,204	99.91%	3,207
Total	6	0.03%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	0.03%	22,586	99.97%	22,592

**NUMBER OF FIRMS
BY RACE/ETHNIC/GENDER CLASSIFICATION**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	501	100.00%	501
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	670	100.00%	670
2008	1	0.16%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.16%	644	99.84%	645
2009	2	0.35%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	0.35%	562	99.65%	564
2010	1	0.18%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.18%	549	99.82%	550
Total Individual Firms²	2	0.18%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	0.18%	1,135	99.82%	1,137

Source: MGT developed a database containing City of Pensacola commercial construction projects let from October 1, 2005 through September 30, 2010.

¹ Percent of Total Permits

² The Total Individual Firms counts a vendor only once for each year the firm receives work. Since a firm could be used in multiple years, the total individual firms for the entire study period may not equal the sum of all years.

6.4 Establishing a Nexus between Commercial Construction Permitting and City of Pensacola Construction Public Projects

MGT utilized two data sets to compare the utilization of firms. The first data set contained a listing of permits issued to contractors in the Pensacola city limits. The second data set contained firms utilized on City of Pensacola public sector construction projects from October 1, 2005 through September 30, 2010.

The goal of this analysis is to examine public sector and private sector contracting patterns for construction. In doing so, MGT compared the public sector utilization of vendors in City of Pensacola-issued data with private sector utilization of such firms as reflected in the private commercial permit data. The general questions to be answered regarding the permitting analysis included the following:

- To what extent do utilized prime contractors that appear in the City of Pensacola data set also appear in the private sector permitting data for commercial construction projects?
- What is the utilization of subcontractors that are in the City of Pensacola data set that are also in the permitting data set for commercial construction projects?

When prime contractors on the City of Pensacola public construction projects were cross referenced with the commercial construction projects, a total of nine prime contractors in the City of Pensacola public construction projects were also found on the commercial construction projects. Out of the nine prime contractors, all were non-M/WBE firms.

When subcontractors on City of Pensacola public construction projects were cross referenced with the commercial construction projects, a total of 21 subcontractors in the City of Pensacola public construction projects were also found on the commercial construction projects. Out of the 21 subcontractors, two firms were M/WBEs, of which both firms were owned by African Americans.

6.5 Analysis of Self-Employment Propensity and Earnings of Race, Ethnicity, and Gender Effects on Self-Employment Propensity

The purpose of this analysis is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, and on their earnings as a result of their participation in five categories of private sector business activity in the City of Pensacola Metropolitan Statistical Area (MSA). Findings for minority business enterprises are compared to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings exists, and if it is attributable to differences in race, gender, or ethnicity. Adopting the methodology and variables employed by a City of Denver disparity study (see *Concrete Works v. City and County of Denver*¹⁰), we use Public Use Microdata

¹⁰ *Concrete Works v. City and County of Denver*, 321 F.3 950 (10th Cir. 2003).

Samples (PUMS) data derived from the 2010 American Community Survey, to which we apply appropriate regression statistics to draw conclusions.

To guide this investigation, three general research questions were posed. Questions and variables used to respond to each, followed by a report of findings, are reported below:

1. Are race, ethnicity and gender minority groups less likely than nonminority males to be self-employed?

This analysis examined the statistical effects of the following variables on the likelihood of being self-employed in the study market area: Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, nonminority women, nonminority men), marital status, age, self-reported health-related disabilities, availability of capital (household property value, monthly total mortgage payments, unearned income) and other characteristics (number of individuals over the age of 65 living in household, number of children under the age of 18 living in household) and level of education.

2. Does race, ethnicity and gender classification have an impact on individual's self-employment earnings?

This analysis examined the statistical effects of the following variables on income from self-employment for business owners in the market area: Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, nonminority women, nonminority men), marital status, age, self-reported health-related disabilities, and availability of capital (household property value, monthly total mortgage payments, unearned income) and level of education.

3. If Minority and Women's Business Enterprises (M/WBEs) and nonminority males shared similar traits and marketplace "conditions" (i.e., similar "rewards" in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity and gender?

Derived from a similar model employed by a City of Denver disparity study, MGT created a model that leveraged statistical findings in response to the first two questions to determine if race, gender, and ethnic effects derived from those findings would persist if nonminority male demographic and economic characteristics were combined with M/WBE self-employment data. More precisely, in contrast to Question 1, which permitted a comparison of self-employment rates based on demographic and economic characteristics reported by the 2010 census for individual M/WBE categories and nonminority males, respectively, this analysis posed the question, "How would M/WBE rates change, if M/WBE's operated in a nonminority male business world and how much of this change is attributable to race, gender or ethnicity?"

Findings:

1. Are race, ethnicity and gender minority groups less likely than nonminority males to be self-employed?

- In all industries in the Pensacola MSA, nonminority males were nearly two times as nonminority women.¹¹
 - In all industries in the Pensacola MSA, nonminority males were nearly twice as likely to be self-employed as African Americans.
 - In the Pensacola MSA, nonminority males were over six times as likely as nonminority women to be self-employed in professional services.
 - In the Pensacola MSA, nonminority males were over four times as likely as African Americans in professional services.
2. Does race, ethnicity and gender status have an impact on an individual's self-employment earnings?
- In the Pensacola MSA, nonminority women reported significantly lower earnings in all business type categories.
 - In the goods and supplies industry, nonminority women reported significantly lower earnings than nonminority males in the Pensacola MSA: 79.2 percent less.
 - The most egregious effect on earnings elasticities was found in professional services for nonminority women. In professional services, nonminority women earned 85.2 percent less than nonminority males.
3. If M/WBEs and nonminority males shared similar traits and marketplace "conditions" (i.e., similar "rewards" in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity, and gender?
- Overall, comparing self-employed nonminority males with self-employed African Americans in the Pensacola MSA, over 70 percent of the disparity in self-employment rates was attributable to race differences.
 - Comparing self-employed nonminority males with self-employed African Americans in the Pensacola MSA construction industry, over 66 percent of the disparity in self-employment rates was attributable to race differences.
 - Comparing self-employed nonminority males with self-employed Native Americans in the Pensacola MSA construction industry, over 31 percent of the disparity in self-employment rates was attributable to race differences.

¹¹ These 'likelihood' characteristics were derived from **Exhibit 6-3** by calculating the inverse of the reported odds ratios.

- Comparing self-employed nonminority males with self-employed Native Americans in the Pensacola MSA other services, over 91 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Asian Americans in the Pensacola MSA other services, over 40 percent of the disparity in self-employment rates was attributable to race differences.

6.5.1 Introduction

The following section analyzes the availability of minority, nonminority women, and nonminority male firms in five categories of private sector business activity in the Pensacola MSA. The goal of this investigation is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, and on their earnings as a result of their participation. Ultimately, we will compare these findings to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings exists and if it is attributable to racial or gender discrimination in the marketplace. Data for this investigation are provided by the Public Use Microdata Samples (PUMS) data derived from the 2010 American Community Survey, to which we apply appropriate regression statistics to draw conclusions. **Exhibit 6-3**¹² presents a general picture of self-employment rates by race, median earnings, and sample sizes (n's) in the Pensacola MSA, calculated from the five percent PUMS census sample.

The next section will discuss the research basis for this examination to lay the groundwork for a description of the models and methodologies to be employed. This will be followed by a presentation of findings regarding minority status effects on self-employment rates, self-employment earnings, and attributions of these differences to discrimination, per se.

¹² The 2010 census ACS self-employment data for the City of Pensacola MSA is located in **Appendix I**. The sample size of 2010 census ACS self-employment data for the City of Pensacola MSA is insufficient to conduct a proper statistical analysis of self-employment by race and gender. The data does show some growth in percentage self-employment for Native Americans and Nonminority Males, but a decline for other groups.

EXHIBIT 6-3
PERCENTAGE SELF-EMPLOYED/EARNINGS BY
RACE/GENDER/ETHNIC CLASSIFICATION
WITHIN THE PENSACOLA METROPOLITAN STATISTICAL AREA

Business Ownership Classification	Percent of the Population Self-Employed	2010 Sample Census (n)	2010 Median Earnings
Nonminority Males	18.37%	189	\$37,000.00
African Americans	7.65%	15	\$26,300.00
Hispanic Americans	12.50%	10	\$24,500.00
Asian Americans	18.84%	13	\$24,000.00
Native Americans	12.82%	5	\$33,000.00
Nonminority Women	8.39%	67	\$25,660.00
TOTAL	13.52%	299	\$31,000.00

Source: PUMS data from 2010 Census of Population and Housing.

6.5.2 Self-Employment Rates and Earnings as an Analog of Business Formation and Maintenance

Economic research consistently supports that there are group differences by race and gender in rates of business formation (see *Journal of Econometrics*, Vol. 61, Issue 1, devoted entirely to the econometrics of labor market discrimination and segregation). For a disparity study, however, the fundamental question is “How much of this difference is due to factors that would appear, at least superficially, to be related to group differences other than race, ethnicity, or gender, and how much can be attributed to discrimination effects related to one’s race, ethnicity and gender affiliation?” We know, for instance, that most minority groups have a lower median age than do non-Hispanic whites (ACS PUMS, 2010). We also know, in general, that the likelihood of being self-employed increases with age (ACS PUMS, 2010). When social scientists speak of nonracial group differences, they are referring to such things as general differences in religious beliefs as these might influence group attitudes toward contraception, and, in turn, both birthrates and median age. A disparity study, therefore, seeks to examine these other important demographic and economic variables in conjunction with race and ethnicity, as they influence group rates of business formation, to determine if we can assert that discrimination against minorities is sufficiently present to warrant consideration of public sector legal remedies such as affirmative action and minority set-aside contracting.

Questions about marketplace dynamics affecting self-employment—or, more specifically, the odds of being able to form one’s own business and then to excel (i.e., generate earnings growth)—are at the heart of disparity analysis research. Whereas early disparity studies tended to focus on gross racial disparities, merely documenting these is insufficient for inferring discrimination effects per se without “partialling out” effects due to nondiscriminatory factors. Moreover, to the extent that discrimination exists, it is likely to inhibit both the formation of minority business enterprises and their profits and growth. Consequently, earlier disparity study methodology and analysis have failed to account for the effects of discrimination on minority self-employment in at least two ways: (1) a failure to account adequately for the effects of discriminatory barriers

minorities face “up front” in attempting to form businesses; and (2) a failure to isolate and methodologically explain discrimination effects once minority businesses are formed.

The next section addresses these shortcomings, utilizing PUMS data derived from the 2010 U.S. Census to answer research questions about the effects of discrimination on self-employment and self-employment earnings using multiple regression statistics.

6.5.3 Research Questions, Statistical Models, and Methods

Two general research questions were posed in the initial analysis:

- Are race, ethnicity and gender minority groups less likely than nonminority males to be self-employed?
- Does race, ethnicity and gender classification have an impact on individuals' earnings?

A third question, to be addressed later—How much does race, ethnicity and gender discrimination influence the probability of being self-employed?—draws conclusions based on findings from questions one and two.

To answer the first two questions, we employed two multivariate regression techniques, respectively: logistic regression and linear regression. To understand the appropriate application of these regression techniques, it is helpful to explore in greater detail the questions we are trying to answer. The dependent variables in questions I and II—that is, the phenomena to be explained by influences such as age, race, gender, and disability status, for example (the independent or “explanatory” variables)—are, respectively: the probability of self-employment status (a binary, categorical variable based on two possible values: 0 = not self-employed/1 = self-employed) and 2010 earnings from self-employment (a continuous variable). In our analysis, the choice of regression approach was based on the scale of the dependent variable (in question I, a categorical scale with only two possible values, and in question II, a continuous scale with many possible values). Because binary logistic regression is capable of performing an analysis in which the dependent variable is categorical, it was employed for the analysis of question I.¹³ In order to analyze question II, in which the dependent variable is continuous, we used simple linear regression.

¹³ Logistical regression, or logit, models generate predicted probabilities that are almost identical to those calculated by a probit procedure, used in *Concrete Works v. City and County of Denver* case. Logit, however, has the added advantage of dealing more effectively with observations at the extremes of a distribution. For a complete explanation, see *Interpreting Probability Models* (T.F. Liao, Text 101 in the Sage University series).

6.5.3.1 Deriving the Logistic Regression Model from the Simple Linear Model

The logistic regression model can be derived with reference to the simple linear regression model expressed mathematically 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 = a continuous variable (e.g., 2010 earnings from self-employment)

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 age, human capital (e.g., level of education), availability of capital, race, ethnicity and gender, etc.

ε = the error term, representing the variance in Y unexplained by X_i

This equation may be summarized as:

$$E(Y) = \mu = \sum_{k=1}^K \beta_k x_k$$

in which Y is the dependent variable and μ represents the expected values of Y as a result of the effects of β , the explanatory variables. When we study a random distribution of Y using the linear model, we specify its expected values as a linear combination of K unknown parameters and the covariates or explanatory variables. When this model is applied to data in the analysis, we are able to find the statistical link between the dependent variable and the explanatory or independent variables.

Suppose we introduce a new term, η , into the linear model such that:

$$\eta = \mu = \sum_{k=1}^K \beta_k x_k$$

When the data are randomly distributed, the link between η and μ is linear, and a simple linear regression can be used. However, to answer the first question, the categorical dependent variable was binomially distributed. Therefore, the link between η and μ became $\eta = \log[\mu/(1-\mu)]$ and logistic regression was utilized to determine the relationship between the dependent variable and the explanatory variables, calculated as a probability value (e.g., the probability of being self-employed when one is African American). The logistic regression model is expressed mathematically as:

$$\log[\mu/(1-\mu)] = \alpha + \beta_i X_n + \varepsilon$$

Where:

- $(\mu/1-\mu)$ = the probability of being self-employed
- α = a constant value
- β_i = coefficient corresponding to independent variables
- X_n = selected individual characteristic variables, such as age, marital status, education, race, and gender
- ε = error term, representing the variance in Y unexplained by X_i

This model can now be used to determine the relationship between a single categorical variable (0 = not self-employed/1 = self-employed) and a set of characteristics hypothesized to influence the probability of finding a 0 or 1 value for the categorical variable. The result of this analysis illustrates not only the extent to which a characteristic can increase or decrease the likelihood that the categorical variable will be a 0 or a 1, but also whether the effect of the influencing characteristics is positive or negative in relation to being self-employed.

6.5.4 Results of the Self-Employment Analysis

6.5.4.1 Question I: Are Minority Groups Less Likely than Nonminority Males to Be Self-Employed?

To derive a set of variables known to predict employment status (self-employed/not self-employed), we used the five percent PUMS data from Census 2010. Binary logistic regression was used to calculate the probability of being self-employed, the dependent variable, with respect to socioeconomic and demographic characteristics selected for their potential to influence the likelihood of self-employment. The sample for the analysis was limited to labor force participants who met to the following criteria:

- Resident of the Pensacola, FL MSA.
- Self-employed in construction, professional services, other services, architecture and engineering,¹⁴ or goods and supplies.
- Employed full-time (more than 35 hours a week).
- 18 years of age or older.
- Employed in the private sector.

Next, we derived the following variables hypothesized as predictors of employment status:

- **Race and Gender:** African American, Asian American, Hispanic American, Native American, nonminority women and nonminority male.
- **Availability of Capital:** Homeownership, home value, mortgage rate, unearned income and residual income.

¹⁴ Due to inadequate sample numbers for all races in the architecture and engineering PUMS 2010 data, architecture and engineering was merged with the professional services category.

- **Marital Status**
- **Ability to Speak English Well**
- **Disability Status:** From individuals' reports of health-related disabilities.
- **Age and Age Squared:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- **Owner's Level of Education**
- **Number of Individuals Over the Age of 65 Living in Household**
- **Number of Children Under the Age of 18 Living in Household**

6.5.4.2 Findings

Binary logistic regression analysis provided estimates of the relationship between the independent variables described above and the probability of being self-employed in the four types of business industries. In **Exhibit 6-4**, odds ratios are presented by minority group, reporting the effect of race, ethnicity and gender on the odds of being self-employed in 2010, holding all other variables constant. Full regression results for all the variables are presented in **Appendix I – PUMS Regression**.

EXHIBIT 6-4 SELF-EMPLOYMENT “ODDS RATIOS” OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER CONTROLLING FOR SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS BY RACE/ETHNIC/GENDER CLASSIFICATION WITHIN THE PENSACOLA METROPOLITAN STATISTICAL AREA

Business Ownership Classification	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
African Americans	0.519	0.534	0.227	0.813	1.355
Hispanic Americans	0.863	0.467	0.898	0.742	4.137
Asian Americans	1.020	1.934	0.645	1.553	2.012
Native Americans	0.721	*	1.346	1.573	*
Nonminority Women	0.464	0.801	0.152	0.894	0.698

Source: PUMS data from 2010 Census of Population and Housing and MGT of America, Inc., calculations using SPSS.

Note: **Bold** indicates that the estimated “odds ratio” for the group was statistically significant. The architecture and engineering business industry was excluded from this analysis because of the insufficient data.

* There were insufficient census numbers available for analysis.

The results reveal the following:

- In all industries in the Pensacola MSA, nonminority males were nearly two times as likely as nonminority women.¹⁵
- In all industries in the Pensacola MSA, nonminority males were nearly twice as likely to be self-employed as African Americans.
- In the Pensacola MSA, nonminority males were over six times as likely as nonminority women to be self-employed in professional services.
- In the Pensacola MSA, nonminority males were over four times as likely as African Americans in professional services.

6.5.4.3 Question II: Does Race, Ethnicity and Gender Classification Have an Impact on Individuals' Earnings?

To answer this question, we compared self-employed, minority, and women entrepreneurs' earnings to those of nonminority males in the Pensacola MSA, when the effect of other demographic and economic characteristics was controlled or "neutralized." That is, we were able to examine the earnings of self-employed individuals of similar education levels, ages, etc., to permit earnings comparisons by race, ethnicity and gender classification.

To derive a set of variables known to predict earnings, the dependent variable, we used 2010 earnings from employment for self-employed individuals, as reported in the five percent PUMS data. These included:

- ***Race and Gender:*** African American, Asian American, Hispanic American, Native American, nonminority women and nonminority males.
- ***Availability of Capital:*** Homeownership, home value, mortgage rate, unearned income and residual income.
- ***Marital Status***
- ***Ability to Speak English Well***
- ***Disability Status:*** From individuals' reports of health-related disabilities.
- ***Age and Age Squared:*** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- ***Owner's Level of Education***

6.5.4.4 Findings

Exhibit 6-5 presents the results of the linear regression model estimating the effects of selected demographic and economic variables on self-employment earnings. Each

¹⁵ These 'likelihood' characteristics were derived from **Exhibit 6-3** by calculating the inverse of the reported odds ratios.

number (i.e., coefficient) in the exhibit represents a percent change in earnings. For example, the corresponding number for a nonminority woman in all industries is **-.407**, meaning that nonminority woman will earn 40.7 percent less than a nonminority male when the statistical effects of the other variables in the equation are “controlled for.” Full regression results for all the variables are presented in **Appendix I - PUMS Regression**.

EXHIBIT 6-5
EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY
MALES AFTER CONTROLLING FOR
SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS
BY RACE/ETHNIC/GENDER CLASSIFICATION
WITHIN THE PENSACOLA METROPOLITAN STATISTICAL AREA

Business Ownership Classification	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
African Americans	-0.427	-0.676	0.504	-0.486	-0.883
Hispanic Americans	-0.141	-0.399	-0.874	0.047	*
Asian Americans	0.212	-0.294	0.879	0.092	-0.102
Native Americans	0.171	*	-1.308	0.841	*
Nonminority Women	-0.407	-0.056	-0.852	-0.371	-0.792

Source: PUMS data from 2010 Census of Population and Housing and MGT of America, Inc., calculations using SPSS.

Note: **Bold** indicates that the estimated “elasticities” for the group were statistically significant. The architecture and engineering business industry was excluded from this analysis because of insufficient data.

The results reveal the following:

- In the Pensacola MSA, nonminority women reported significantly lower earnings in all business type categories.
- In the goods and supplies industry, nonminority women reported significantly lower earnings than nonminority males in the Pensacola MSA: 79.2 percent less.
- The most egregious effect on earnings elasticities was found in professional services for nonminority women. In professional services, nonminority women earned 85.2 percent less than nonminority males.

6.5.5 Disparities in Rates of Self-Employment: How Much Can Be Attributed to Discrimination?

Results of the analyses of self-employment rates and 2010 self-employment earnings revealed general disparities between minority and nonminority self-employed individuals whose businesses were located in the Pensacola MSA.

Exhibit 6-6 presents the results of these analyses. Column A reports observed employment rates for each race, ethnicity and gender classification, calculated directly from the PUMS 2010 data. To obtain values in columns B and C, we calculated two predicted self-employment rates using the following equation:

$$\text{Pr ob}(y = 1) = \sum_{k=1}^K (e^{\beta_k x_k} / 1 + e^{\beta_k x_k})$$

Where:

- $\text{Pr ob}(y = 1)$ = represents the probability of being self-employed
- β_k = coefficient corresponding to the independent variables used in the logistic regression analysis of self-employment probabilities
- x_k = the mean values of these same variables

The first of these predicted self-employment rate calculations (in column B) presents nonminority male self-employment rates as they would be if their characteristics (i.e., x_k , or mean values for the independent variables) were applied to minority market structures (represented for each race by their β_k or odds coefficient values). The second self-employment rate calculation (in column C) presents minority self-employment rates as they would be if minorities were rewarded in a similar manner as nonminority males in the nonminority male market structure: that is, by multiplying the minority means (i.e., characteristics) by the estimated nonminority coefficients for both race and the other independent variables.

EXHIBIT 6-6
OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSOLA METROPOLITAN STATISTICAL AREA

Business Ownership Classification	Observed Self-Employment Rates	White Characteristics and Own Market Structure	Own Characteristics and White Market Structure	Disparity Ratio (column A divided by column C)	Portion of Difference Due to Discrimination
	(A)	(B)	(C)	(D)	(E)
Nonminority Males	0.1837	0.0765	0.0765	1.0000	
African Americans	0.0765	0.1294	0.1523	0.5024	70.74%
Hispanic Americans	0.1250	0.1982	0.2137	0.5849	n/d
Asian Americans	0.1884	0.2260	0.1896	0.9936	n/d
Native Americans	0.1282	0.1711	0.2023	0.6338	n/d
Nonminority Women	0.0839	0.1173	0.2168	0.3868	n/d
Nonminority Males	0.2396	0.2396	0.2396	1.0000	
African Americans	0.1000	0.1796	0.1928	0.5187	66.48%
Hispanic Americans	0.1053	0.1608	0.2520	0.4178	n/d
Asian Americans	0.3333	0.4423	0.2136	1.5608	n/d
Native Americans	0.0000	0.0000	0.0766	0.0000	31.97%
Nonminority Women	0.2273	0.2473	0.3328	0.6830	n/d
Nonminority Males	0.2000	0.0299	0.0299	1.0000	
African Americans	0.0299	0.0873	0.2298	0.1299	n/d
Hispanic Americans	0.1765	0.2748	0.3111	0.5673	n/d
Asian Americans	0.1765	0.2141	0.4672	0.3778	n/d
Native Americans	0.1818	0.3622	0.2507	0.7253	n/d
Nonminority Women	0.0275	0.0603	0.2072	0.1330	n/d
Nonminority Males	0.1897	0.1139	0.1139	1.0000	
African Americans	0.1139	0.2118	0.1232	0.9245	12.28%
Hispanic Americans	0.0938	0.1968	0.2683	0.3494	n/d
Asian Americans	0.2333	0.3391	0.2156	1.0822	40.64%
Native Americans	0.2500	0.3419	0.1947	1.2842	91.81%
Nonminority Women	0.1600	0.2280	0.2673	0.5986	n/d
Nonminority Males	0.0825	0.0667	0.0667	1.0000	
African Americans	0.0667	0.1707	0.0669	0.9972	1.18%
Hispanic Americans	0.1667	0.3860	0.1737	0.9597	n/d
Asian Americans	0.1053	0.2342	0.1180	0.8920	n/d
Native Americans	0.0000	0.0000	0.0001	0.0000	0.08%
Nonminority Women	0.0493	0.0959	0.1413	0.3489	n/d

Source: PUMS data from 2010 Census of Population and Housing and MGT of America, Inc., calculations using SPSS and Microsoft Excel.

n/d indicates that no discrimination was found.

Using these calculations, we were able to determine a percentage of the disparities in self-employment between minorities and nonminority males attributable to race by dividing the observed self-employment rate for a particular minority group (column A) by the predicted self-employment rate as it would be if minority groups faced the same market structure as nonminority males (column C). Next, in column E we calculated the difference between the predicted self-employment rate as it would be if minority groups

faced the same market structure as nonminority males and the observed self-employment rate for that minority group, and divided this value by the difference between the observed self-employment rate for nonminority males and the self-employment rate for a particular minority group. In the absence of discrimination, this number is zero, which means disparities in self-employment rates between minority groups and nonminority males can be attributed to differences in group characteristics not associated with discrimination. Conversely, as this value approaches 1.0, we are able to attribute disparities increasingly to discrimination in the marketplace.

6.5.5.1 Findings

Examining the results reported in the previous exhibit, **Exhibit 6-6**, we found the following:

- Overall, comparing self-employed nonminority males with self-employed African Americans in the Pensacola MSA, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed African Americans in the Pensacola MSA construction industry, over 66 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Native Americans in the Pensacola MSA construction industry, over 31 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Native Americans in the Pensacola MSA other services, over 91 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Asian Americans in the Pensacola MSA other services, over 40 percent of the disparity in self-employment rates was attributable to race differences.

6.5.5.2 Summary of Self-Employment Analysis Findings

In general, findings from the PUMS 2010 data indicate that minorities were significantly less likely than nonminority males to be self-employed and, if they were self-employed, they earned significantly less in 2010 than did self-employed nonminority males. When self-employment rates were stratified by race and by business type, trends varied within individual race-by-type cells, but disparities persisted, in general, for all minorities and nonminority women. When group self-employment rates were submitted to MGT's disparity-due-to-minority-status analysis, findings supported the conclusion that disparities for these groups (of adequate sample size to permit interpretation) were likely the result of differences in the marketplace due to race, gender, and ethnicity.¹⁶

¹⁶ **Appendix I** reports self-employment rates and earnings in greater detail by race, ethnicity and gender classifications and business type.

6.6 Conclusions

According to the findings from private commercial construction projects, M/WBE underutilization was evident and particularly in the private sector. When compared to findings from the private commercial construction projects, M/WBE firms fared better on City of Pensacola projects at the subcontractor level.

Capacity alone is not a sufficient explanation for these differences, especially at the subcontractor level in the construction business category, where capacity is a lesser consideration and availability far exceeds the record of utilization, especially in the private sector. This chapter also presented statistical evidence that disparities associated with race and gender persist after controls for capacity and business experience are considered. Moreover, the evidence of very small M/WBE utilization on commercial building projects, supported by anecdotal comments from M/WBEs (see **Chapter 7.0**), supports the claim that M/WBEs face a number steep barriers in seeking work on private sector construction projects. To the extent that M/WBE subcontractor utilization is all but absent in the private sector, credence may be given to the proposition established in *Croson* that government could be a passive participant in private sector discrimination if it did not require contractors who apply for public sector construction projects to solicit and negotiate with M/WBE subcontractors in good faith.

7.0 ANECDOTAL ANALYSIS

7.0: ANECDOTAL ANALYSIS

Anecdotal research is a widely accepted research methodology that is based upon observations, interviews, focus groups, 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 provide context, and to help explain and support findings based on quantitative data.

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:

- 7.1 Methodology
- 7.2 Demographics
- 7.3 Barriers to Doing Business with the City of Pensacola
- 7.4 Small Business Enterprise (SBE) Program
- 7.5 Prompt Payment
- 7.6 Access to Capital
- 7.7 Bonding and Insurance Process
- 7.8 Disparate Treatment and Discrimination
- 7.9 Other Noteworthy Comments
- 7.10 Suggested Remedies from Anecdotal Participants
- 7.11 Conclusions

7.1 Methodology

The blueprint for collecting and analyzing anecdotal information for this study was provided 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 results of the study. Further discussion of anecdotal testimony is contained in **Chapter 2.0 Legal Review**.

MGT's experience conducting disparity studies has shown that utilizing 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, a 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 City of Pensacola's (City) procurement transactions.

The primary focus of face-to-face interviews, focus groups, and a public hearing was to document the respondents' experiences conducting business with the City. MGT solicited participation and responses from businesses that have done, or attempted to do, business with the City between the fiscal years 2005 through 2011. During the course of the anecdotal activities we discovered that getting firms to provide their input proved to be a challenge. Therefore, additional time and methods were needed to reach firms in the marketplace. The solicitation efforts resulted in a total of 338 businesses collectively participating in the anecdotal activities.

In **Chapter 4.0 Market Area, Utilization and Availability Analyses** an explanation of how MGT develops the City's Master Vendor Database is discussed. In doing so MGT's subconsultant Diversity Program Advisors, a Pensacola-based minority-owned firm was tasked with contacting the trade associations and business organizations listed below in **Exhibit 7-1** to solicit their participation and input in the anecdotal process. Each of the associations and organizations were asked to provide a detailed listing of their members so that 1) MGT could cross reference the race, ethnicity, or gender of firms on the City's vendor list; 2) communicate with their members on the purpose of the disparity study, and 3) encourage their members to participate in survey and interview activities if they were contacted.

**EXHIBIT 7-1
CITY OF PENSACOLA
LIST OF TRADE ASSOCIATIONS AND
BUSINESS ORGANIZATIONS**

Organization
Escambia County School District
Escambia County Purchasing Department
Emerald Coast Utilities Authority
FL Office of Supplier Development
City of Pensacola (Purchasing)
Gulf Coast African American Chamber of Commerce
Gulf Power
FL Department of Transportation
NW FL Association of General Contractors
Tri-State Chapter of National Association of Minority Contractors
City of Fort Walton Beach
Santa Rosa County Procurement Department
Okaloosa County Purchasing
Walton County Purchasing
Pensacola Regional Airport
Florida State Hispanic Chamber of Commerce
Japan-America Society of Northwest Florida
FILIPINO-AMERICAN ASSOCIATION OF MILTON, INC
FILIPINO-AMERICAN (FIL-AM) ASSOCIATION OF PENSACOLA, INC
Pensacola Bay Area Chamber of Commerce
Hispanic Resource Center
IBEW Local Union 676

7.1.1 Survey of Vendors

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 size 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 due diligence has been exercised in attempting to meet the 95 percent standard.

The purpose of the survey of vendors is to solicit responses from business owners and representatives about their firm and their experiences doing business or attempting to do business with the City. The survey attempted to collect data in proportion to the distribution of M/WBEs and non-M/WBEs in the market area. MGT hired AC Advertising, a Pensacola-based minority-owned firm, to conduct the survey of vendor activity. MGT provided AC Advertising a random sample of firms listed in the City's Master Vendor Database. During the months of March through June 2012, AC Advertising administered a web-based, self administered, but controlled survey using the survey instrument in **Appendix F - Survey of Vendors Instrument**. Where email addresses were not available or email addresses listed incorrectly, AC Advertising contacted firms via telephone. If unable to reach by phone, AC Advertising mailed

postcards to request their participation in the survey. Throughout this chapter several charts detail selected survey results. See **Appendix G - Survey of Vendors Results** for the complete survey of vendor results and explanation of the percentage calculations.

7.1.2 Focus Groups

MGT conducted two focus groups on April 2 and 3, 2012 at the Bayview Senior Resource Center located at 2000 East Lloyd St, Pensacola, FL. The focus group sessions were formatted as an open discussion. The questions focused on how the firms get information about procurement opportunities with the City such as the City's Web site, networking/word-of-mouth, trade organizations, etc., and the helpfulness of the information. In addition, participants were asked, "What do you feel interferes with your ability to do business with the City?", and "What are your recommendations for improving the procurement process?"

MGT facilitated the focus groups with assistance from McCray and Associates, a Pensacola-based minority-owned business that provided administrative support, coordination, and assistance. The focus groups discussions were voice recorded after all participants agreed to be recorded. During the focus group sessions participants completed a brief questionnaire to capture basic demographic information and the business capacity of the group.

7.1.3 Public Hearing

MGT conducted one public hearing with business owners and representatives of area firms. The public hearing was held on February 28, 2012 at Pensacola City Hall (222 West Main St.) Pensacola, FL. Public Hearings are conducted to collect additional anecdotal evidence. The public hearing was advertised in the most widely circulated newspaper in the Pensacola market area. In addition, an email blast to all vendors registered in the City's Master Vendor Database. The organizations listed previously in **Exhibit 7-1** were also sent notices of the public hearings and asked to distribute to their members and associates. Attendees were provided a testimony form for completion and submission to gather data on type of business, contact information, ethnicity/gender classification, and additional comments. Information gathered is used to cross-reference information in the City's Master Vendor Database and update invalid or missing data. All testimony was documented by a professional court reporter. Testimony transcription service was provided by Hitchcock & Associates, a Pensacola-based business.

7.1.4 Personal Interviews

The personal interviews were conducted by McCray and Associates during the months of March through June 2012, with a cross-section of the business community around the Pensacola region. Firms not selected in other anecdotal activities were randomly selected from the City's Master Vendor Database. The Personal Interview Guide (**Appendix E**) 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 structure, 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 were designed to gather information about the firms' experiences attempting to do and/or conducting business with the City (both directly and as a

subcontractor); as well as experiences related to the Small Business Enterprise (SBE) Program, and instances of discrimination experienced by the firm while attempting to do business with the City. The interviewer 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 experiences with the City.

7.2 Demographics

The demographic characteristics of participants in the collection of anecdotal information are described in the sections below.

7.2.1 Survey of Vendors Demographics

Between the web-survey and telephone survey AC Advertising completed a total of 276 surveys with business owners and representatives. AC Advertising attempted to contact 820 firms and made between five to eight attempts via e-mail, telephone, postcards, or fax to participate in the survey activity. Of the 276 completed surveys, 43.5% or 120 were completed by M/WBE firms. To gather demographic information the survey of vendors asked for the race, ethnicity, and gender of the controlling owner or owners of the firm, the business type of the firm, the size of the firm measured by the number of employees, and the largest contract or subcontract awarded during the study. The responses of the firm owner(s) race, ethnicity, and gender are as follows:

- African American – 67 participants (24.3% of the total)
- Asian American or Pacific Islander – 1 participant (0.4% of the total)
- Hispanic American – 9 participants (3.3% of the total)
- Native American/Alaskan Native – 4 participants (1.4% of the total)
- Nonminority Female – 39 participants (14.1% of the total)
- Nonminority Male – 149 participants (54% of the total)
- Other¹ – 4 participants (1.4% of total)
- No Response/Don't know² – 3 participants (1.1% of the total)

¹ Participant did not associate their race or ethnicity with the groups selected for the survey.

² The participant did not wish to identify the race or ethnicity or the participant did not know the controlling owner or owners race or ethnicity.

Exhibit 7-2 reflects the responses received regarding the participants type of business. A majority of business owners and representatives who participated in the survey of vendors represented construction and construction-related services (36.6 % or 101 of 276 firms) followed by other services (27.5 % or 76 of 276 firms). Firms that provide professional services represented 16.3% (45 of 276 firms), 12.3% were firms that represented goods and supplies (34 of 276 firms), and 7.2% (20 of 276 firms) provided architectural and engineering services.

**EXHIBIT 7-2
CITY OF PENSACOLA
SURVEY DEMOGRAPHICS
BUSINESS INDUSTRY
BY RACE/ETHNICITY/GENDER CLASSIFICATION OF OWNER**

		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	Total
Construction	Count	29	0	4	2	9	55	2	101
	% of Total	10.5%	0.0%	1.4%	0.7%	3.3%	19.9%	0.7%	36.6%
Architecture & Engineering	Count	2	1	1	0	1	14	1	20
	% of Total	0.7%	0.4%	0.4%	0.0%	0.4%	5.1%	0.4%	7.2%
Professional Services	Count	11	0	1	2	11	19	1	45
	% of Total	4.0%	0.0%	0.4%	0.7%	4.0%	6.9%	0.4%	16.3%
Other Services	Count	19	0	2	0	13	39	3	76
	% of Total	6.9%	0.0%	0.7%	0.0%	4.7%	14.1%	1.1%	27.5%
Goods	Count	6	0	1	0	5	22	0	34
	% of Total	2.2%	0.0%	0.4%	0.0%	1.8%	8.0%	0.0%	12.3%
Total	Count	67	1	9	4	39	149	7	276
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Source: Responses from survey of vendors conducted by AC Advertising, 2012

The survey of vendors gathered data on the size of the firms that participated in the survey by asking for the number of employees, both full-time and part-time. This gives additional information on capacity of firms participating in survey. Firms with 0-10 employees comprised 86.6% (239 of 276 firms) of the survey respondents as shown in **Exhibit 7-3** below.

**EXHIBIT 7-3
CITY OF PENSACOLA
SURVEY DEMOGRAPHICS
NUMBER OF EMPLOYEES
BY RACE/ETHNICITY/GENDER CLASSIFICATION OF OWNER**

		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	Total
0-10 employees	Count	66	1	8	3	34	120	7	239
	% of Total	23.9%	0.4%	2.9%	1.1%	12.3%	43.5%	2.5%	86.6%
11-20 employees	Count	0	0	1	0	4	18	0	23
	% of Total	0.0%	0.0%	0.4%	0.0%	1.4%	6.5%	0.0%	8.3%
21-30 employees	Count	1	0	0	0	1	5	0	7
	% of Total	0.4%	0.0%	0.0%	0.0%	0.4%	1.8%	0.0%	2.5%
31-40 employees	Count	0	0	0	0	0	4	0	4
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	1.4%
41+ employees	Count	0	0	0	1	0	2	0	3
	% of Total	0.0%	0.0%	0.0%	0.4%	0.0%	0.7%	0.0%	1.1%
Total	Count	67	1	9	4	39	149	7	276
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Source: Responses from survey of vendors conducted by AC Advertising, 2012

Exhibit 7-4 reflects the participate responses to the annual gross revenue as of calendar year 2011. Sixty-four participants (23.2% of participants) responded that their annual gross revenue was \$50,001 to \$100,000, followed by 58 participants with revenues of \$100,001 to \$300,000 or 21% of participants.

**EXHIBIT 7-4
CITY OF PENSACOLA
SURVEY DEMOGRAPHICS
ANNUAL GROSS REVENUE 2011
BY RACE/ETHNICITY/GENDER CLASSIFICATION OF OWNER**

		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	Total
Up to \$50,000	Count	27	0	1	1	4	13	1	47
	% of Total	9.8%	0.0%	0.4%	0.4%	1.4%	4.7%	0.4%	17.0%
\$50,001 to \$100,000	Count	17	1	2	2	7	31	4	64
	% of Total	6.2%	0.4%	0.7%	0.7%	2.5%	11.2%	1.4%	23.2%
\$100,001 to \$300,000	Count	11	0	1	0	14	30	2	58
	% of Total	4.0%	0.0%	0.4%	0.0%	5.1%	10.9%	0.7%	21.0%
\$300,001 to \$500,000	Count	6	0	1	0	4	18	0	29
	% of Total	2.2%	0.0%	0.4%	0.0%	1.4%	6.5%	0.0%	10.5%
\$500,001 to \$1 million	Count	2	0	1	0	3	21	0	27
	% of Total	0.7%	0.0%	0.4%	0.0%	1.1%	7.6%	0.0%	9.8%
\$1,000,001 to \$3 million	Count	3	0	1	0	6	23	0	33
	% of Total	1.1%	0.0%	0.4%	0.0%	2.2%	8.3%	0.0%	12.0%
\$3,000,001 to \$5 million	Count	1	0	2	0	1	8	0	12
	% of Total	0.4%	0.0%	0.7%	0.0%	0.4%	2.9%	0.0%	4.3%
\$5,000,001 to \$10 million	Count	0	0	0	0	0	4	0	4
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	1.4%
Over \$10 million	Count	0	0	0	1	0	1	0	2
	% of Total	0.0%	0.0%	0.0%	0.4%	0.0%	0.4%	0.0%	0.7%
Total	Count	67	1	9	4	39	149	7	276
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Source: Responses from survey of vendors conducted by AC Advertising, 2012

Exhibit 7-5 shows that of the 160 participants that conduct business as subcontractors, the majority (59 participants or 21.4%) responded that their largest subcontract award was \$50,000 or less.

**EXHIBIT 7-5
CITY OF PENSACOLA
SURVEY DEMOGRAPHICS
LARGEST CONTRACT AWARDED TO SUBCONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION OF OWNER**

		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	Total
Up to \$50,000	Count	25	1	1	0	11	18	3	59
	% of Total	9.1%	0.4%	0.4%	0.0%	4.0%	6.5%	1.1%	21.4%
\$50,001 to \$100,000	Count	4	0	2	1	2	21	2	32
	% of Total	1.4%	0.0%	0.7%	0.4%	0.7%	7.6%	0.7%	11.6%
\$100,001 to \$200,000	Count	3	0	2	1	2	14	0	22
	% of Total	1.1%	0.0%	0.7%	0.4%	0.7%	5.1%	0.0%	8.0%
\$200,001 to \$300,000	Count	1	0	1	1	1	8	0	12
	% of Total	0.4%	0.0%	0.4%	0.4%	0.4%	2.9%	0.0%	4.3%
\$300,001 to \$400,000	Count	2	0	0	0	2	7	0	11
	% of Total	0.7%	0.0%	0.0%	0.0%	0.7%	2.5%	0.0%	4.0%
\$400,001 to \$500,000	Count	2	0	0	0	1	3	0	6
	% of Total	0.7%	0.0%	0.0%	0.0%	0.4%	1.1%	0.0%	2.2%
\$500,001 to \$1 million	Count	2	0	1	0	0	7	0	10
	% of Total	0.7%	0.0%	0.4%	0.0%	0.0%	2.5%	0.0%	3.6%
Over \$1 million	Count	2	0	0	0	0	6	0	8
	% of Total	0.7%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	2.9%
Not Applicable	Count	26	0	2	1	20	65	2	116
	% of Total	9.4%	0.0%	0.7%	0.4%	7.2%	23.6%	0.7%	42.0%
Total	Count	67	1	9	4	39	149	7	276
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Source: Responses from survey of vendors conducted by AC Advertising, 2012.

7.2.2 Focus Groups Demographics

A total of eleven business owners or representatives attended and participated in the two focus groups. The firms represented included five African American-owned, one Native American-owned, one nonminority woman-owned, and four nonminority male-owned participants. The makeup of the focus group sessions included firms that provided general contracting, specialty trade contractors, solar energy, catering, land planning, and architecture and engineering. The sessions were organized using the format and questions as shown in **Appendix D - Focus Group Facilitation Guide**. McCray and Associates contacted over 155 firms to invite them to the focus groups.

7.2.3 Public Hearing Demographics

A total of 48 attendees were present at the public hearing of which 11 attendees gave testimony of their accounts of doing business with or attempting to do business with the City. Each speaker was given an agenda that included the purpose of the public hearing and the public testimony process. Industries represented at the public hearing were general contracting, specialty trade contractors, project management, office supplies, and public relations firms. Of the individuals providing testimony, eight were African Americans, two were Native Americans, and one nonminority male.

7.2.4 Personal Interviews Demographics

In total 40 firms completed interviews. McCray and Associates attempted to contact 100 firms and made a minimum of five attempts via e-mail, telephone, or fax to participate in the personal interviews. The interviews were conducted either at the firm owner's office, or at a location designated by the firm owner. Interviews ranged in length from 30 to 60 minutes. The ownership of the firms that participated in the personal interviews included 20 African American-owned, seven nonminority women-owned, 11 nonminority male-owned, one Asian American-owned and one Native American-owned.

7.3 Barriers to Doing Business with the City

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 documented participant responses concerning barriers they faced in the procurement process and factors that frequently prevented them from winning contracts, subcontracts, or purchase orders.

7.3.1 Procurement Process

Survey of Vendors

Questions in the survey of vendors were designed to gather businesses perceptions about the City's procurement process and their experiences doing business with the City or prime contractors/service providers contracted by the City. Analysis of the responses showed that the majority of firms responded to questions about barriers to doing business with the City.

Among the 120 M/WBEs who responded to survey questions about barriers to doing business, the biggest concerns were tied between the selection process and competing with large firms (60 respondents, 50.0% of M/WBEs). Other key issues for M/WBE respondents participating in the survey are noted as follows. Detailed results are located in **Appendix G – Survey of Vendor Results**.

- Performance Bond requirements – 40 respondents (33.3% of M/WBE respondents)
- Bid Bond requirements – 37 respondents (30.8% of M/WBE respondents)
- Payment Bond requirement – 37 respondents (30.8% of M/WBE respondents)
- Contracts too large – 36 respondents (30.0% of M/WBE respondents)

The survey also included questions pertaining to the City's public-private partnership, the Community Maritime Park Associates (CMPA). Of the 276 respondents, 44 submitted bids or quotes for the project. Thirty-one percent of the bidders learned about opportunities from prime contractor and 29.5% of the bidders learned about opportunities from the CMPA.

Focus Groups, Personal Interviews, and Public Hearing Responses

The following section provides anecdotal comments provided by participants of the focus group, personal interviews, or public hearing.

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

- A nonminority male general contractor stated that understanding the housing authority's procurement process is a barrier because he has made several attempts to get on their preferred vendor list and cannot get a response on how to get registered.
- A nonminority male specialty trade contractor stated that the 5% bid bond requirement is a barrier. He continued by stating that if you're not the lowest bidder then that money is in limbo for about 30 days after bid opening.
- A nonminority male architecture firm stated that the City seems to have a lot of other insurance requirements like including a personal vehicle if awarded a

contract. He continued by stating that this requirement is different than what other government agencies require.

- An African American general contractor stated that he received bid documents that require one scope but 90% of the other work was services that he does not provide. He went on to state that the general contractor's license requirement is a barrier for smaller projects.
- An African American specialty trade contractor stated that he experienced a situation at the airport where he was the low bidder and he had to provide bonding, which he didn't have, but he did have the resources to get bonded. As he was acquiring a bond he found out that another contractor received the bid and the City did not require them to have bonding on that project.

Notification of Contract/Bid Opportunities *is noted as a barrier when notification of contract/bid opportunities is not well advertised or difficult to locate.*

- A nonminority male general contractor stated that depending on what department has oversight depends on how they advertise opportunities. He continued by stating, "You will not find out about opportunities with the Housing Authority unless a homeowner calls you."
- A nonminority female other services company owner shared that not knowing about the opportunity, the lack of opportunity notification, and the unorganization of the contracting process frequently prevents her from winning City contracts.
- A nonminority male general contractor noticed that opportunities have been in the paper but it would be easier to just get on them on the City's website.
- An African American general contractor stated not knowing about opportunities is a barrier for his business doing business with the City.
- A nonminority male architect stated that he is a licensed Architect with an expensive license fee in comparison to other license and would like a courtesy notification of when there are projects available. He went on to state, "Why do I have to look in the newspaper/on the internet or chase projects. I have to do a lot of work to submit a bid and I called after submitting a bid and no contact on who won the bid. We kept checking online and we didn't even get a notification that we weren't selected which wasted a lot of time and energy when we could have simply been notified whether or not we got the project."
- A nonminority male other services company owner described the efforts of the City's outreach as "one phone call". He indicated that he would like to see bids listed on city's website, email opportunities, and use of the postal service.
- An African American professional services firm owner stated that there has been no attempt to encourage his company to respond to a RFP or bid solicitation. He stated that there has never been a genuine outreach in his area of expertise. This business owner felt that the "door has never opened"

and that there is a “cadre of people who have an exclusive right to contract opportunities”. He feels this creates a non-competitive environment.

Experience Working on City Contracts *are related to experiences of firms that have been awarded City contracts*

- A nonminority male contractor provided high remarks for the airport staff that he worked with on a project during the study period.
- A nonminority male specialty trade contractor stated that his firm has had good experience with the City and that they bid on small scale projects.
- A nonminority male specialty trade contractor stated that his clientele of primes are firms that he has worked with for years so they look out for him and that he goes to them with any problems.
- A nonminority male construction services firm said that his business has been in business for decades and has submitted proposals or bids to provide prime contracting services and was awarded work. He attributed his winning of City contracts by providing the lowest bid, and never felt that he was unfairly treated.

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 male general contractor stated that the drawings are so confusing there were no definitive details of what was required. He thinks it ended up being a backdoor deal because there was not enough information in the specifications.
- A nonminority male architect stated that the firm was short listed, selected for the contract, then the contract was re-advertised, the scope was changed, a new short list was compiled, and his company was not selected. Thus, he feels that local politics prevented his firm from winning City contracts

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

- A nonminority male general contractor stated that the Housing Authority usually makes a recommendation to a homeowner to select contractors to do work. However, his company has tried to find out how to get on the “pre-selected” list.
- A nonminority male supplier made the comment that unequal application of performance standards is an issue that needs to be addressed.
- An African American general contractor stated that he thinks of lot of the small jobs the City have are awarded to certain vendors.
- A nonminority male specialty trade contractor stated that his firm has done work at the airport and does not think it was an open bid contract.

- A nonminority male general contractor said that his firm has been treated unfairly with arbitrary inspections, poor contract administration, and unequal application of performance standards.

Vince J. Whibbs Sr. Community Maritime Park (Maritime Park) *was a large public-private partnership development conducted during the study period.*

- An African American other services firm stated that she had several conversations with the management working on the grand opening. In January 2012 she put in a bid for services. As of the date of the focus group she stated that after multiple attempts to contact someone, she has not heard anything about her bid.
- A nonminority male specialty trade contractor stated that they were approached early by a minority contractor who was a prime contractor. He went on to state that they did some work and they have not had any problem getting paid.
- An African American general contractor was told by one of the prime contractors that his firm didn't have the experience. He did manage to complete work on the Maritime Park project however, he stated that the prime received the recognition and the money.
- A nonminority male contractor stated that when Maritime Park first started all you heard was that the project will help minorities, SBE's, local firms but it did not turn out that way.
- An African American specialty trade contractor stated that he never received a check before 65 days and went as long as 94 days when working on the Maritime project. The contractor also stated that his firm did joint checks with one of the prime contractors which took even longer.
- An African American professional service firm owner shared that she was part of a joint venture that responded to a City proposal related to Maritime, and felt that the group was treated unfairly in the bidding and selection process.
- An African American general contractor stated that they bid on a contract and they were not able to get a contract. They went to the City for assistance and the City told him that the City was not in charge of this project, but the City gave us all kind of rationale and reasoning as to why we could not qualify.
- An African American specialty trade contractor stated that the Maritime Park project payments are always 90-120 days in arrears. This created a hardship for his firm because his bills were late which impacts his ability to get a bond.

7.4 Small Business Enterprise (SBE) Program

The sections which follow provide additional anecdotal comments concerning the City's Small Business Enterprise (SBE) Program based on survey results and other anecdotal data collection methods.

7.4.1 Survey of Vendors Responses

Exhibit 7-6 reflects that 40.2% or 111 of 276 firms are certified as a small business with the City Small Business Enterprise Certification program.

**EXHIBIT 7-6
CITY OF PENSACOLA
SBE CERTIFICATION
BY RACE/ETHNICITY/GENDER CLASSIFICATION OF OWNER**

		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	Total
Yes	Count	45	0	3	1	12	45	5	111
	% of Total	16.3%	0.0%	1.1%	0.4%	4.3%	16.3%	1.8%	40.2%
No	Count	17	0	6	3	13	72	2	113
	% of Total	6.2%	0.0%	2.2%	1.1%	4.7%	26.1%	0.7%	40.9%
Don't Know	Count	5	1	0	0	14	32	0	52
	% of Total	1.8%	0.4%	0.0%	0.0%	5.1%	11.6%	0.0%	18.8%
Total	Count	67	1	9	4	39	149	7	276
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Source: Responses from survey of vendors conducted by AC Advertising, 2012

When asked why firms are not SBE certified, 68 firms responded that they did not have a reason for not being certified, 15 firms responded that the SBE certification does not benefit their business, eight firms responded that the application asks for too much information, five firms responded that they are not qualified, and 17 firms responded that there are other reasons they are not certified as a small business enterprise with the City. Of the respondents to the survey, 140 are registered as a vendor with the City.

7.4.2 Focus Groups, Personal Interviews, and Public Hearing Responses

Procurement Participation Programs addresses SBE's perception of the SBE Program effectiveness.

- A nonminority female professional services owner shared that she would like to see the City's outreach efforts include the departmental staff requesting information, technical assistance, and acknowledging the receipt of bid information.
- A nonminority female specialty trade contractor stated that she is not aware of her firm benefiting from their SBE status and is not happy about front companies being certified.

- A nonminority male owned general contractor says that the status of his company as an SBE is how he has found out about contract opportunities.
- An African American specialty trade contractor says that the SBE status for his firm helps him to get inquiries from contractors who use the SBE listing when it is stipulated in the bid documents.
- A nonminority woman professional services company owner shared that she felt her status as an SBE has not facilitated her ability to work on City projects.
- An African American general contractor certified as an SBE with the City stated that his status as an SBE has not facilitated his ability to obtain work on City projects
- An African American specialty trade contractor stated that he is certified with the City's SBE program but it does not provide any benefits. He bids on almost all of the projects open. He never gets any feedback or calls from the City. He went on to state that the SBE list is never updated. There are companies that have been on the list since the City of Pensacola started the SBE program which by now could be million dollar companies so they are all competing against potentially larger firms.

7.5 Prompt Payment

Survey of vendor responses on prompt payment was distributed between prime contractors/service providers and subcontractors/subconsultants when asked if they are promptly paid by the City or prime contractors/service providers on City projects. Of the 62 prime contractors/service providers that were awarded City contracts, 20 respondents stated that they received contract payments in less than 30 days. Contract payments received between 31-60 days had the highest response rate with 37 respondents.

Also in the survey of vendors, subcontractor/subconsultants responded to the average amount of time it typically took to receive payment from prime contractors/service providers on City contracts. Of the 52 subcontractors/subconsultants that responded, 33 respondents stated that they received payments between 31-60 days from primes.

7.6 Access to Capital

7.6.1 Survey of Vendors Responses

In the survey, 60 respondents applied for commercial loans and 43 were approved. The reported percentages of loan applicants denied commercial loans were:

- African Americans – 52.6% (10 applicants).
- Hispanic Americans – 33.3% (1 applicant).
- Nonminority women – 22.2% (2 applicants).
- Nonminority males – 3.7% (1 applicant).

7.6.2 Focus Groups, Personal Interviews, and Public Hearing Responses

- An African American other services company owner responded that firms are unable to access basic capital financing despite qualifications.
- An African American professional services company owner stated that lack of access to capital creates a burden to provide the capacity a company needs to show to obtain business opportunities.
- A nonminority male owned construction firm responded that it is hard for small businesses to obtain up front capital in advance of contract award.
- An African American male goods supplier responded that local lending institutions are not small business friendly.
- An Asian American construction contractor said that her experience was that access to capital was an impediment because she needed it to purchase the insurance and equipment to obtain the contract.
- An African American specialty trade contractor responded that access to capital is an impediment when the period between payments is long.
- A nonminority male general contractor shared that his firm finally found a bank to work with him after being turned down many times for the first nine years he was in business.

7.7 Bonding and Insurance Process

Bonding and insurance requirements were noted in the survey as challenges for some M/WBE owners. There were 37 M/WBE respondents who reported bid bonds as a barrier (30.8% of M/WBE respondents), 40 M/WBE respondents reporting performance bonds as a barrier (33.3% of M/WBE respondents), and 37 M/WBE respondents reporting payment bonds as a barrier (30.8% of M/WBE respondents). When asked if insurance requirements was a barrier, 18 M/WBE respondents (15.0% of M/WBE respondents) stated that insurance was a barrier to obtaining projects with the City.

7.7.1 Focus Groups, Personal Interviews, and Public Hearing Responses

- A nonminority male general contractor stated that bonding has become very tough and that has been one of the challenges for his firm.
- A nonminority other services company owner questioned why the City requires a bond for her type of work. She needs financing to secure the bond.
- An African American specialty trade contractor stated, “No bond, no consideration”.
- A nonminority male general contractor stated that he did not think bonding should be needed for smaller contracts.

- A nonminority male specialty trade contractor stated that there was a situation where a performance bonds was required and the process to get one was too lengthy so he didn't get the job. As a result he decided to stop looking at jobs that require bonding.

7.8 Disparate Treatment and Discrimination

Several questions in the survey of vendors addressed discrimination and disparate treatment of vendors. Prime contractors/service providers and subcontractors/subconsultants were asked if they experienced discrimination when bidding on City contracts and what was the most noticeable way they became aware of the discrimination. Six M/WBE prime firms (5.0% of M/WBE respondents) and seven subcontractors (5.8% of M/WBE respondents) responded that they experienced discrimination through verbal comments or action against their company. There were 34 African Americans (50.7% of African American respondents), 12 nonminority women (30.7% of female respondents), 16 nonminority males (10.7% on nonminority male respondents) that agreed that there is an informal network that excluded their company from doing business in the private sector. Seven firms (five African Americans and two nonminority males) indicated that they have experienced double standards in performance when doing business or attempting to do business with the City.

7.8.1 Focus Groups, Personal Interviews, and Public Hearing Responses

- An African American general contractor stated that he feels his firm has been treated unfairly. He described an incident where a City contract was up for bid and the City staff was told to not do anymore work with his company without an explanation. He feels the City staff preaches one thing and does another.
- An African American other services company executive revealed that they found out that they had won the contract on City website, only to never be awarded the contract and the award given to another firm. The business owner believes his company was treated unfairly.
- A nonminority woman general contractor stated that she believes there is an informal network of primes and subcontractors that have excluded her business from doing business in the private sector and she feels this network has had an impact on City procurement.
- An African American specialty trade contractor attested that he has done work as a subcontractor on City projects, however, on several occasions he submitted bids to general contractors who called to get his SBE certificate number but does not know if his number was used or not.
- A nonminority male specialty trade contractor stated that primes hire firms from out of town and have to put them up in hotels when local companies are right available.
- A nonminority female specialty trade contractor said that prime contractors do show favoritism towards particular subcontractors.

- An African American specialty trade contractor said that his company was listed by a prime as the low bidder on a City contract, and used his numbers as part of the prime's bid. He later was informed that his company lost the bid to a nonminority male-owned firm.
- A nonminority woman other service company owner said that her firm has been informed the her company was listed by a prime as the low bidder on private sector work and later found out a nonminority male-owned firm was doing the work.

7.9 Other Noteworthy Comments

- A nonminority male general contractor stated that the circle of "good ole boyism", and not doing advertisement is so certain firms can get the work.
- A nonminority male specialty trade contractor stated that he doesn't agree with hiring out of town workers. His firm lost a fairly large project at the airport to a Louisiana-based company. He continued by stating that the bids were fairly close maybe a few thousand dollars difference. He continued with "The City should want to keep their tax dollars locally. All my guys work here, live here, and spend their money here, it should be on City work and City money being spent that they are required to hire local contractors."
- A nonminority woman professional services company said that she is aware of front companies, and shared that the fronts go in as a small or minority company, but they represent a larger majority firm. She also stated that the biggest obstacle faced by SBEs or M/WBEs in securing contracts with the City is the "Good old boy network"!

7.10 Suggested Remedies from Anecdotal Participants

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 suggestions:

- Publish opportunities on the City's website.
- Have one centralized source of information on opportunities.
- Establish a more aggressive SBE program with set-a-sides.
- Conduct workshops educating vendors on how to do business with the City, and introduce buyers to SBEs.
- The purchasing and contract award process should be transparent.
- Provide firms with long range growth plans allowing for minority companies to plan.
- Have local representation on contract selection committees and a more equitable score card rating system.
- Assign staff to work specifically with small businesses and provide technical assistance.
- Develop a mentor-protégé program.

- Document subcontractor/subconsultant's bids so the numbers cannot be shopped.

7.11 Conclusions

The primary theme drawn from the anecdotal information gathered is that participants overwhelmingly agree that bid and proposal opportunities should be openly advertised to the public. Responses from the survey of vendors indicated that 144 of 276 respondents experience difficulty obtaining notification of opportunities. A majority of the participants, including nonminority male- and woman-owned firms believe there is an informal network of firms in the marketplace that excludes their companies from contract opportunities. Overall, there was a very low percentage of firms that felt like they had been discriminated against or treated unfairly due to their race or gender.

8.0 FINDINGS AND RECOMMENDATIONS

8.0: FINDINGS AND RECOMMENDATIONS

8.1 Introduction

In July 2011, MGT of America, Inc. (MGT), was retained by the City of Pensacola (City) to conduct a Comprehensive Disparity Study and provide current data on the Pensacola Small Business Enterprise (SBE) Program. The City established an SBE program in 1991 and conducted a review of its SBE program in 2009.

In this chapter, MGT provides findings, commendations, and recommendations for the City. This study consisted of fact-finding to analyze City procurement trends and practices for the study period from October 1, 2005 through September 30, 2011 at the prime level and October 1, 2006 through September 30, 2011 at the subcontractor level; to evaluate the impact of race- and gender-neutral remedial efforts; and to evaluate various options for future program development.

The results of this study and conclusions drawn are presented in detail in **Chapters 2.0** through **7.0** of this report.

8.2 Findings for Prime Contracting

FINDING 8-1: Pensacola M/WBE Prime Utilization and Availability

The dollar value of Minority and Women Business Enterprise (M/WBE) prime utilization by the City over the current study period in the relevant market was as follows as shown in **Exhibit 8-1**:

- MBEs were paid \$4.2 million (9.18% of the total) for prime construction. WBEs were paid \$167,729 (0.37% of the total) for prime construction. There was substantial disparity for all M/WBE groups.
- MBEs were paid for \$143,036 (1.83% of the total) for prime professional services. WBEs were paid \$246,561 (3.16% of the total) for prime professional services. There was substantial disparity for African American-, Hispanic American- and nonminority women-owned firms.
- MBEs were paid \$161,276 (1.86% of the total) for other services. WBEs were paid \$141,883 (1.64% of the total). There was substantial disparity for all M/WBE groups.
- MBEs were paid \$2.9 million (18.89% of the total) for goods and supplies. WBEs were paid for \$330,610 (2.12% of the total). There was substantial disparity for Hispanic American-owned firms.

Overall, the City spent \$8.30 million with M/WBE prime contractors over the study period in the relevant market area, 10.72 percent of the total. Of this amount, \$886,784 was spent with WBEs, 1.14 percent of the total, and \$7.4 million with MBEs, 9.57 percent of the total.

EXHIBIT 8-1
CITY OF PENSACOLA
M/WBE PRIME CONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
Construction at the Prime Contractor Level					
African Americans	\$4,160,312	9.16%	12.41%	73.83	* Underutilization
Hispanic Americans	\$139	0.00%	0.73%	0.04	* Underutilization
Asian Americans	\$6,975	0.02%	0.36%	4.21	* Underutilization
Native Americans	\$0	0.00%	1.82%	0.00	* Underutilization
Nonminority Women	\$167,729	0.37%	1.46%	25.30	* Underutilization
Total M/WBE Firms	\$4,335,155	9.55%	16.79%		
Professional Services Firms					
African Americans	\$109,791	1.41%	7.54%	18.67	* Underutilization
Hispanic Americans	\$0	0.00%	0.50%	0.00	* Underutilization
Asian Americans	\$33,245	0.43%	0.50%	84.78	Underutilization
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$246,561	3.16%	4.52%	69.86	* Underutilization
Total M/WBE Firms	\$389,597	4.99%	13.07%		
Other Services					
African Americans	\$155,568	1.80%	3.26%	55.13	* Underutilization
Hispanic Americans	\$3,853	0.04%	0.33%	13.65	* Underutilization
Asian Americans	\$1,856	0.02%	0.33%	6.57	* Underutilization
Native Americans	\$0	0.00%	0.81%	0.00	* Underutilization
Nonminority Women	\$141,883	1.64%	2.93%	55.86	* Underutilization
Total M/WBE Firms	\$303,159	3.50%	7.65%		
Goods & Supplies					
African Americans	\$2,945,314	18.89%	0.93%	2,026.10	Overutilization
Hispanic Americans	\$0	0.00%	0.23%	0.00	* Underutilization
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$330,610	2.12%	2.33%	90.97	Underutilization
Total M/WBE Firms	\$3,275,924	21.01%	3.50%		

Source: MGT developed a prime contract and payment database for the City of Pensacola covering the period between October 1, 2005 and September 30, 2011. MGT developed an availability database based on vendor availability.

¹ The percentage of dollars is taken from prime utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

N/A denotes constraint of division by zero. This occurred because there is zero availability in this category. However, the existence of disparity can be inferred due to the evidence of low utilization levels.

FINDING 8-2: Anecdotal Comments for Prime Contracting

Among the M/WBEs who responded to questions about barriers to doing business, the biggest concern was competing with large firms (60 M/WBE respondents, 50.0 percent of respondents). Other key issues noted were as follows:

- Selection process (60 M/WBE respondents, 50.0%).
- Performance bonds (40 M/WBE respondents, 33.3%).
- Contract size (36 M/WBE respondents, 30.0%).

Six M/WBEs (5.0% of respondents) reported discriminatory experiences in dealing with the City. Seven M/WBEs (5.8% of respondents) reported discriminatory experiences in dealing with prime contractors.

8.3 Findings for Subcontracting

FINDING 8-3: M/WBE Subcontractor Utilization, Availability and Disparity

The dollar value of M/WBE subcontractor utilization by the City over the current study period in the relevant market is shown in **Exhibit 8-2**:

- MBEs won construction subcontracts for \$1.02 million (11.88% of the total). WBEs won construction subcontracts for \$1.51 million (17.58% of the total). There was substantial disparity for African American-, Hispanic American- and Native American-owned firms.
- From October 1, 2006 through September 30, 2011, the City spent \$2.54 million with M/WBE subcontractors, 6.9 percent of total construction spending in the relevant market.

EXHIBIT 8-2
CITY OF PENSACOLA
M/WBE SUBCONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY
OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2011

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
Construction at the Subcontractor Level					
African Americans	\$810,832	9.40%	12.76%	73.64	* Underutilization
Hispanic Americans	\$0	0.00%	0.69%	0.00	* Underutilization
Asian Americans	\$158,037	1.83%	0.34%	531.05	Overutilization
Native Americans	\$56,111	0.65%	2.07%	31.43	* Underutilization
Nonminority Women	\$1,516,808	17.58%	3.10%	566.33	Overutilization
Total M/WBE Firms	\$2,541,787	29.45%	18.97%		

Source: MGT developed a subcontract database for the City of Pensacola covering the period between October 1, 2006 and September 30, 2011. MGT developed an availability database based on vendor availability.

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 4.0**.

² The percentage of available firms is taken from availability shown in **Chapter 4.0**.

³ The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

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

Finding 8-4: Regression Analysis

In a statistical analysis of survey data in the City area 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 2010 company earnings of African American owned firms.

FINDING 8-5: Anecdotal Comments for Subcontracting

Some notable items by M/WBE survey respondents were:

- An informal network excluded firms in the private sector– 50 respondents (41.7% of M/WBE respondents).
- Firms were included for good faith efforts then dropped after contract award – 12 respondents (10.0% of M/WBE respondents).
- Firms experienced private sector discrimination – 45 respondents (37.5% of M/WBE respondents). Of these M/WBEs, 33 were African Americans (49.2% of African American respondents).
- Firms experienced unequal treatment – 33 respondents (27.5% of M/WBE respondents).
- Firms experienced unfair denial of contract award – 12 respondents (10.0% of M/WBE respondents).
- Firms experienced double standards of performance – 31 respondents (25.8% of M/WBE respondents).

8.4 Findings for Private Sector Analysis

FINDING 8-6: Disparities in Self-Employment and Revenue Earnings

Econometric analysis using data from 2010 American Community Survey data for the Pensacola area found statistically significant disparities for entry into self-employment: for African Americans and nonminority women. There were statistically significant disparities in earnings from self-employment for nonminority women.

FINDING 8-7: Private Sector Commercial Construction

M/WBE utilization in private sector commercial construction in the Pensacola Metropolitan Statistical Area (MSA) was very low, as measured by data from building permits. From October 1, 2005 through September 30, 2012, M/WBE prime contractors were 0.33 percent of firms granted permits and received 0.17 percent of permits. M/WBE subcontractors were issued 0.03 percent of all subcontracting permits. Only two M/WBEs were used as subcontractors in the commercial permits data, as compared to sixteen M/WBE subcontractors on City projects.

There was a link between this low private sector M/WBE subcontractor utilization and the City. When prime contractors on City public construction projects were cross referenced with the commercial construction projects, a total of nine prime contractors in the City public construction projects were also found on the commercial construction projects. The utilization of M/WBEs on City projects, but not on private sector projects is consistent with the survey results discussed in **Finding 8-5** above.

Finding 8-8: M/WBE Utilization on the J. Whibbs Sr. Community Maritime Park (Maritime Park)

The Maritime Park project was a private project with significant support and input from the City. The Maritime Park project set MBE goals of:

- 33.5% African American Business Enterprises
- 2.3% Asian Business Enterprises
- 2.9% Latino Business Enterprises
- 0.6% Native American Business Enterprises.¹

For the Maritime Park project, African American-owned firms won \$3.6 million in construction subcontracts (10.1%) and WBEs won \$5.5 million in construction subcontracts (15.3%) for a total of \$9.2 million, 25.4 percent of subcontract dollars on the Maritime Park project.

Finding 8-9: Access to Capital

An econometric analysis of data in the 2003 National Survey of Small Business Finance (NSSBF) found a statistically significant positive relationship between the probability of

¹ Contractor's Academy/ Equal Business Opportunity Program Agreement, August 14, 2009, at 3.

loan denial and African American ownership. These results are consistent with data in the local survey. About 3.7 percent of non-M/WBE loan applicants reported being denied commercial bank loans, as compared to 52.6 percent of African American-owned firms and 22.2 percent of Nonminority Woman-owned firms.

8.5 Findings for Pensacola Programs and Policies

FINDING 8-10: Pensacola SBE Program

The City approved Small Business Enterprise Ordinance #61-89 in 1991. The ordinance encourages the participation of small business in the procurement process and provides for participation goals on a project-by-project basis, depending on the availability of certified small businesses.

There is no overall aspirational goal for SBE spending by the City. The City does set SBE goals on projects. Staff reports that SBE project goals are typically 5 to 10 percent. The City does not set SBE goals if there is no SBE availability. There are no SBE goals on services contracts. No bids were lost due to the SBE program during the study period. The City has broken up contracts to facilitate S/M/WBE utilization.

FINDING 8-11: SBE Certification

The City had defined certified SBEs as independently owned and operated businesses with: (1) 50 or fewer full time employees, and (2) a net worth of not more than \$1 million. The current SBE definition is divided into two tiers: (1) Tier one firms have less than 15 employees, and (2) Tier two firms have less than 50 employees. Certified SBEs (including M/WBEs) grew from 271 firms in FY2007 to 486 firms in FY2011, a 79.3 percent increase. African American firms in the SBE program grew from 73 firms in 2008 to 126 firms in 2011, a 72.6 increase.

FINDING 8-12: Program Data Management

The City has reports on spending with SBEs dating back to FY2000. In these reports the City has tracked proposed spending with M/WBEs that were SBEs, by indicating the distribution of SBE dollars at the prime and subcontract level by race and gender.

FINDING 8-13: Pensacola Website

The City's website current bids, the SBE directory, African American Business Directory, SBE report, SBE certification application, vendor applications, and purchasing links, including business development organizations, MBE certification and other purchasing sites.

FINDING 8-14: Business Development Assistance

The City does not offer direct management and technical assistance, but does collaborate with local providers of those services, including the local SBDC.

FINDING 8-15: Access to Capital, Bonding, and Insurance

The City does not currently maintain a lending and bonding assistance program for small or M/WBE firms. The City did raise its threshold for performance bonds, which is reported to have facilitated SBE utilization.

FINDING 8-16: Commercial Nondiscrimination Ordinance

The City does not have a formal commercial nondiscrimination policy.

FINDING 8-17: Outreach

The City's M/WBE outreach efforts have included holding workshops on how to do business with the City, collaborating with the SBDC on workshops and awarding a consultant a multi-year contract to conduct outreach and workshops.

FINDING 8-18: Performance Measures

The City currently provides tracking of SBE and M/WBE utilization at the prime and subcontractor level.

8.6 Commendations and Recommendations

Commendations and recommendations that follow are broken into race- and gender-neutral and S/M/WBE policy proposals. Most of the following commendations and recommendation are based on multiple findings and do not necessarily tie to one finding,

Commendations and Recommendations for Race- and Gender-Neutral Alternatives

COMMENDATION AND RECOMMENDATION 8-1: Outreach

The City should be commended for the outreach activities that it undertakes, in particular, putting on numerous workshops, contracting for outreach work and collaborating with Escambia County. Based on the survey results the City should distribute more information on how to do business with the City.

COMMENDATION AND RECOMMENDATION 8-2: Professionals Services and Other Services

The City should be commended for breaking up contracts to facilitate S/M/WBE utilization. The City 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 M/WBEs have an opportunity to bid along with majority firms. Generally, a diverse team of firms is prequalified for work and then teams alternate undertaking projects. A number of agencies, including the Port Authority of New York and New Jersey; the city of Indianapolis; Fairfax County, Virginia; and Miami-Dade County, Florida use vendor rotation to encourage utilization of underutilized M/WBE groups, particularly in professional services.

RECOMMENDATION 8-3: Goods

State Contracts, Master Contracts, and Cooperative Agreements

The City should institute a policy of encouraging purchasing staff to use M/WBEs that are on state contracts and identified as such when the City uses state term contracts in purchasing. The City should also ask vendors on state contracts, master contracts and cooperative contracts, to report their M/WBE utilization.

RECOMMENDATION 8-4: Construction

Construction Management, Requests for Proposals, and Design-Build

One method of debundling in construction is to use multi-prime construction contracts in which a construction project is divided into several prime contracts that are then overseen by a construction manager. 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.

Construction management also facilitates the rotation of contracts within an area of work. For example, if several subcontractors have the capacity to bid on an extended work activity (e.g., concrete flat work, traffic control, 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 to and history with M/WBE subcontractor utilization as well as female and minority workforce participation. A number of universities around the country, the Charlotte-Mecklenburg School System in North Carolina, and the Tri-County Metropolitan Transportation District of Oregon have had success with this approach.²

Joint Ventures

The City should adopt a joint venture policy similar to the one implemented by the city of Atlanta, which requires establishment of joint ventures on projects of over \$10 million.³ 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. It has resulted in tens of millions of dollars in contract awards to female and minority firms.

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

² Federal Transit Administration, *Lessons Learned #45* (May 2002).
www.fta.dot.gov/library/program/ll/man/ll45.html.

³ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

rental agreement technique is used primarily to supplement agency equipment in the event of agency equipment failure or peak demand for agency 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.

COMMENDATION AND RECOMMENDATION 8-5: Small Business Enterprise (SBE) Program

The City should be commended for starting and strengthening its SBE program since the 2009 SBE program review. A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, the City should focus on increasing M/WBE utilization through an SBE program. The City does not face constitutional restrictions on its SBE program, only those procurement restrictions imposed by State law. Specific suggestions for a Pensacola SBE program can be found in features of other SBE programs around the United States, including:

- Setting aside contracts for SBEs. The North Carolina Department of Transportation (DOT) sets aside contracts up to \$500,000 for SBEs.
- Granting financial incentives for prime contractors using SBEs that have never worked on an agency project (Colorado DOT).
- Setting aside small financial consulting projects (Port Authority of New York and New Jersey SBE Program).
- Granting financial incentives for training SBEs (Colorado DOT).
- Providing bid preferences to SBEs in bidding on contracts (Port Authority of New York and New Jersey SBE Program; Miami-Dade County, Florida, Community SBE Program; East Bay Municipal Utility District Contract Equity Program, Port of Portland).⁴
- Financial incentives for a prime that waives bonding requirements for a SBE (Colorado DOT).
- 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).
- Funding 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).

⁴ The Port of Portland found that 10 percent bid preferences were more effective than 5 percent bid preferences.

- Making SBE utilization part of department performance reviews (City of Charlotte, North Carolina, SBE Program).
- Establishing mentor-protégé programs for small businesses (Port of Portland Emerging Small Business Program).

COMMENDATION AND RECOMMENDATION 8-6: S/M/WBE Certification

The City should be commended for adopting a two-tier SBE certification and maintaining an African American Business directory. The City should consider admitting certified Disadvantaged Business Enterprises (DBEs), Small Disadvantaged Businesses (SDBs), HUBZone firms and M/WBEs into a modified S/M/WBE program.

COMMENDATION AND RECOMMENDATION 8-7: Mandatory Subcontracting

Small business programs are an important component of race- and gender-neutral alternatives to address identified disparities in purchasing. The City should consider imposing mandatory subcontracting clauses on contracts where there are subcontracting opportunities and such clauses would promote S/M/WBE utilization.⁵

RECOMMENDATION 8-8: Commercial Anti-Discrimination Rules

The City needs to establish a commercial anti-discrimination policy. Some courts have noted that establishing anti-discrimination rules is an important component of race-neutral alternatives.

COMMENDATION AND RECOMMENDATION 8-9: Business Development Assistance

The City should be commended for its partnerships with the Small Business Development Center (SBDC). The City should consider devoting more resources to business development assistance. The City should review examples of other agencies with substantial business development initiatives and evaluate the impact of these initiatives on M/WBE utilization. In particular, the City 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 M/WBEs graduating from subcontract work to prime contracting.

M/WBE Policy Commendations and Recommendations

RECOMMENDATION 8-10: Narrowly Tailored S/M/WBE Program

This study provides evidence to support adding M/WBE features to the Pensacola SBE program. This conclusion is based primarily on statistical disparities in current M/WBE utilization, particularly in subcontracting; demonstrated M/WBE capacity on the Maritime

⁵ 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.

project; substantial disparities in the private marketplace; evidence of passive participation in private sector disparities; evidence of discrimination in business formation and revenue earned from self-employment; credit disparities; and anecdotal evidence of discrimination. The City should tailor its women and minority participation policy to remedy each of these specific disparities.

The case law involving federal Disadvantaged Business Enterprise (DBE) programs provide important insight into the design of local M/WBE programs. The federal courts have consistently found the DBE regulations to be narrowly tailored.⁶ The federal DBE program has the features in **Exhibit 8-3** that contribute to this characterization as a narrowly tailored remedial procurement preference program. City should adopt these features in any new narrowly tailored S/M/WBE program.

EXHIBIT 8-3 NARROWLY TAILORED M/WBE PROGRAM FEATURES

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

RECOMMENDATION 8-11: Annual Aspirational M/WBE Goals

The study provides evidence to support the setting of 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 City procurement policy. As in the DOT DBE program goals on particular projects should, in general, vary from overall aspirational goals.

⁶ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000), *Gross Seed. v. City of Nebraska*, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004).

Possible aspirational goals based on M/WBE availability are proposed below in **Exhibit 8-4**. These proposed goals are similar to in structure to the DBE goal setting process in that the goals are a weighted average of estimated M/WBE availability and prior M/WBE utilization.

**EXHIBIT 8-4
CITY OF PENSACOLA
PROPOSED M/WBE ASPIRATIONAL GOALS
BY PROCUREMENT CATEGORY**

Procurement Category	MBE Goal	WBE Goal
Construction Prime Contracting	12%	1%
Professional Services	3%	4%
Other Services	5%	2%
Goods & Supplies	10%	2%
Construction Subcontracting*	14%	10%

*Subcontractor goals and utilization percentage are the percentage of the total construction prime contract dollars, not the percentage of subcontract dollars.

RECOMMENDATION 8-12: S/M/WBE Subcontractor Plans

The basis for reestablishing good faith efforts for M/WBE subcontractor requirements is disparities in construction subcontracting, the regression analysis, 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. 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 non-M/WBE prime contractors.
2. Project goals should vary by project and reflect realistic M/WBE availability for particular projects.
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.⁷

An S/M/WBE subcontractor program will require more resources for monitoring contract compliance.

⁷ The last two elements were adopted by the North Carolina Department of Transportation (NCDOT). 19A NCAC 02D.1110(7). These and other elements of the NCDOT M/WBE program were found to be narrowly tailored in *H.B. Rowe v. Tippet*, 615 F.3d 233(4th Cir 2010).

RECOMMENDATION 8-13: RFP Language

The City should put in their RFPs, particularly for large projects, language asking proposers about their strategies for S/M/WBE inclusion on the project. A number of agencies, including the Port Authority of New York and New Jersey and the car rental component of the federal DBE program, have had success in soliciting creative responses to these requests, even in areas such as large-scale insurance contracts.

COMMENDATION AND RECOMMENDATION 8-14: Economic Development Projects

The City should be commended for collaborating in the seeking and achieving inclusion of M/WBEs on private sector projects, such as the Maritime Park. This study provides a basis for more subcontractor goal setting on economic development projects subsidized by the City.

RECOMMENDATION 8-15: Privatization

The City should review what areas are feasible for privatization. One factor in assessing the viability of privatization can be the availability of S/M/WBEs. The City of Indianapolis also 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.

COMMENDATION AND RECOMMENDATION 8-16: M/WBE Program Data Management

The City should be commended for tracking M/WBE prime and proposed subcontractor in the SBE program and issuing regular reports. It is important for the City to monitor closely the utilization of all businesses by race, ethnicity, and gender, and by prime and subcontractor utilization, over time to determine whether the City's remedial efforts have the potential to eliminate race and gender disparities. Along these lines, the City should track subcontractor awards and payments and provide improved tracking of subcontractor utilization outside of the SBE program.

COMMENDATION AND RECOMMENDATION 8-17: S/M/WBE Information on City Website

The City should be commended for having important purchasing information relevant to M/WBEs on its website, but the website remains fairly limited. A survey of agencies has found the following additional information on their M/WBE websites: information on the loan programs, comprehensive contracting guides, M/WBE ordinance, status of certification applications, 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. The City should consider incorporating some of this information into its website. The priority should be placing a searchable S/M/WBE directory on the Pensacola website.

COMMENDATION AND RECOMMENDATION 8-18: Prompt Payment

The City should be commended for implementing Florida State rules on prompt payment. Survey and interview evidence suggests a prompt payment is still an issue with some vendors, which may require further monitoring.

RECOMMENDATION 8-19: Performance Measures

The City should consider additional performance measures other than S/M/WBE percentage utilization. Possible measures that are relevant include:

- Increase in S/M/WBE prime contract awards.
- Growth in the number of S/M/WBE winning their first prime or subcontract on City projects.
- Increase in the number of S/M/WBE successfully graduating from the program.

APPENDICES

***Appendix A: Disparity Study
Announcement***

City of Pensacola, Florida



Comprehensive Disparity Study

ANNOUNCEMENT

MGT of America, Inc., a nationally recognized consulting firm, is conducting a comprehensive study for the City of Pensacola (City) to determine the current business climate and help evaluate the procurement of services and products, the subcontracting participation of prime contractors/service providers who do business with the City and the anecdotal evidence collected from a broad cross section of M/WBE and non-M/WBE firms.

The study is necessitated in part by the 1989 U.S. Supreme Court's decision in the case of *City of Richmond v. J.A. Croson* that imposed legal requirements on jurisdictions to establish a "compelling interest" to support the establishment of a minority and women business program. The results of this study will determine if a compelling interest exists.

This is a great opportunity for you to provide feedback regarding your experience doing business with or attempting to do businesses with the City. Businesses can participate in one or more of the following activities that are to be scheduled over the next few months:

- Surveys of Vendors
- Personal Interviews
- Focus Groups

NOTICE FOR PERSONS WITH DISABILITIES: Persons with disabilities who plan to participate in one of these activities and who may need auxiliary aids or services such as interpreters for persons who are deaf or hearing impaired, readers, large print or Braille, also non-English speaking persons who may need assistance are requested to contact Vernetta Mitchell at 704-531-4099.

Individuals or business owners interested in contributing information or participating in any of the activities can contact:

Vernetta Mitchell
MGT of America, Inc.
(704) 531-4099
vmitchel@mgtamer.com

The City of Pensacola and MGT of America would like to thank you for your participation in and support of this important study.

To verify the information in this announcement contact Mr. George Maiberger, City of Pensacola Procurement Manager, at (850) 435-1835, or GMaiberger@cityofpensacola.com.

***Appendix B: Public Hearing
Announcement***

City Of Pensacola
Comprehensive Disparity Study

NOTICE OF PUBLIC MEETING

The City of Pensacola will hold a public meeting Tuesday, February 28, 2012, 6:00 – 8:00 p.m. in the Council Chambers located at the Pensacola City Hall (222 West Main St.) The purpose of this meeting is to learn about minority- and women-owned business enterprises (M/WBE) and non-M/WBE business owners' experiences with contracting or subcontracting, or attempting to do so, on any of the City's projects and, relatedly, their experiences with the City. Thus, if you have tried to contract with the City, vendors or contractors working under an agreement with the City, we would like to know about your experiences.

Information the City will be seeking includes, but is not limited to: whether or not firms face difficulties or barriers when bidding as prime contractors/service providers, subcontractors/subconsultants, or vendors; whether or not business owners believe they have been treated fairly or unfairly based on their race, ethnicity, or gender; whether or not prime contractors solicit, or fail to solicit, bids or price quotes from M/WBE firms on non-goal projects; and whether or not there is a level playing field for firms in access to capital, bonding, and insurance. Personal testimony will be limited to five minutes.

If you are not able to attend this public meeting to provide your input, you may submit written comments no later than March 16, 2012, to Ms. Vernetta Mitchell, MGT of America, Inc., at vmitchel@mgtamer.com, by fax 850-385-4501, or mail to 2123 Centre Pointe Blvd., Tallahassee, FL 32308.

The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to city services, programs and activities. Please call 435-1835 (or TDD 435-1666) for further information. Requests must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

To verify the information in this announcement, contact Mr. George Maiberger, Purchasing Manager at (850 435-1835) or gmaiberger@cityofpensacola.com

Appendix C: Focus Group Survey

**APPENDIX C:
CITY OF PENSACOLA
DISPARITY STUDY FOCUS GROUP SURVEY**

BUSINESS PROFILE

Q1. Which ONE of the following is your company's primary line of business?

1. Construction (general contractor, electrical, site work, HVAC, drywall, etc.):Specify _____
2. Architecture & Engineering (includes environmental, structural, land development)
Specify _____
3. Professional Services (consulting, accounting, marketing, legal services, etc.)
Specify _____
4. Other Services (landscaping, software development, janitorial, security, training, etc.) Specify _____
5. Goods (books, office supplies, computers, equipment, vehicles, etc.)
Specify _____

Q2. In what year was your company established? _____.

Q3. Excluding owners, how many full-time and how many part-time/cyclical employees does this firm have?

_____ Number of Full-Time Employees

_____ Number of Part-Time Employees

Q4. Are you certified as:

	Yes	No	Don't Know
SBE (Small Business Enterprise)	1	2	3
MBE (Minority Business Enterprise)	1	2	3
WBE (Woman Business Enterprise)	1	2	3
DBE (Disadvantaged Business Enterprise)	1	2	3

Q5. Is your business certified with any of the following agencies:

	Yes	No	Don't Know
Escambia County School Board	1	2	3
Escambia County	1	2	3
Emerald Coast Utility Authority	1	2	3

Q6. Is 51 percent or more of your company owned and controlled by a woman or women?

_____ ¹ Yes _____ ² No

Q7. Which one of the following would you consider to be the racial or ethnic origin of the controlling owner or controlling party?

- _____ ¹ White/Caucasian
 _____ ² African American
 _____ ³ Asian or Pacific Islander
 _____ ⁴ Hispanic American
 _____ ⁵ Native American/Alaskan Native
 _____ ⁶ Other
 _____ ⁷ No Response/Don't Know

Q8. The following lists things 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 the City or private market.

	Yes ¹	No ²	Don't Know ⁹
a. Pre-qualification/coding requirements?	_____	_____	_____
b. Performance bond requirements?	_____	_____	_____
c. Bid bond requirements	_____	_____	_____
d. Financing?	_____	_____	_____
e. Insurance requirements?	_____	_____	_____
f. Bid specifications?	_____	_____	_____
g. Limited time given to prepare bid package or quote?	_____	_____	_____
h. Limited knowledge of purchasing/ contracting policies and procedures?	_____	_____	_____
i. Lack of experience?	_____	_____	_____
j. Lack of personnel?	_____	_____	_____
k. Contract too large?	_____	_____	_____
l. Contract too expensive to bid?	_____	_____	_____
m. Informal networks?	_____	_____	_____
n. Selection process?	_____	_____	_____
o. Competing with large companies?	_____	_____	_____
p. Could not pursue a contract due to a project labor agreement on the project	_____	_____	_____
q. Low bid requirement	_____	_____	_____

Q9. The following lists business practices that sometimes occur while serving as a subcontractor/subconsultant. Please indicate if you have had any of the following experiences since October 1, 2005 in contracting with a prime contractor on City projects and/or in the private market.

	Response	City ¹	Private Market ²	Don't Know ⁹
a	Provided a bid and/or quote, but the owner, prime contractor never responded	_____	_____	_____
b	Provided the lowest bid or quote but did not receive the contract	_____	_____	_____
c	Was asked to be a front for a non-minority firm	_____	_____	_____
e	Pressured to lower quote on a bid or experienced "bid shopping"	_____	_____	_____
f	Was paid less than the negotiated amount in the contract	_____	_____	_____
g	Dropped from the project after prime was awarded the contract	_____	_____	_____
h	Completed the job and payment was substantially delayed	_____	_____	_____
i	Completed the job and never received payment	_____	_____	_____
j	Did different and less work than specified in the contract	_____	_____	_____
k	Was held to higher standards than other subs on the job based on race/ethnicity/gender	_____	_____	_____
l	Was not paid as specified in the contract or payment schedule	_____	_____	_____
m	Untimely release of retainage	_____	_____	_____

Q10. Which of the following categories best approximates your company's largest contract or subcontract awarded between October 1, 2005 through September 30, 2011?

- _____ ¹Up to \$50,000?
 _____ ²\$50,001 to \$100,000?
 _____ ³\$100,001 to \$200,000?
 _____ ⁴\$200,001 to \$300,000?
 _____ ⁵\$300,001 to \$400,000?
 _____ ⁶\$400,001 to \$500,000?
 _____ ⁷\$500,001 to \$1 million?
 _____ ⁸Over \$1 million?
 _____ ⁹Don't Know

Q11. How many times have you been awarded a subcontract by a prime contractor or service provider on a City project?

- ☐ ¹None
- ☐ ²1-10 times
- ☐ ³11-25 times
- ☐ ⁴26-50 times
- ☐ ⁵51-100 times
- ☐ ⁶Over 100 times

Q12. How many times have you applied for a commercial (business) bank loan over the past five years?

- ☐ ¹None
- ☐ ²1-10 times
- ☐ ³11-25 times
- ☐ ⁴26-50 times
- ☐ ⁵51-100 times
- ☐ ⁶Over 100 times

Q13. How many times have you been approved for a commercial (business) bank loan over the past five years?

- ☐ ¹None
- ☐ ²1-10 times
- ☐ ³11-25 times
- ☐ ⁴26-50 times
- ☐ ⁵51-100 times
- ☐ ⁶Over 100 times

Q14. How many times have you been denied a commercial (business) bank loan over the past five years?

- ☐ ¹None
- ☐ ²1-10 times
- ☐ ³11-25 times
- ☐ ⁴26-50 times
- ☐ ⁵51-100 times
- ☐ ⁶Over 100 times

Q15. Since October 1, 2005, has your company applied, been approved, or denied for any of the following items?

Denial Category

Insufficient Documentation (ID)

Insufficient Business History (IBH)

Confusion about Process (C)

Race or Ethnic Origin (RE)

Gender of Owner (G)

Other, please specify (O)

	Applied		Approved or Denied			Denial Category					
	Yes ¹	No ²	Approved ¹	Denied ²	N/A ⁹	ID	IBH	C	RE	G	O
a. Business start-up loan?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
b. Operating capital loan?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
c. Performance bond?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
d. Bid bond?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
e. Equipment loan?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
f. Commercial liability insurance?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
g. Professional liability insurance?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

Please specify Other reasons: _____

Q16. Please indicate your level of agreement or disagreement, on a scale of 1 to 5 where 1 represents “Strongly Agree” and 5 represents “Strongly Disagree” with the following statements.

Response	Strongly Agree ¹	Agree ²	Neither ³	Disagree ⁴	Strongly Disagree ⁵	DK ⁹
a There is an informal network of prime and subcontractors in the City	_____	_____	_____	_____	_____	_____
b My company has been excluded from bidding due to an internal network of prime and subcontractors in the City.	_____	_____	_____	_____	_____	_____
c Small, Women and Minority – owned businesses are the most adversely affected businesses when an internal network of prime and subcontractors exists.	_____	_____	_____	_____	_____	_____
d Double standards in assessing qualification and performance make it more difficult for minority, women, and small businesses to win bids or contracts.	_____	_____	_____	_____	_____	_____
e Sometimes, a prime contractor will include a minority, women or small subcontractor on a bid to meet the “good faith effort” requirement, and then drop the company as a subcontractor after winning the award.	_____	_____	_____	_____	_____	_____
f In general, minority, women and small businesses tend to be viewed by the general public as less competent than non-minority male businesses.	_____	_____	_____	_____	_____	_____
g Some non-minority (male) prime contractors change their bidding procedures when they are not required to hire minority-, women and small businesses as subcontractors.	_____	_____	_____	_____	_____	_____

Q17. Which of the following categories best approximates your company’s gross revenues for calendar year 2011?

- | | |
|--|---|
| _____ ¹ up to \$50,000? | _____ ⁵ \$500,001 to \$1,000,000? |
| _____ ² \$50,001 to \$100,000? | _____ ⁶ \$1,000,001 to \$3,000,000? |
| _____ ³ \$100,001 to \$300,000? | _____ ⁷ \$3,000,001 to \$5,000,000? |
| _____ ⁴ \$300,001 to \$500,000? | _____ ⁸ \$5,000,001 to \$10,000,000? |
| _____ ⁹ Over \$10 million? | _____ ¹⁰ Don’t know |

Q18. Are you required to have bonding for the type of work your company bids?

_____ ¹ Yes _____ ² No

Q18a. If yes, what is your current aggregate bonding limit?

_____ ¹Below \$100,000
_____ ²\$100,001 to \$250,000
_____ ³\$250,001 to \$500,000
_____ ⁴\$500,001 to \$1,000,000
_____ ⁵\$1,000,001 to \$1,500,000
_____ ⁶\$1,500,001 to \$3,000,000
_____ ⁷\$3,000,001 to \$5,000,000
_____ ⁸Over\$ 5 million
_____ ⁹Don't know

Q18b. What is your current single project bonding limit?

_____ ¹Below \$100,000
_____ ²\$100,001 to \$250,000
_____ ³\$250,001 to \$500,000
_____ ⁴\$500,001 to \$1,000,000
_____ ⁵\$1,000,001 to \$1,500,000
_____ ⁶\$1,500,001 to \$3,000,000
_____ ⁷\$3,000,001 to \$5,000,000
_____ ⁸Over\$ 5 million
_____ ⁹Don't know

Q19. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?

Yes 1
No 2
Don't Know 3

Q20. How did your firm learn about bid/contract opportunities for Maritime Park?

CMPA 1
City 2
Prime contractor 3
Service Provider 4
Trade Association 5
Other_____ 6 (limit 1)

Q21. Is your firm providing goods or services on the Maritime Park project?

Yes	1
No	2
Don't Know	3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 23]

Q22. Are you providing goods and/or services on Maritime Park as a:

Prime contractor	1
Subcontractor	2
Both	3

Q23. May I have your contact information just in case we have any further questions?

Company Name: _____

Contact Person: _____

Contact Person Title: _____

Company Address: _____

Company Phone Number: _____

Thank you for your valuable comments.

Appendix D: Focus Group Facilitation Guide

APPENDIX D: CITY OF PENSACOLA DISPARITY STUDY FOCUS GROUP GUIDE

Hello and thank you for coming to this focus group to provide input that will be used as a part of a comprehensive disparity study of the city of Pensacola's procurement of services and products.

My name is _____ and I am with MGT of America, Inc. We have been asked to gather opinions from business owners about the business climate in the city of Pensacola. We are looking to obtain information on your experiences, if any, when doing business or attempting to do business with the City and its prime contractors/service providers.

We will begin with introductions. Why don't you start and we will work around the room. State your (name, what kind of work you do, how long you have been in business, 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 the questionnaire you completed 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 may be turned over to the court.

The Process

The recordings and notes of these focus groups will only be reviewed by McCray & Associates and MGT staff. We will use the information to summarize the discussions that took place during this focus group. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all of the analyses for the focus group is completed, the results will be aggregated and incorporated with other data from this phase of the study. These findings will be used in reviewing the City's procurement practices and their procurement environment. 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, nonprofessional services, and goods) and the business climate in the City.
- Individuals and participants will not be identified by name when providing feedback and findings to the City staff.

C. Facilitation Logistics

- **Facilitators:** The facilitator has primary responsibility for working with the group to solicit responses to questions.
- **Facilitation Time:** Approximately 2 hours.
- **Major Issues** will be recorded by tape recorder (if there are no objections), personal notes, and flipchart pages.
- **Date, Time, and Location:** TBD
- **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

D. Scope

- **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 City.

E. Discussion Questions

1. Please discuss how you get information about the City's procurement opportunities (such as, City's website, private bid notification websites, networking/word-of-mouth, etc). Is this information helpful?
2. If you have been awarded a contract with the City, on a scale from 1 to 5 (*1 being Extremely Negative to 5 being Extremely Positive*), rate your experience in doing business with the City as a contractor/service provider.
 - *Be sure that the responses identify their experience (such as the name of the project, type of project, type of contractor (prime, subcontractor) etc.). Also, be sure that the respondent explains the reason for his/her rating.*
3. On a scale from 1 to 5 (*1 being Extremely Negative to 5 being Extremely Positive*), rate your experience in doing business as a subcontractor or supplier for a prime contractor/service provider on a City project.
 - *Be sure that the responses identify whether they are referring to a subcontractor or supplier, also 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*
4. What do you feel most interferes with your ability to do business with City (*barriers of doing business, such as prequalification, licensing, financing, bond requirements, etc.*)?
5. What do you feel most interferes with your ability to do business in the private sector (*barriers to doing business, such as licensing, good old boy network, financing, etc*)?
6. Please discuss your understanding of the SBE program. Do you feel the opportunities and services provided by the City through this program are helpful? Please explain.
 - How effective is the SBE Program in winning contracts?
7. How could the City improve its procurement practices to enable more businesses to participate on City projects?
8. If you have not been awarded a contract with the City or any of it primes, please discuss why you feel you have not.
 - *Be sure to ask if they submit bids or proposal on contracts.*
9. What barriers do you face in winning contracts or subcontracts as an SBE with the City (*barriers could be oversaturation, front companies, and primes using the same firms over again*)?

10. On a scale from 1 to 5 (*1 being Extremely Negative to 5 being Extremely Positive*), rate your experience in contracting with other local public sectors or the private sector entities.

→ *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.*
11. Please compare your experience in winning private sector contracts with winning contracts on City projects.
12. In the past three years, what percentage of income generated through contracts have come from City projects? General Contractors? Service Providers? Other Public Entities? From your own networks?
13. What would be some of the consequences to your business if the SBE program was terminated? Explain.
14. What business assistance services provided by the City have you used? Did you find them helpful? Please explain.

***Appendix E: Personal
Interview Guide***

APPENDIX E: CITY OF PENSACOLA DISPARITY STUDY PERSONAL INTERVIEW GUIDE

BUSINESS PROFILE

1. What is your company's primary line of business? *[Try to get a good feel for what this company does.]*

1. Construction (general contractor, electrical, sitework, HVAC, drywall, etc.):Specify_____
2. Architecture & Engineering (includes environmental, structural, land development)
Specify _____
3. Professional Services (consulting, accounting, marketing, legal services, etc.) Specify_____
4. Other Services (landscaping, software development, janitorial, security, training, vehicle maintenance, etc.) Specify_____
5. Goods (books, office supplies, computers, equipment, vehicles, etc.)
Specify_____

2. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? *[Get as much detail as possible.]*

- | | |
|--------------------------------|---|
| White/Caucasian | 1 |
| African American | 2 |
| Asian or Pacific Islander | 3 |
| Hispanic American | 4 |
| Native American/Alaskan Native | 5 |
| Other | 6 |
| No Response/Don't Know | 7 |

3. Is **51 percent or more** of your company owned and controlled by a woman or women?

- | | |
|------------|---|
| Yes | 1 |
| No | 2 |
| Don't Know | 3 |

4. Are you certified as:

READ CHOICES

	Yes	No	Don't Know
SBE (Small Business Enterprise)	1	2	3
MBE (Minority Business Enterprise)	1	2	3
WBE (Woman Business Enterprise)	1	2	3
DBE (Disadvantaged Business Enterprise)	1	2	3

5. Is your business certified with any of the following agencies:

	Yes	No	Don't Know
Escambia County School Board	1	2	3
Escambia County	1	2	3
Emerald Coast Utility Authority	1	2	3

6. In what year was your business established or purchased by the most recent owner?

7. Does the company or owners maintain any special licensing?

¹Yes _____ ²No _____

7a. If yes, specify.

8. What is the highest level of education completed by the primary owner of your company?

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/Don't know	7

9. How many years of experience in your company's business line do the primary owner of your firm have? _____

10. What were your company's approximate gross revenues for calendar year 2011?

\$_____

[If respondent does not provide an answer, read following ranges for respondent to select one.]

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 million?	5
\$1,000,001 to \$3 million?	6
\$3,000,001 to \$5 million?	7
\$5,000,001 to \$10 million?	8
Over \$10 million?	9
Don't Know	10

11. What percentage of these gross revenues was earned from City projects, the private sector, and other public government sector projects? (Must total 100%)

City _____ Private Sector _____ Public Sector _____

12. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 and 2011?

Up to \$50,000?	1
\$50,001 to \$100,000?	2
\$100,001 to \$200,000?	3
\$200,001 to \$300,000?	4
\$300,001 to \$400,000?	5
\$400,001 to \$500,000?	6
\$500,001 to \$1 million?	7
Over \$1 million?	8
Don't Know	9

READ: This study is designed to capture information from fiscal years October 1, 2005 through September 30, 2011. The next set of questions I will ask refer to those time frames, and concern your company's attempts to do business with the City.

CONDUCTING BUSINESS AS A PRIME CONTRACTOR/SERVICE PROVIDER

13. Has any City department made attempts to encourage you to respond to a request for proposal or bid solicitation?

¹Yes _____ ²No _____

13a. If yes, please describe their outreach efforts.

13b. Please indicate any outreach efforts you would like to see implemented.

14. Have you submitted proposals or bids with the City as a prime contractor/service provider?

¹Yes _____ ²No _____

14a. If yes, please tell me how you learned of the bid opportunities.

[If the answer is "No" skip to Question 16 below.]

- 15.** Have you been awarded a contract with the City as a prime contractor/service provider?
¹Yes _____ ²No _____

14a. If yes, what factors would you say most frequently helped you win City contracts?

- 16.** To the best of your knowledge, between 2005 and 2011, have you ever submitted a bid or proposal for a contract, were informed that you were the lowest bidder, and then found out that another prime contractor/service provider was actually doing the work:

¹Yes _____ ²No _____

- 17.** Do you feel the City has ever treated your company unfairly in the bidding or contract selection process?

¹Yes _____ ²No _____

17a. If yes, please provide as much detail as possible

- 18.** Have any of the following issues been an impediment to your successful completion of a City contract?

_____ Insurance

_____ Contract administration

_____ Arbitrary inspections

_____ Unequal Application of Performance Standards

_____ Other (Describe nature of issue) _____

- 19.** What factors would you say most frequently prevent you from winning City's contracts? Please provide as much detail as possible.
- _____

19a. How did the City address these issues, if any?

- 20.** Have you ever protested a City contract award?

¹Yes _____ ²No _____

20a. If yes, please provide as much detail as possible.

20b. If no, please ask why.

21. What do you think would be the effect of your filing a complaint regarding a contract award or protesting a bid/proposal with the City?

22. How can the City improve the procurement and selection process?

READ: This study is designed to capture information from fiscal years October 1, 2005 through September 30, 2011. The next set of questions I will ask refer to those time frames, and concern your company's attempts to do business with the City.

CONDUCTING BUSINESS AS A SUBCONTRACTOR ON CITY PROJECTS
--

23. Have you ever worked, provided a quote, or attempted to work, as a subcontractor or subconsultant to a prime contractor/service provider on City projects?

¹Yes ____ ²No ____

[If respondent answers NO, then skip to Question 27]

24. How many times have you been awarded a subcontract on a City project?

None	1
1-10 times	2
11-25 times	3
26-50 times	4
51-100 times	5
Over 100 times	6

[If respondent answer is 1, then skip to Question 26]

25. Are there any factors, such as lack of information or financing that prevents your firm from winning subcontracts on City projects?

¹Yes ____ ²No ____

25a. Please provide as much detail as possible

25b. How did the prime contractor/service provider or the City address these issues?

26. How have your firm established and maintained relationships with prime contractors/service providers working on City projects?

27. Have you ever been informed that you were low bidder or awarded a subcontract, and then found out that another subcontractor/subconsultant was performing the work?

¹Yes ____ ²No ____

27a. If yes, explain.

27b. Was the other subcontractor a nonminority male- or nonminority woman-owned firm?

¹Yes ____ ²No ____

27c. What action did you take?

28. Has your company ever been treated unfairly in the selection process by a prime contractor/service provider as a subcontractor?

¹Yes ____ ²No ____

28a. If yes, please provide as much detail as possible.

29. Do prime contractors/service providers show favoritism toward particular subcontractors/subconsultants when it comes to procuring services and products for a City project?

¹Yes ____ ²No ____

The next sets of questions are designed for firms that are small business enterprises (SBE). If the respondent is not an SBE, MBE, or WBE skip to Question 46.

Small Business Enterprises (SBE)

30. Has your status as a SBE facilitated your ability to work on City projects?

¹Yes ____ ²No ____

30a. If yes, how?

31. Are you aware of any practices that prime contractors/service providers use to avoid meeting SBE goals on City projects?

¹Yes ____ ²No ____

31a. Describe.

31b. Has your firm been impacted by these?

¹Yes ____ ²No ____

32. Are you aware of any practices that prime contractors/service providers use to avoid contracting with minority-owned SBEs on City projects?

¹Yes ____ ²No ____

33. Are you aware of SBEs that are fronts for larger firms?

¹Yes ____ ²No ____

33a. What characteristics do the front companies display?

34. Has your firm been utilized on City projects as a prime contractor/service provider or subcontractor when there were no SBE goals?

¹Yes ____ ²No ____

34a. Why or why not?

35. Have you experienced a situation where a prime contractor/service provider only uses SBEs that are owned by nonminority women?.

¹Yes ____ ²No ____

- 36.** Has your firm been utilized on other public sectors or private sector projects as a prime contractor/service provider or subcontractor when there were no SBE or M/WBE goals?

¹Yes ____ ²No ____

37a. Why or why not?

- 38.** What local agencies in the Pensacola region have purchasing policies and programs that are the most conducive in assisting SBEs or M/WBEs in winning contracts?

38a. Identify the Agency and describe the practice(s).

- 39.** Do you feel there is an informal network of prime contractors/service providers and subcontractors that has excluded your company from doing business in the private sector?

¹Yes ____ ²No ____

39a. If yes, do you feel the informal network has an effect upon the City procurement or contract award?

¹Yes ____ ²No ____

- 40.** In your opinion, what are the biggest obstacles faced by SBEs or M/WBEs in securing contracts with the City?

- 41.** Do you feel your race or sex has been a positive or negative factor in your business relationship with the City?

¹Yes ____ ²No ____

41a. If yes, explain why.

- 42.** Do you feel your race or sex has been a positive or negative factor in your business relationship with other public sectors or the private sector in the City?

¹Yes ____ ²No ____

42a. If yes, explain why.

43. In what ways could the City's SBE program be improved?

44. Do you think certified SBEs have a competitive advantage in doing business with the City?

¹Yes ____ ²No ____

44a. Why or why not?

45. Do you think M/WBEs face challenges not faced by non-M/WBEs?

¹Yes ____ ²No ____

45a. If so, what? _____

ACCESS TO CAPITAL – ALL FIRMS

46. Have you seen or experienced access to capital as being an impediment to securing a City contract?

¹Yes ____ ²No ____

46a. If yes, describe how? _____

47. Have you seen or experienced bonding as being an impediment to obtaining a City contract (if applicable)?

¹Yes ____ ²No ____

47a. If yes, describe how? _____

FINAL QUESTIONS – ALL FIRMS

48. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?

Yes	1
No	2
Don't Know	3

49. How did your firm learn about bid/contract opportunities for Maritime Park?

- | | |
|-------------------|-------------|
| CMPA | 1 |
| City | 2 |
| Prime contractor | 3 |
| Service Provider | 4 |
| Trade Association | 5 |
| Other_____ | 6 (limit 1) |

50. Is your firm providing goods or services on the Maritime Park project?

- | | |
|------------|---|
| Yes | 1 |
| No | 2 |
| Don't Know | 3 |

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 52]

51. Are you providing goods and/or services on Maritime Park as a:

- | | |
|------------------|---|
| Prime contractor | 1 |
| Subcontractor | 2 |
| Both | 3 |

52. Is there anything that we have not covered that you feel will be helpful to this study?

¹Yes _____ ²No _____

52a. If yes, please explain.

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***Appendix F: Survey of
Vendors Instrument***

**APPENDIX F:
CITY OF PENSACOLA
DISPARITY STUDY SURVEY OF VENDORS INSTRUMENT**

MGT of America, Inc. is conducting a survey of business owners for the city of Pensacola (City) to determine the current business climate and help evaluate the procurement of services and products for the City, including subcontracting practices of prime contractors/service providers who do business with the City. The following survey will gather information on business ownership, work performed and/or bid with the City, work bid and/or performed in the private sector, and barriers, perceived or real, that prevents your firm from doing business with the City. The results of the study will provide recommendations to help shape City's procurement policies and practices. This is a great opportunity for you to provide feedback regarding your experience doing business with or attempting to do business with the City by agreeing to carefully completing this survey. The survey will only take a few minutes of your time to complete. Your information is aggregated for the overall analysis and used only for the purpose of conducting this study and does not reflect Individual responses. This survey is for research purposes and not intended to sell or market products or services.

Q1 What is your title?

- ☐ Owner (1)
- ☐ CEO/President (2)
- ☐ Manager/Financial Officer (3)
- ☐ Other (4) _____

Q2 Are you able to answer questions concerning ownership and business activities?

- ☐ Yes (1)
- ☐ No (2)

Q3 Please provide your name and phone number just in case we have any further questions?

Contact Name (1)

Contact Telephone Number (XXX-XXX-XXXX) (2)

Contact Email Address (3)

Q4 Which ONE of the following is your company's primary line of business?

- ☐ Construction (such as general contractor, electrical, site work, HVAC, drywall, etc.) (1)
- ☐ Architecture & Engineering (includes environmental, structural, land development, etc.) (2)
- ☐ Professional Services (such as consulting, accounting, marketing, legal services, etc.) (3)
- ☐ Other Services (such as landscaping, janitorial, security, training, vehicle maintenance, etc.) (4)
- ☐ Goods (such as books, office supplies, computers, equipment, vehicles, etc.) (5)
- ☐ Other, Please specify (6) _____

Q5 Is 51 percent or more of your company owned and controlled by a woman or women?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q6 Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

- ☐ White/Caucasian (1)
- ☐ African American (2)
- ☐ Asian or Pacific Islander (3)
- ☐ Hispanic American (4)
- ☐ Native American/Alaskan Native (5)
- ☐ No Response/Don't Know (6)
- ☐ Other (7) _____

Q7 What is the highest level of education completed by the primary owner of your company?

- ☐ 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/Don't Know (7)

Q8 In what year was your company established? You may type your answer in the box below. The range is from 1600 to 2012.

Q9 How many years of experience does the primary owner have in your company's line of business? You may type your answer in the box below. The range is from 0 to 120. If you have more than 120 years experience, please select 120+.

Q10 Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?

- ☐ 0-10 employees (1)
- ☐ 11-20 employees (2)
- ☐ 21-30 employees (3)
- ☐ 31-40 employees (4)
- ☐ 41+ employees (5)

Q11 Which of the following categories best approximates your company's gross revenues for calendar year 2011?

- ☐ 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 million? (5)
- ☐ \$1,000,001 to \$3 million? (6)
- ☐ \$3,000,001 to \$5 million? (7)
- ☐ \$5,000,001 to \$10 million? (8)
- ☐ Over \$10 million? (9)

Q12 As a prime contractor, which of the following categories best approximates your company's largest contract awarded between 2006 and 2011?

- ☐ Up to \$50,000? (1)
- ☐ \$50,001 to \$100,000? (2)
- ☐ \$100,001 to \$200,000? (3)
- ☐ \$200,001 to \$300,000? (4)
- ☐ \$300,001 to \$400,000? (5)
- ☐ \$400,001 to \$500,000? (6)
- ☐ \$500,001 to \$1 million (7)
- ☐ Over \$1 million? (8)
- ☐ Not Applicable (9)

Q13 As a subcontractor, which of the following categories best approximates your company's largest contract awarded between 2006 and 2011?

- ☐ Up to \$50,000? (1)
- ☐ \$50,001 to \$100,000? (2)
- ☐ \$100,001 to \$200,000? (3)
- ☐ \$200,001 to \$300,000? (4)
- ☐ \$300,001 to \$400,000? (5)
- ☐ \$400,001 to \$500,000? (6)
- ☐ \$500,001 to \$1 million (7)
- ☐ Over \$1 million? (8)
- ☐ Not Applicable (9)

Q14 Approximately what percentage of your company's gross revenues between 2006 and 2011 came from doing business with: (Please ensure that your total does not exceed 100%)

- _____ The City of Pensacola (1)
- _____ Other Governmental Agencies (2)
- _____ Private Sector (Non-Government) (3)

Q15 Is your business certified with the City's Small Business Enterprise (SBE) Program?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q16 If you are not certified as a SBE, what is the primary reason you are not? Please check all that apply.

- ☐ Not qualified (1)
- ☐ Certification does not benefit my firm (2)
- ☐ Application asks for too much information (3)
- ☐ No Reason (4)
- ☐ Other (5) _____

Q17 Do you have any of these certifications:

	Yes (1)	No (2)	Don't Know (3)
MBE (Minority Business Enterprise) (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DBE (Disadvantaged Business Enterprise) (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WBE (Woman Business Enterprise) (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Is your business certified with any of the following agencies:

	Yes (1)	No (2)	Don't Know (3)
Escambia County School Board (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Escambia County (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emerald Coast Utility Authority (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 Is your business certified with any other agency?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q20 Please list ONE other agency where your business is certified, if applicable.

The following questions are related to your firm's experience doing business with or attempting to do business with the City of Pensacola.

Q21 Is your company registered with the City's vendor registration system?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q22 On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City?

- ☐ 1- Extremely Easy (1)
- ☐ 2- Somewhat Easy (2)
- ☐ 3- Easy (3)
- ☐ 4- Difficult (4)
- ☐ 5- Somewhat Difficult (5)
- ☐ 6- Extremely Difficult (6)

Q23 The following list of factors 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 as a prime contractor/service provider or subcontractor on projects for the City:

	Yes (1)	No (2)
Prequalification requirements (1)	<input type="radio"/>	<input type="radio"/>
Bid bond requirement (2)	<input type="radio"/>	<input type="radio"/>
Performance bond requirement (3)	<input type="radio"/>	<input type="radio"/>
Payment bond requirement (4)	<input type="radio"/>	<input type="radio"/>
Financing (5)	<input type="radio"/>	<input type="radio"/>
Insurance (general liability, professional liability, etc.) (6)	<input type="radio"/>	<input type="radio"/>
Proposal/Bid specifications (7)	<input type="radio"/>	<input type="radio"/>
Limited time given to prepare bid package or quote (8)	<input type="radio"/>	<input type="radio"/>
Limited knowledge of purchasing contracting policies and procedures (9)	<input type="radio"/>	<input type="radio"/>
Lack of experience (10)	<input type="radio"/>	<input type="radio"/>
Lack of personnel (11)	<input type="radio"/>	<input type="radio"/>
Contract too large (12)	<input type="radio"/>	<input type="radio"/>
Selection process (13)	<input type="radio"/>	<input type="radio"/>
Unnecessary restrictive contract specifications (14)	<input type="radio"/>	<input type="radio"/>
Slow payment or nonpayment (15)	<input type="radio"/>	<input type="radio"/>
Competing with large companies (16)	<input type="radio"/>	<input type="radio"/>

Q24 Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?

- ☐ None (1)
- ☐ 1-10 times (2)
- ☐ 11-25 times (3)
- ☐ 26-50 times (4)
- ☐ 51-100 times (5)
- ☐ Over 100 times (6)

Q25 Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work:

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q26 Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?

- ☐ None (1)
- ☐ 1-10 times (2)
- ☐ 11-25 times (3)
- ☐ 26-50 times (4)
- ☐ 51-100 times (5)
- ☐ Over 100 times (6)

Q27 When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City funded projects?

- ☐ Less than 30 days (1)
- ☐ 31-60 days (2)
- ☐ 61-90 days (3)
- ☐ 91-120 days (4)
- ☐ Over 120 days (5)

Q28 As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q29 What was the most noticeable way you became aware of the discrimination against your company?

- ☐ Verbal Comment (1)
- ☐ Written Statement (2)
- ☐ Action taken against company (3)
- ☐ Don't Know (4)

Q30 Which of the following do you consider the primary reason for your company being discriminated against?

- ☐ Owner's race or ethnicity (1)
- ☐ Owner's gender (2)
- ☐ Don't Know (3)

Q31 When did the discrimination first occur?

- ☐ During bidding process (1)
- ☐ After contract award (2)
- ☐ Don't Know (3)

Q32 Did you file a complaint?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q33 Still talking about the City while doing business or attempting to do business, have you experienced any of the following as a form of discrimination:

	Yes (1)	No (2)
Harassment (1)	<input type="radio"/>	<input type="radio"/>
Unequal or unfair treatment (2)	<input type="radio"/>	<input type="radio"/>
Bid shopping or bid manipulation (3)	<input type="radio"/>	<input type="radio"/>
Double standards in performance (4)	<input type="radio"/>	<input type="radio"/>
Denial of opportunity to bid (5)	<input type="radio"/>	<input type="radio"/>
Unfair denial of contract award (6)	<input type="radio"/>	<input type="radio"/>
Unfair termination (7)	<input type="radio"/>	<input type="radio"/>

Q34 Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?

- ☐ None (1)
- ☐ 1-10 times (2)
- ☐ 11-25 times (3)
- ☐ 26-50 times (4)
- ☐ 51-100 times (5)
- ☐ Over 100 times (6)

Q35 Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?

- ☐ None (1)
- ☐ 1-10 times (2)
- ☐ 11-25 times (3)
- ☐ 26-50 times (4)
- ☐ 51-100 times (5)
- ☐ Over 100 times (6)

Q36 Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?

- ☐ Less than 30 days (1)
- ☐ 31-60 days (2)
- ☐ 61-90 days (3)
- ☐ 91-120 days (4)
- ☐ Over 120 days (5)

Q37 In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?

- ☐ Always (1)
- ☐ Often (2)
- ☐ Very Often (3)
- ☐ Sometimes (4)
- ☐ Seldom (5)
- ☐ Never (6)

Q38 As a subcontractor, your working experience with prime contractors/service providers has been:

- ☐ Excellent (1)
- ☐ Good (2)
- ☐ Fair (3)
- ☐ Poor (4)

Q39 Have you observed a situation in which a prime contractor/service provider includes minority or woman subcontractors on a bid to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q40 How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?

- ☐ Always (1)
- ☐ Often (2)
- ☐ Very Often (3)
- ☐ Sometimes (4)
- ☐ Never (5)

Q41 As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q42 What was the most noticeable way you became aware of the discrimination against your company?

- ☐ Verbal Comment (1)
- ☐ Written Statement (2)
- ☐ Action taken against company (3)
- ☐ Don't Know (4)

Q43 Which of the following do you consider the primary reason for your company being discriminated against?

- ☐ Owner's race or ethnicity (1)
- ☐ Owner's gender (2)
- ☐ Don't Know (3)

Q44 When did the discrimination first occur?

- ☐ During bidding process (1)
- ☐ After contract award (2)
- ☐ Don't Know (3)

Q45 Did you file a complaint?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q46 Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced any of the following as a form of discrimination:

	Yes (1)	No (2)
Harassment (1)	<input type="radio"/>	<input type="radio"/>
Unequal or unfair treatment (2)	<input type="radio"/>	<input type="radio"/>
Bid shopping or bid manipulation (3)	<input type="radio"/>	<input type="radio"/>
Double standards in performance (4)	<input type="radio"/>	<input type="radio"/>
Denial of opportunity to bid (5)	<input type="radio"/>	<input type="radio"/>
Unfair denial of contract award (6)	<input type="radio"/>	<input type="radio"/>
Unfair termination (7)	<input type="radio"/>	<input type="radio"/>

Q47 Are you required to have bonding for the type of work that your company bids?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q48 What is your current aggregate bonding limit?

- ☐ Below \$100,000 (1)
- ☐ \$100,001 to \$250,000 (2)
- ☐ \$250,001 to \$500,000 (3)
- ☐ \$500,001 to \$1million (4)
- ☐ \$1,000,001 to \$1,500,000 (5)
- ☐ \$1,500,001 to \$3 million (6)
- ☐ \$3,000,001 to \$5 million (7)
- ☐ Over \$5 million (8)
- ☐ Don't Know (9)

Q49 What is your current single project bonding limit?

- ☐ Below \$100,000 (1)
- ☐ \$100,001 to \$250,000 (2)
- ☐ \$250,001 to \$500,000 (3)
- ☐ \$500,001 to \$1million (4)
- ☐ \$1,000,001 to \$1,500,000 (5)
- ☐ \$1,500,001 to \$3 million (6)
- ☐ \$3,000,001 to \$5 million (7)
- ☐ Over \$5 million (8)
- ☐ Don't Know (9)

The following questions are related to work you have done or attempted to do on the Maritime Park project.

Q50 Did your firm submit a bid or proposal for goods or services on the Maritime Park project?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q51 How did your firm learn about bid/contract opportunities for Maritime Park? Please check all that apply.

- ☐ CMPA (Community Maritime Park Associates) (1)
- ☐ City (2)
- ☐ Prime Contractor (3)
- ☐ Service Provider (4)
- ☐ Trade Association (5)
- ☐ Other (6) _____

Q52 Is your firm providing goods or services on the Maritime Park project?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q53 Is your firm providing goods and/or services as a:

- ☐ Prime Contractor (1)
- ☐ Subcontractor (2)
- ☐ Both (3)

The following questions are related to work you have done or attempted to do in the private sector marketplace. Private sector is defined as non-government businesses or companies.

Q54 Have you experienced discriminatory behavior in the private sector between 2006 and 2011?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q55 What was the most noticeable way you became aware of the discrimination against your company in the private sector?

- ☐ Verbal Comment (1)
- ☐ Written Statement (2)
- ☐ Action taken against company (3)
- ☐ Don't Know (4)

Q56 Which of the following do you consider the primary reason for your company being discriminated against?

- ☐ Owner's race or ethnicity (1)
- ☐ Owner's gender (2)
- ☐ Don't Know (3)

Q57 When did the discrimination first occur?

- ☐ During bidding process (1)
- ☐ After contract award (2)
- ☐ Don't Know (3)

Q58 Did you file a complaint?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q59 For the following statement, please indicate whether you Strongly Agree, Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, Disagree, or Strongly Disagree. "There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector".

- ☐ Strongly Agree (1)
- ☐ Agree (2)
- ☐ Somewhat Agree (3)
- ☐ Neither Agree nor Disagree (4)
- ☐ Somewhat Disagree (5)
- ☐ Disagree (6)
- ☐ Strongly Disagree (7)

Q60 What trade associations or business organizations are you a member of? (limit 2)

Trade Association/Business Organization #1 (1)

Trade Association/Business Organization #2 (2)

Q61 Has your company applied for a commercial (business) bank loan between 2006 and 2011?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q62 Were you approved or denied for a commercial (business) bank loan?

- ☐ Approved (1)
- ☐ Denied (2)
- ☐ Don't Know (3)

Q63 Which of the following do you believe was the primary reason for your being denied a loan?

- ☐ Insufficient Documentation (ID) (1)
- ☐ Insufficient Business History (IBH) (2)
- ☐ Confusion about the Process (C) (3)
- ☐ Lack of Capital (LC) (4)
- ☐ Race or Ethnicity of Owner (RE) (5)
- ☐ Gender of Owner (G) (6)
- ☐ Don't Know (7)

***Appendix G: Survey of
Vendors Results***

**APPENDIX G:
CITY OF PENSACOLA
DISPARITY STUDY SURVEY OF VENDORS' RESULTS**

Q1. What is your title? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q1. What is your title?	Owner	Count	56	1	4	3	23	83	6	176
		% within Q1. What is your title?	31.8%	0.6%	2.3%	1.7%	13.1%	47.2%	3.4%	100.0%
		% within Race/Ethnicity/Gender Classification	83.6%	100.0%	44.4%	75.0%	59.0%	55.7%	85.7%	63.8%
		% of Total	20.3%	0.4%	1.4%	1.1%	8.3%	30.1%	2.2%	63.8%
	CEO President	Count	8	0	2	1	7	33	0	51
		% within Q1. What is your title?	15.7%	0.0%	3.9%	2.0%	13.7%	64.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	11.9%	0.0%	22.2%	25.0%	17.9%	22.1%	0.0%	18.5%
		% of Total	2.9%	0.0%	0.7%	0.4%	2.5%	12.0%	0.0%	18.5%
	Manager/Financial Officer	Count	2	0	2	0	9	30	0	43
		% within Q1. What is your title?	4.7%	0.0%	4.7%	0.0%	20.9%	69.8%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	22.2%	0.0%	23.1%	20.1%	0.0%	15.6%
		% of Total	0.7%	0.0%	0.7%	0.0%	3.3%	10.9%	0.0%	15.6%
	Other	Count	1	0	1	0	0	3	1	6
		% within Q1. What is your title?	16.7%	0.0%	16.7%	0.0%	0.0%	50.0%	16.7%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	11.1%	0.0%	0.0%	2.0%	14.3%	2.2%
		% of Total	0.4%	0.0%	0.4%	0.0%	0.0%	1.1%	0.4%	2.2%
Total	Count		67	1	9	4	39	149	7	276
	% within Q1. What is your title?		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q4. Which ONE of the following is your company s primary line of business? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q4. Which ONE of the following is your company s primary line of business?	Construction (such as general contractor, electrical, site w	Count	29	0	4	2	9	55	2	101
		% within Q4. Which ONE of the following is your company s primary line of business?	28.7%	0.0%	4.0%	2.0%	8.9%	54.5%	2.0%	100.0%
		% within Race/Ethnicity/Gender Classification	43.3%	0.0%	44.4%	50.0%	23.1%	36.9%	28.6%	36.6%
	Architecture & Engineering (includes environmental, structural Professional	% of Total	10.5%	0.0%	1.4%	0.7%	3.3%	19.9%	0.7%	36.6%
		Count	2	1	1	0	1	14	1	20
		% within Q4. Which ONE of the following is your company s primary line of business?	10.0%	5.0%	5.0%	0.0%	5.0%	70.0%	5.0%	100.0%
	Services (such as consulting, accounting, marketing)	% within Race/Ethnicity/Gender Classification	3.0%	100.0%	11.1%	0.0%	2.6%	9.4%	14.3%	7.2%
		% of Total	0.7%	0.4%	0.4%	0.0%	0.4%	5.1%	0.4%	7.2%
		Count	11	0	1	2	11	19	1	45
	Other Services (such as landscaping, janitorial, security, t	% within Q4. Which ONE of the following is your company s primary line of business?	24.4%	0.0%	2.2%	4.4%	24.4%	42.2%	2.2%	100.0%
		% within Race/Ethnicity/Gender Classification	16.4%	0.0%	11.1%	50.0%	28.2%	12.8%	14.3%	16.3%
		% of Total	4.0%	0.0%	0.4%	0.7%	4.0%	6.9%	0.4%	16.3%
	Goods (such as books, office supplies, computers, equipment	Count	19	0	2	0	13	39	3	76
		% within Q4. Which ONE of the following is your company s primary line of business?	25.0%	0.0%	2.6%	0.0%	17.1%	51.3%	3.9%	100.0%
		% within Race/Ethnicity/Gender Classification	28.4%	0.0%	22.2%	0.0%	33.3%	26.2%	42.9%	27.5%
Total		% of Total	6.9%	0.0%	0.7%	0.0%	4.7%	14.1%	1.1%	27.5%
		Count	6	0	1	0	5	22	0	34
		% within Q4. Which ONE of the following is your company s primary line of business?	17.6%	0.0%	2.9%	0.0%	14.7%	64.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	9.0%	0.0%	11.1%	0.0%	12.8%	14.8%	0.0%	12.3%
		% of Total	2.2%	0.0%	0.4%	0.0%	1.8%	8.0%	0.0%	12.3%
		Count	67	1	9	4	39	149	7	276
		% within Q4. Which ONE of the following is your company s primary line of business?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q5. Is 51 percent or more of your company owned and controlled by a woman or women? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	Yes	Count	18	0	3	2	39	0	4	66
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	27.3%	0.0%	4.5%	3.0%	59.1%	0.0%	6.1%	100.0%
		% within Race/Ethnicity/Gender Classification	26.9%	0.0%	33.3%	50.0%	100.0%	0.0%	57.1%	23.9%
		% of Total	6.5%	0.0%	1.1%	0.7%	14.1%	0.0%	1.4%	23.9%
	No	Count	48	1	6	2	0	149	3	209
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	23.0%	0.5%	2.9%	1.0%	0.0%	71.3%	1.4%	100.0%
		% within Race/Ethnicity/Gender Classification	71.6%	100.0%	66.7%	50.0%	0.0%	100.0%	42.9%	75.7%
		% of Total	17.4%	0.4%	2.2%	0.7%	0.0%	54.0%	1.1%	75.7%
	Don't Know	Count	1	0	0	0	0	0	0	1
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
Total	Count		67	1	9	4	39	149	7	276
	% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	White/Caucasian	Count	0	0	0	0	39	148	0	187
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	0.0%	0.0%	0.0%	0.0%	20.9%	79.1%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	100.0%	99.3%	0.0%	67.8%
	African American	% of Total	0.0%	0.0%	0.0%	0.0%	14.1%	53.6%	0.0%	67.8%
		Count	65	0	0	0	0	0	0	65
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Asian or Pacific Islander	% within Race/Ethnicity/Gender Classification	97.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23.6%
		% of Total	23.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23.6%
		Count	0	1	0	0	0	0	0	1
	Hispanic American	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
		% of Total	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	Native American/Alaskan Native	Count	0	0	9	0	0	0	0	9
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	3.3%
	No Response/Don't Know	% of Total	0.0%	0.0%	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%
		Count	0	0	0	4	0	0	0	4
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	Other	% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	1.4%
		% of Total	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	1.4%
		Count	0	0	0	0	0	0	3	3
Total	Other	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	42.9%	1.1%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	1.1%
	Total	Count	2	0	0	0	0	1	4	7
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	28.6%	0.0%	0.0%	0.0%	0.0%	14.3%	57.1%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	0.0%	0.0%	0.0%	0.7%	57.1%	2.5%
Total	Total	% of Total	0.7%	0.0%	0.0%	0.0%	0.0%	0.4%	1.4%	2.5%
		Count	67	1	9	4	39	149	7	276
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q7. What is the highest level of education completed by the primary owner of your company? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q7. What is the highest level of education completed by the primary owner of your company?	Some high school	Count	2	0	0	0	0	1	0	3
		% within Q7. What is the highest level of education completed by the primary owner of your company?	66.7%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	1.1%
		% of Total	0.7%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	1.1%
	High school graduate	Count	9	0	1	2	6	8	0	26
		% within Q7. What is the highest level of education completed by the primary owner of your company?	34.6%	0.0%	3.8%	7.7%	23.1%	30.8%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	13.4%	0.0%	11.1%	50.0%	15.4%	5.4%	0.0%	9.4%
		% of Total	3.3%	0.0%	0.4%	0.7%	2.2%	2.9%	0.0%	9.4%
	Trade or technical education	Count	13	0	1	0	3	7	0	24
		% within Q7. What is the highest level of education completed by the primary owner of your company?	54.2%	0.0%	4.2%	0.0%	12.5%	29.2%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	19.4%	0.0%	11.1%	0.0%	7.7%	4.7%	0.0%	8.7%
		% of Total	4.7%	0.0%	0.4%	0.0%	1.1%	2.5%	0.0%	8.7%
	Some college	Count	19	0	3	0	16	45	2	85
		% within Q7. What is the highest level of education completed by the primary owner of your company?	22.4%	0.0%	3.5%	0.0%	18.8%	52.9%	2.4%	100.0%
		% within Race/Ethnicity/Gender Classification	28.4%	0.0%	33.3%	0.0%	41.0%	30.2%	28.6%	30.8%
		% of Total	6.9%	0.0%	1.1%	0.0%	5.8%	16.3%	0.7%	30.8%
	College degree	Count	17	1	3	2	8	74	4	109
		% within Q7. What is the highest level of education completed by the primary owner of your company?	15.6%	0.9%	2.8%	1.8%	7.3%	67.9%	3.7%	100.0%
		% within Race/Ethnicity/Gender Classification	25.4%	100.0%	33.3%	50.0%	20.5%	49.7%	57.1%	39.5%
		% of Total	6.2%	0.4%	1.1%	0.7%	2.9%	26.8%	1.4%	39.5%
	Post graduate degree	Count	7	0	1	0	5	11	1	25
		% within Q7. What is the highest level of education completed by the primary owner of your company?	28.0%	0.0%	4.0%	0.0%	20.0%	44.0%	4.0%	100.0%
		% within Race/Ethnicity/Gender Classification	10.4%	0.0%	11.1%	0.0%	12.8%	7.4%	14.3%	9.1%
		% of Total	2.5%	0.0%	0.4%	0.0%	1.8%	4.0%	0.4%	9.1%
	No Response/Don't Know	Count	0	0	0	0	1	3	0	4
		% within Q7. What is the highest level of education completed by the primary owner of your company?	0.0%	0.0%	0.0%	0.0%	25.0%	75.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	2.6%	2.0%	0.0%	1.4%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.4%	1.1%	0.0%	1.4%
Total		Count	67	1	9	4	39	149	7	276
		% within Q7. What is the highest level of education completed by the primary owner of your company?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q8. In what year was your company established? Company Established Range * Race/Ethnicity/Gender Classification Crosstabulation			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q8. In what year was your company established?	1970 or Less	Count	4	0	1	0	1	14	0	20
		% within Q8. In what year was your company established? Company Established Range	20.0%	0.0%	5.0%	0.0%	5.0%	70.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	11.1%	0.0%	2.6%	9.4%	0.0%	7.2%
Company Established Range	1971-1980	% of Total	1.4%	0.0%	0.4%	0.0%	0.4%	5.1%	0.0%	7.2%
		Count	1	0	0	0	0	10	1	12
		% within Q8. In what year was your company established? Company Established Range	8.3%	0.0%	0.0%	0.0%	0.0%	83.3%	8.3%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	6.7%	14.3%	4.3%
		% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	3.6%	0.4%	4.3%
		Count	7	0	2	1	8	15	0	33
	1981-1990	% within Q8. In what year was your company established? Company Established Range	21.2%	0.0%	6.1%	3.0%	24.2%	45.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	10.4%	0.0%	22.2%	25.0%	20.5%	10.1%	0.0%	12.0%
		% of Total	2.5%	0.0%	0.7%	0.4%	2.9%	5.4%	0.0%	12.0%
	1991-2000	Count	18	0	3	0	8	70	2	101
		% within Q8. In what year was your company established? Company Established Range	17.8%	0.0%	3.0%	0.0%	7.9%	69.3%	2.0%	100.0%
		% within Race/Ethnicity/Gender Classification	26.9%	0.0%	33.3%	0.0%	20.5%	47.0%	28.6%	36.6%
		% of Total	6.5%	0.0%	1.1%	0.0%	2.9%	25.4%	0.7%	36.6%
	2001-2005	Count	17	1	2	1	8	23	1	53
		% within Q8. In what year was your company established? Company Established Range	32.1%	1.9%	3.8%	1.9%	15.1%	43.4%	1.9%	100.0%
		% within Race/Ethnicity/Gender Classification	25.4%	100.0%	22.2%	25.0%	20.5%	15.4%	14.3%	19.2%
		% of Total	6.2%	0.4%	0.7%	0.4%	2.9%	8.3%	0.4%	19.2%
	2006-Present	Count	20	0	1	2	14	17	3	57
		% within Q8. In what year was your company established? Company Established Range	35.1%	0.0%	1.8%	3.5%	24.6%	29.8%	5.3%	100.0%
		% within Race/Ethnicity/Gender Classification	29.9%	0.0%	11.1%	50.0%	35.9%	11.4%	42.9%	20.7%
Total		% of Total	7.2%	0.0%	0.4%	0.7%	5.1%	6.2%	1.1%	20.7%
		Count	67	1	9	4	39	149	7	276
		% within Q8. In what year was your company established? Company Established Range	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Years of Experience Range * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Years of Experience Range	10 Years or Less	Count	18	0	1	1	1	11	0	32
		% within Years of Experience Range	56.3%	0.0%	3.1%	3.1%	3.1%	34.4%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	26.9%	0.0%	11.1%	25.0%	2.6%	7.4%	0.0%	11.6%
		% of Total	6.5%	0.0%	0.4%	0.4%	0.4%	4.0%	0.0%	11.6%
	11-20 Years	Count	28	1	3	2	20	60	1	115
		% within Years of Experience Range	24.3%	0.9%	2.6%	1.7%	17.4%	52.2%	0.9%	100.0%
		% within Race/Ethnicity/Gender Classification	41.8%	100.0%	33.3%	50.0%	51.3%	40.3%	14.3%	41.7%
		% of Total	10.1%	0.4%	1.1%	0.7%	7.2%	21.7%	0.4%	41.7%
	21-25 Years	Count	7	0	2	0	8	20	2	39
		% within Years of Experience Range	17.9%	0.0%	5.1%	0.0%	20.5%	51.3%	5.1%	100.0%
		% within Race/Ethnicity/Gender Classification	10.4%	0.0%	22.2%	0.0%	20.5%	13.4%	28.6%	14.1%
		% of Total	2.5%	0.0%	0.7%	0.0%	2.9%	7.2%	0.7%	14.1%
	26-30 Years	Count	12	0	1	1	4	25	2	45
		% within Years of Experience Range	26.7%	0.0%	2.2%	2.2%	8.9%	55.6%	4.4%	100.0%
		% within Race/Ethnicity/Gender Classification	17.9%	0.0%	11.1%	25.0%	10.3%	16.8%	28.6%	16.3%
		% of Total	4.3%	0.0%	0.4%	0.4%	1.4%	9.1%	0.7%	16.3%
	More than 30 Years	Count	2	0	2	0	6	33	2	45
		% within Years of Experience Range	4.4%	0.0%	4.4%	0.0%	13.3%	73.3%	4.4%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	22.2%	0.0%	15.4%	22.1%	28.6%	16.3%
		% of Total	0.7%	0.0%	0.7%	0.0%	2.2%	12.0%	0.7%	16.3%
Total		Count	67	1	9	4	39	149	7	276
		% within Years of Experience Range	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	0-10 employees	Count	66	1	8	3	34	120	7	239
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	27.6%	0.4%	3.3%	1.3%	14.2%	50.2%	2.9%	100.0%
		% within Race/Ethnicity/Gender Classification	98.5%	100.0%	88.9%	75.0%	87.2%	80.5%	100.0%	86.6%
	11-20 employees	% of Total	23.9%	0.4%	2.9%	1.1%	12.3%	43.5%	2.5%	86.6%
		Count	0	0	1	0	4	18	0	23
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	0.0%	0.0%	4.3%	0.0%	17.4%	78.3%	0.0%	100.0%
	21-30 employees	% within Race/Ethnicity/Gender Classification	0.0%	0.0%	11.1%	0.0%	10.3%	12.1%	0.0%	8.3%
		% of Total	0.0%	0.0%	0.4%	0.0%	1.4%	6.5%	0.0%	8.3%
		Count	1	0	0	0	1	5	0	7
	31-40 employees	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	14.3%	0.0%	0.0%	0.0%	14.3%	71.4%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	2.6%	3.4%	0.0%	2.5%
		% of Total	0.4%	0.0%	0.0%	0.0%	0.4%	1.8%	0.0%	2.5%
	41+ employees	Count	0	0	0	0	0	4	0	4
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%	0.0%	1.4%
	Total	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	1.4%
		Count	0	0	0	1	0	2	0	3
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	0.0%	0.0%	0.0%	33.3%	0.0%	66.7%	0.0%	100.0%
	Total	% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	25.0%	0.0%	1.3%	0.0%	1.1%
		% of Total	0.0%	0.0%	0.0%	0.4%	0.0%	0.7%	0.0%	1.1%
		Count	67	1	9	4	39	149	7	276
	Total	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011? * Race/Ethnicity/Gender Classification Crosstabulation			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	Up to \$50,000	Count	27	0	1	1	4	13	1	47
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	57.4%	0.0%	2.1%	2.1%	8.5%	27.7%	2.1%	100.0%
		% within Race/Ethnicity/Gender Classification	40.3%	0.0%	11.1%	25.0%	10.3%	8.7%	14.3%	17.0%
	\$50,001 to \$100,000	% of Total	9.8%	0.0%	0.4%	0.4%	1.4%	4.7%	0.4%	17.0%
		Count	17	1	2	2	7	31	4	64
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	26.6%	1.6%	3.1%	3.1%	10.9%	48.4%	6.3%	100.0%
	\$100,001 to \$300,000	% within Race/Ethnicity/Gender Classification	25.4%	100.0%	22.2%	50.0%	17.9%	20.8%	57.1%	23.2%
		% of Total	6.2%	0.4%	0.7%	0.7%	2.5%	11.2%	1.4%	23.2%
		Count	11	0	1	0	14	30	2	58
	\$300,001 to \$500,000	% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	19.0%	0.0%	1.7%	0.0%	24.1%	51.7%	3.4%	100.0%
		% within Race/Ethnicity/Gender Classification	16.4%	0.0%	11.1%	0.0%	35.9%	20.1%	28.6%	21.0%
		% of Total	4.0%	0.0%	0.4%	0.0%	5.1%	10.9%	0.7%	21.0%
	\$500,001 to \$1 million	Count	6	0	1	0	4	18	0	29
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	20.7%	0.0%	3.4%	0.0%	13.8%	62.1%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	9.0%	0.0%	11.1%	0.0%	10.3%	12.1%	0.0%	10.5%
	\$1,000,001 to \$3 million	% of Total	2.2%	0.0%	0.4%	0.0%	1.4%	6.5%	0.0%	10.5%
		Count	2	0	1	0	3	21	0	27
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	7.4%	0.0%	3.7%	0.0%	11.1%	77.8%	0.0%	100.0%
	\$3,000,001 to \$5 million	% within Race/Ethnicity/Gender Classification	3.0%	0.0%	11.1%	0.0%	7.7%	14.1%	0.0%	9.8%
		% of Total	0.7%	0.0%	0.4%	0.0%	1.1%	7.6%	0.0%	9.8%
		Count	3	0	1	0	6	23	0	33
	\$5,000,001 to \$10 million	% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	9.1%	0.0%	3.0%	0.0%	18.2%	69.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	4.5%	0.0%	11.1%	0.0%	15.4%	15.4%	0.0%	12.0%
		% of Total	1.1%	0.0%	0.4%	0.0%	2.2%	8.3%	0.0%	12.0%
	Over \$10 million	Count	1	0	2	0	1	8	0	12
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	8.3%	0.0%	16.7%	0.0%	8.3%	66.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	22.2%	0.0%	2.6%	5.4%	0.0%	4.3%
	Total	% of Total	0.4%	0.0%	0.7%	0.0%	0.4%	2.9%	0.0%	4.3%
		Count	0	0	0	0	0	4	0	4
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%	0.0%	1.4%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	1.4%
		Count	0	0	0	1	0	1	0	2
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	25.0%	0.0%	0.7%	0.0%	0.7%
		% of Total	0.0%	0.0%	0.0%	0.4%	0.0%	0.4%	0.0%	0.7%
		Count	67	1	9	4	39	149	7	276
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q12. As a prime contractor, which of the following categories best approximates your company s largest co... * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	Up to \$50,000	Count	19	0	0	0	9	14	2	44
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	43.2%	0.0%	0.0%	0.0%	20.5%	31.8%	4.5%	100.0%
		% within Race/Ethnicity/Gender Classification	28.4%	0.0%	0.0%	0.0%	23.1%	9.4%	28.6%	15.9%
	\$50,001 to \$100,000	% of Total	6.9%	0.0%	0.0%	0.0%	3.3%	5.1%	0.7%	15.9%
		Count	9	1	0	2	1	10	0	23
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	39.1%	4.3%	0.0%	8.7%	4.3%	43.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	13.4%	100.0%	0.0%	50.0%	2.6%	6.7%	0.0%	8.3%
		% of Total	3.3%	0.4%	0.0%	0.7%	0.4%	3.6%	0.0%	8.3%
		Count	4	0	1	1	6	11	0	23
	\$100,001 to \$200,000	% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	17.4%	0.0%	4.3%	4.3%	26.1%	47.8%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	11.1%	25.0%	15.4%	7.4%	0.0%	8.3%
		% of Total	1.4%	0.0%	0.4%	0.4%	2.2%	4.0%	0.0%	8.3%
	\$200,001 to \$300,000	Count	1	0	2	0	0	11	2	16
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	6.3%	0.0%	12.5%	0.0%	0.0%	68.8%	12.5%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	22.2%	0.0%	0.0%	7.4%	28.6%	5.8%
		% of Total	0.4%	0.0%	0.7%	0.0%	0.0%	4.0%	0.7%	5.8%
		Count	1	0	0	0	2	8	0	11
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	9.1%	0.0%	0.0%	0.0%	18.2%	72.7%	0.0%	100.0%
	\$300,001 to \$400,000	% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	5.1%	5.4%	0.0%	4.0%
		% of Total	0.4%	0.0%	0.0%	0.0%	0.7%	2.9%	0.0%	4.0%
		Count	1	0	0	0	0	5	0	6
	\$400,001 to \$500,000	% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	16.7%	0.0%	0.0%	0.0%	0.0%	83.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	3.4%	0.0%	2.2%
		% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	2.2%
	\$500,001 to \$1 million	Count	2	0	1	0	4	10	0	17
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	11.8%	0.0%	5.9%	0.0%	23.5%	58.8%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	11.1%	0.0%	10.3%	6.7%	0.0%	6.2%
		% of Total	0.7%	0.0%	0.4%	0.0%	1.4%	3.6%	0.0%	6.2%
		Count	3	0	2	1	0	16	0	22
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	13.6%	0.0%	9.1%	4.5%	0.0%	72.7%	0.0%	100.0%
	Over \$1 million	% within Race/Ethnicity/Gender Classification	4.5%	0.0%	22.2%	25.0%	0.0%	10.7%	0.0%	8.0%
		% of Total	1.1%	0.0%	0.7%	0.4%	0.0%	5.8%	0.0%	8.0%
		Count	27	0	3	0	17	64	3	114
	Not Applicable	% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	23.7%	0.0%	2.6%	0.0%	14.9%	56.1%	2.6%	100.0%
		% within Race/Ethnicity/Gender Classification	40.3%	0.0%	33.3%	0.0%	43.6%	43.0%	42.9%	41.3%
		% of Total	9.8%	0.0%	1.1%	0.0%	6.2%	23.2%	1.1%	41.3%
Total		Count	67	1	9	4	39	149	7	276
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q13. As a subcontractor, which of the following categories best approximates your company s largest contr... * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	Up to \$50,000	Count	25	1	1	0	11	18	3	59
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	42.4%	1.7%	1.7%	0.0%	18.6%	30.5%	5.1%	100.0%
		% within Race/Ethnicity/Gender Classification	37.3%	100.0%	11.1%	0.0%	28.2%	12.1%	42.9%	21.4%
	\$50,001 to \$100,000	% of Total	9.1%	0.4%	0.4%	0.0%	4.0%	6.5%	1.1%	21.4%
		Count	4	0	2	1	2	21	2	32
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	12.5%	0.0%	6.3%	3.1%	6.3%	65.6%	6.3%	100.0%
	\$100,001 to \$200,000	% within Race/Ethnicity/Gender Classification	6.0%	0.0%	22.2%	25.0%	5.1%	14.1%	28.6%	11.6%
		% of Total	1.4%	0.0%	0.7%	0.4%	0.7%	7.6%	0.7%	11.6%
		Count	3	0	2	1	2	14	0	22
	\$200,001 to \$300,000	% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	13.6%	0.0%	9.1%	4.5%	9.1%	63.6%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	4.5%	0.0%	22.2%	25.0%	5.1%	9.4%	0.0%	8.0%
		% of Total	1.1%	0.0%	0.7%	0.4%	0.7%	5.1%	0.0%	8.0%
	\$300,001 to \$400,000	Count	1	0	1	1	1	8	0	12
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	8.3%	0.0%	8.3%	8.3%	8.3%	66.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	11.1%	25.0%	2.6%	5.4%	0.0%	4.3%
	\$400,001 to \$500,000	% of Total	0.4%	0.0%	0.4%	0.4%	0.4%	2.9%	0.0%	4.3%
		Count	2	0	0	0	2	7	0	11
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	18.2%	0.0%	0.0%	0.0%	18.2%	63.6%	0.0%	100.0%
	\$500,001 to \$1 million	% within Race/Ethnicity/Gender Classification	3.0%	0.0%	0.0%	0.0%	5.1%	4.7%	0.0%	4.0%
		% of Total	0.7%	0.0%	0.0%	0.0%	0.7%	2.5%	0.0%	4.0%
		Count	2	0	0	0	1	3	0	6
	Over \$1 million	% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	33.3%	0.0%	0.0%	0.0%	16.7%	50.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	0.0%	0.0%	2.6%	2.0%	0.0%	2.2%
		% of Total	0.7%	0.0%	0.0%	0.0%	0.4%	1.1%	0.0%	2.2%
	Not Applicable	Count	2	0	1	0	0	7	0	10
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	20.0%	0.0%	10.0%	0.0%	0.0%	70.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	11.1%	0.0%	0.0%	4.7%	0.0%	3.6%
	Total	% of Total	0.7%	0.0%	0.4%	0.0%	0.0%	2.5%	0.0%	3.6%
		Count	2	0	0	0	0	6	0	8
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	25.0%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	2.9%
		% of Total	0.7%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	2.9%
		Count	26	0	2	1	20	65	2	116
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	22.4%	0.0%	1.7%	0.9%	17.2%	56.0%	1.7%	100.0%
		% within Race/Ethnicity/Gender Classification	38.8%	0.0%	22.2%	25.0%	51.3%	43.6%	28.6%	42.0%
		% of Total	9.4%	0.0%	0.7%	0.4%	7.2%	23.6%	0.7%	42.0%
		Count	67	1	9	4	39	149	7	276
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	0%	Count	46	0	3	0	20	79	4	152
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	30.3%	0.0%	2.0%	0.0%	13.2%	52.0%	2.6%	100.0%
	1%-10%	% within Race/Ethnicity/Gender Classification	68.7%	0.0%	33.3%	0.0%	51.3%	53.0%	57.1%	55.1%
		% of Total	16.7%	0.0%	1.1%	0.0%	7.2%	28.6%	1.4%	55.1%
		Count	5	0	0	0	9	18	0	32
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	15.6%	0.0%	0.0%	0.0%	28.1%	56.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	7.5%	0.0%	0.0%	0.0%	23.1%	12.1%	0.0%	11.6%
		% of Total	1.8%	0.0%	0.0%	0.0%	3.3%	6.5%	0.0%	11.6%
	11%-25%	Count	4	1	1	0	3	17	1	27
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	14.8%	3.7%	3.7%	0.0%	11.1%	63.0%	3.7%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	100.0%	11.1%	0.0%	7.7%	11.4%	14.3%	9.8%
		% of Total	1.4%	0.4%	0.4%	0.0%	1.1%	6.2%	0.4%	9.8%
	26%-50%	Count	5	0	2	2	1	16	0	26
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	19.2%	0.0%	7.7%	7.7%	3.8%	61.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	7.5%	0.0%	22.2%	50.0%	2.6%	10.7%	0.0%	9.4%
		% of Total	1.8%	0.0%	0.7%	0.7%	0.4%	5.8%	0.0%	9.4%
	51%-75%	Count	3	0	0	0	3	5	0	11
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	27.3%	0.0%	0.0%	0.0%	27.3%	45.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	4.5%	0.0%	0.0%	0.0%	7.7%	3.4%	0.0%	4.0%
		% of Total	1.1%	0.0%	0.0%	0.0%	1.1%	1.8%	0.0%	4.0%
	76%-100%	Count	4	0	3	2	3	14	2	28
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	14.3%	0.0%	10.7%	7.1%	10.7%	50.0%	7.1%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	33.3%	50.0%	7.7%	9.4%	28.6%	10.1%
		% of Total	1.4%	0.0%	1.1%	0.7%	1.1%	5.1%	0.7%	10.1%
Total		Count	67	1	9	4	39	149	7	276
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	0%	Count	46	0	3	0	20	79	4	152
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	30.3%	0.0%	2.0%	0.0%	13.2%	52.0%	2.6%	100.0%
	1%-10%	% within Race/Ethnicity/Gender Classification	68.7%	0.0%	33.3%	0.0%	51.3%	53.0%	57.1%	55.1%
		% of Total	16.7%	0.0%	1.1%	0.0%	7.2%	28.6%	1.4%	55.1%
		Count	5	0	0	0	9	18	0	32
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	15.6%	0.0%	0.0%	0.0%	28.1%	56.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	7.5%	0.0%	0.0%	0.0%	23.1%	12.1%	0.0%	11.6%
		% of Total	1.8%	0.0%	0.0%	0.0%	3.3%	6.5%	0.0%	11.6%
	11%-25%	Count	4	1	1	0	3	17	1	27
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	14.8%	3.7%	3.7%	0.0%	11.1%	63.0%	3.7%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	100.0%	11.1%	0.0%	7.7%	11.4%	14.3%	9.8%
		% of Total	1.4%	0.4%	0.4%	0.0%	1.1%	6.2%	0.4%	9.8%
	26%-50%	Count	5	0	2	2	1	16	0	26
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	19.2%	0.0%	7.7%	7.7%	3.8%	61.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	7.5%	0.0%	22.2%	50.0%	2.6%	10.7%	0.0%	9.4%
		% of Total	1.8%	0.0%	0.7%	0.7%	0.4%	5.8%	0.0%	9.4%
	51%-75%	Count	3	0	0	0	3	5	0	11
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	27.3%	0.0%	0.0%	0.0%	27.3%	45.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	4.5%	0.0%	0.0%	0.0%	7.7%	3.4%	0.0%	4.0%
		% of Total	1.1%	0.0%	0.0%	0.0%	1.1%	1.8%	0.0%	4.0%
	76%-100%	Count	4	0	3	2	3	14	2	28
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	14.3%	0.0%	10.7%	7.1%	10.7%	50.0%	7.1%	100.0%
Total		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	33.3%	50.0%	7.7%	9.4%	28.6%	10.1%
		% of Total	1.4%	0.0%	1.1%	0.7%	1.1%	5.1%	0.7%	10.1%
		Count	67	1	9	4	39	149	7	276
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	0%	Count	2	0	0	1	2	8	2	15
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	13.3%	0.0%	0.0%	6.7%	13.3%	53.3%	13.3%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	0.0%	25.0%	5.1%	5.4%	28.6%	5.4%
		% of Total	0.7%	0.0%	0.0%	0.4%	0.7%	2.9%	0.7%	5.4%
	1%-10%	Count	2	0	1	1	0	6	0	10
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	20.0%	0.0%	10.0%	10.0%	0.0%	60.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	11.1%	25.0%	0.0%	4.0%	0.0%	3.6%
		% of Total	0.7%	0.0%	0.4%	0.4%	0.0%	2.2%	0.0%	3.6%
	11%-25%	Count	2	0	2	0	1	2	0	7
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	28.6%	0.0%	28.6%	0.0%	14.3%	28.6%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	22.2%	0.0%	2.6%	1.3%	0.0%	2.5%
		% of Total	0.7%	0.0%	0.7%	0.0%	0.4%	0.7%	0.0%	2.5%
	26%-50%	Count	5	0	1	0	3	16	1	26
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	19.2%	0.0%	3.8%	0.0%	11.5%	61.5%	3.8%	100.0%
		% within Race/Ethnicity/Gender Classification	7.5%	0.0%	11.1%	0.0%	7.7%	10.7%	14.3%	9.4%
		% of Total	1.8%	0.0%	0.4%	0.0%	1.1%	5.8%	0.4%	9.4%
	51%-75%	Count	4	0	1	2	3	13	0	23
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	17.4%	0.0%	4.3%	8.7%	13.0%	56.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	11.1%	50.0%	7.7%	8.7%	0.0%	8.3%
		% of Total	1.4%	0.0%	0.4%	0.7%	1.1%	4.7%	0.0%	8.3%
	76%-100%	Count	52	1	4	0	30	104	4	195
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	26.7%	0.5%	2.1%	0.0%	15.4%	53.3%	2.1%	100.0%
		% within Race/Ethnicity/Gender Classification	77.6%	100.0%	44.4%	0.0%	76.9%	69.8%	57.1%	70.7%
		% of Total	18.8%	0.4%	1.4%	0.0%	10.9%	37.7%	1.4%	70.7%
Total		Count	67	1	9	4	39	149	7	276
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	Yes	Count	45	0	3	1	12	45	5	111
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	40.5%	0.0%	2.7%	0.9%	10.8%	40.5%	4.5%	100.0%
		% within Race/Ethnicity/Gender Classification	67.2%	0.0%	33.3%	25.0%	30.8%	30.2%	71.4%	40.2%
	No	% of Total	16.3%	0.0%	1.1%	0.4%	4.3%	16.3%	1.8%	40.2%
		Count	17	0	6	3	13	72	2	113
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	15.0%	0.0%	5.3%	2.7%	11.5%	63.7%	1.8%	100.0%
	Don't Know	% within Race/Ethnicity/Gender Classification	25.4%	0.0%	66.7%	75.0%	33.3%	48.3%	28.6%	40.9%
		% of Total	6.2%	0.0%	2.2%	1.1%	4.7%	26.1%	0.7%	40.9%
		Count	5	1	0	0	14	32	0	52
	Total	% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	9.6%	1.9%	0.0%	0.0%	26.9%	61.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	7.5%	100.0%	0.0%	0.0%	35.9%	21.5%	0.0%	18.8%
		% of Total	1.8%	0.4%	0.0%	0.0%	5.1%	11.6%	0.0%	18.8%
	Total	Count	67	1	9	4	39	149	7	276
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format) * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification						Total
			African American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	Not Qualified	Count	1	0	0	0	4	0	5
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	20.0%	0.0%	0.0%	0.0%	80.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	5.9%	0.0%	0.0%	0.0%	5.6%	0.0%	4.4%
	Certification does not benefit my firm	% of Total	0.9%	0.0%	0.0%	0.0%	3.5%	0.0%	4.4%
		Count	3	1	0	2	9	0	15
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	20.0%	6.7%	0.0%	13.3%	60.0%	0.0%	100.0%
	Application asks for too much information	% within Race/Ethnicity/Gender Classification	17.6%	16.7%	0.0%	15.4%	12.5%	0.0%	13.3%
		% of Total	2.7%	0.9%	0.0%	1.8%	8.0%	0.0%	13.3%
		Count	1	1	0	2	4	0	8
	No Reason	% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	12.5%	12.5%	0.0%	25.0%	50.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	5.9%	16.7%	0.0%	15.4%	5.6%	0.0%	7.1%
		% of Total	0.9%	0.9%	0.0%	1.8%	3.5%	0.0%	7.1%
	Other	Count	9	4	2	4	48	1	68
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	13.2%	5.9%	2.9%	5.9%	70.6%	1.5%	100.0%
		% within Race/Ethnicity/Gender Classification	52.9%	66.7%	66.7%	30.8%	66.7%	50.0%	60.2%
	Total	% of Total	8.0%	3.5%	1.8%	3.5%	42.5%	0.9%	60.2%
		Count	3	0	1	5	7	1	17
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	17.6%	0.0%	5.9%	29.4%	41.2%	5.9%	100.0%
	Total	% within Race/Ethnicity/Gender Classification	17.6%	0.0%	33.3%	38.5%	9.7%	50.0%	15.0%
		% of Total	2.7%	0.0%	0.9%	4.4%	6.2%	0.9%	15.0%
		Count	17	6	3	13	72	2	113
	Total	% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	15.0%	5.3%	2.7%	11.5%	63.7%	1.8%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	15.0%	5.3%	2.7%	11.5%	63.7%	1.8%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise) * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender Classification							Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	Yes	Count	31	1	4	3	4	3	49
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	63.3%	2.0%	8.2%	6.1%	8.2%	6.1%	100.0%
		% within Race/Ethnicity/Gender Classification	46.3%	100.0%	44.4%	75.0%	10.3%	2.0%	17.8%
		% of Total	11.2%	0.4%	1.4%	1.1%	1.4%	1.1%	17.8%
	No	Count	32	0	5	1	31	142	215
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	14.9%	0.0%	2.3%	0.5%	14.4%	66.0%	100.0%
		% within Race/Ethnicity/Gender Classification	47.8%	0.0%	55.6%	25.0%	79.5%	95.3%	77.9%
		% of Total	11.6%	0.0%	1.8%	0.4%	11.2%	51.4%	77.9%
	Don't Know	Count	4	0	0	0	4	4	12
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	0.0%	0.0%	10.3%	2.7%	4.3%
		% of Total	1.4%	0.0%	0.0%	0.0%	1.4%	0.0%	4.3%
Total		Count	67	1	9	4	39	149	276
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	100.0%

Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise) * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender Classification							Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	Yes	Count	13	1	2	3	0	2	24
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	54.2%	4.2%	8.3%	12.5%	0.0%	8.3%	100.0%
		% within Race/Ethnicity/Gender Classification	19.4%	100.0%	22.2%	75.0%	0.0%	1.3%	8.7%
		% of Total	4.7%	0.4%	0.7%	1.1%	0.0%	0.7%	8.7%
	No	Count	47	0	7	1	35	143	236
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	19.9%	0.0%	3.0%	0.4%	14.8%	60.6%	100.0%
		% within Race/Ethnicity/Gender Classification	70.1%	0.0%	77.8%	25.0%	89.7%	96.0%	85.5%
		% of Total	17.0%	0.0%	2.5%	0.4%	12.7%	51.8%	85.5%
	Don't Know	Count	7	0	0	0	4	4	16
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	43.8%	0.0%	0.0%	0.0%	25.0%	25.0%	100.0%
		% within Race/Ethnicity/Gender Classification	10.4%	0.0%	0.0%	0.0%	10.3%	2.7%	5.8%
		% of Total	2.5%	0.0%	0.0%	0.0%	1.4%	1.4%	5.8%
Total		Count	67	1	9	4	39	149	276
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	100.0%

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Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise) * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification						Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male		Other
Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	Yes	Count	6	0	1	1	6	0	2	16
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	37.5%	0.0%	6.3%	6.3%	37.5%	0.0%	12.5%	100.0%
		% within Race/Ethnicity/Gender Classification	9.0%	0.0%	11.1%	25.0%	15.4%	0.0%	28.6%	5.8%
		% of Total	2.2%	0.0%	0.4%	0.4%	2.2%	0.0%	0.7%	5.8%
	No	Count	57	1	8	2	24	146	5	243
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	23.5%	0.4%	3.3%	0.8%	9.9%	60.1%	2.1%	100.0%
		% within Race/Ethnicity/Gender Classification	85.1%	100.0%	88.9%	50.0%	61.5%	98.0%	71.4%	88.0%
		% of Total	20.7%	0.4%	2.9%	0.7%	8.7%	52.9%	1.8%	88.0%
	Don't Know	Count	4	0	0	1	9	3	0	17
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	23.5%	0.0%	0.0%	5.9%	52.9%	17.6%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	0.0%	25.0%	23.1%	2.0%	0.0%	6.2%
		% of Total	1.4%	0.0%	0.0%	0.4%	3.3%	1.1%	0.0%	6.2%
Total	Count	67	1	9	4	39	149	7	276	
	% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

Q18a. Is your business certified with any of the following agencies:-Escambia County School Board * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q18a. Is your business certified with any of the following agencies:- Escambia County School Board	Yes	Count	15	0	3	1	4	33	3	59
		% within Q18a. Is your business certified with any of the following agencies:- Escambia County School Board	25.4%	0.0%	5.1%	1.7%	6.8%	55.9%	5.1%	100.0%
		% within Race/Ethnicity/Gender Classification	22.4%	0.0%	33.3%	25.0%	10.3%	22.1%	42.9%	21.4%
		% of Total	5.4%	0.0%	1.1%	0.4%	1.4%	12.0%	1.1%	21.4%
	No	Count	43	0	5	3	29	102	4	186
		% within Q18a. Is your business certified with any of the following agencies:- Escambia County School Board	23.1%	0.0%	2.7%	1.6%	15.6%	54.8%	2.2%	100.0%
		% within Race/Ethnicity/Gender Classification	64.2%	0.0%	55.6%	75.0%	74.4%	68.5%	57.1%	67.4%
		% of Total	15.6%	0.0%	1.8%	1.1%	10.5%	37.0%	1.4%	67.4%
	Don't Know	Count	9	1	1	0	6	14	0	31
		% within Q18a. Is your business certified with any of the following agencies:- Escambia County School Board	29.0%	3.2%	3.2%	0.0%	19.4%	45.2%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	13.4%	100.0%	11.1%	0.0%	15.4%	9.4%	0.0%	11.2%
		% of Total	3.3%	0.4%	0.4%	0.0%	2.2%	5.1%	0.0%	11.2%
Total	Count	67	1	9	4	39	149	7	276	
	% within Q18a. Is your business certified with any of the following agencies:- Escambia County School Board	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

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Q18b. Is your business certified with any of the following agencies:-Escambia County * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q18b. Is your business certified with any of the following agencies:- Escambia County	Yes	Count	21	0	2	1	7	43	3	77
		% within Q18b. Is your business certified with any of the following agencies:- Escambia County	27.3%	0.0%	2.6%	1.3%	9.1%	55.8%	3.9%	100.0%
		% within Race/Ethnicity/Gender Classification	31.3%	0.0%	22.2%	25.0%	17.9%	28.9%	42.9%	27.9%
		% of Total	7.6%	0.0%	0.7%	0.4%	2.5%	15.6%	1.1%	27.9%
	No	Count	38	0	6	3	27	92	4	170
		% within Q18b. Is your business certified with any of the following agencies:- Escambia County	22.4%	0.0%	3.5%	1.8%	15.9%	54.1%	2.4%	100.0%
		% within Race/Ethnicity/Gender Classification	56.7%	0.0%	66.7%	75.0%	69.2%	61.7%	57.1%	61.6%
		% of Total	13.8%	0.0%	2.2%	1.1%	9.8%	33.3%	1.4%	61.6%
	Don't Know	Count	8	1	1	0	5	14	0	29
		% within Q18b. Is your business certified with any of the following agencies:- Escambia County	27.6%	3.4%	3.4%	0.0%	17.2%	48.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	11.9%	100.0%	11.1%	0.0%	12.8%	9.4%	0.0%	10.5%
		% of Total	2.9%	0.4%	0.4%	0.0%	1.8%	5.1%	0.0%	10.5%
Total	Count	67	1	9	4	39	149	7	276	
	% within Q18b. Is your business certified with any of the following agencies:- Escambia County	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

Q18c. Is your business certified with any of the following agencies:-Emerald Coast Utility Authority * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	Yes	Count	14	0	1	1	3	24	1	44
		% within Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	31.8%	0.0%	2.3%	2.3%	6.8%	54.5%	2.3%	100.0%
		% within Race/Ethnicity/Gender Classification	20.9%	0.0%	11.1%	25.0%	7.7%	16.1%	14.3%	15.9%
	No	% of Total	5.1%	0.0%	0.4%	0.4%	1.1%	8.7%	0.4%	15.9%
		Count	43	0	7	3	29	106	6	194
		% within Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	22.2%	0.0%	3.6%	1.5%	14.9%	54.6%	3.1%	100.0%
	Don't Know	% within Race/Ethnicity/Gender Classification	64.2%	0.0%	77.8%	75.0%	74.4%	71.1%	85.7%	70.3%
		% of Total	15.6%	0.0%	2.5%	1.1%	10.5%	38.4%	2.2%	70.3%
		Count	10	1	1	0	7	19	0	38
	Total	% within Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	26.3%	2.6%	2.6%	0.0%	18.4%	50.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	14.9%	100.0%	11.1%	0.0%	17.9%	12.8%	0.0%	13.8%
		% of Total	3.6%	0.4%	0.4%	0.0%	2.5%	6.9%	0.0%	13.8%
Count		67	1	9	4	39	149	7	276	
% within Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	
% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

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Q19. Is your business certified with any other agency? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q19. Is your business certified with any other agency?	Yes	Count	13	1	1	3	5	25	4	52
		% within Q19. Is your business certified with any other agency?	25.0%	1.9%	1.9%	5.8%	9.6%	48.1%	7.7%	100.0%
		% within Race/Ethnicity/Gender Classification	19.4%	100.0%	11.1%	75.0%	12.8%	16.8%	57.1%	18.8%
		% of Total	4.7%	0.4%	0.4%	1.1%	1.8%	9.1%	1.4%	18.8%
	No	Count	50	0	7	1	25	107	3	193
		% within Q19. Is your business certified with any other agency?	25.9%	0.0%	3.6%	0.5%	13.0%	55.4%	1.6%	100.0%
		% within Race/Ethnicity/Gender Classification	74.6%	0.0%	77.8%	25.0%	64.1%	71.8%	42.9%	69.9%
		% of Total	18.1%	0.0%	2.5%	0.4%	9.1%	38.8%	1.1%	69.9%
	Don't Know	Count	4	0	1	0	9	17	0	31
		% within Q19. Is your business certified with any other agency?	12.9%	0.0%	3.2%	0.0%	29.0%	54.8%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	11.1%	0.0%	23.1%	11.4%	0.0%	11.2%
		% of Total	1.4%	0.0%	0.4%	0.0%	3.3%	6.2%	0.0%	11.2%
Total	Count		67	1	9	4	39	149	7	276
	% within Q19. Is your business certified with any other agency?		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q21. Is your company registered with the City's vendor registration system? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q21. Is your company registered with the City's vendor registration system?	Yes	Count	52	0	4	1	18	60	5	140
		% within Q21. Is your company registered with the City's vendor registration system?	37.1%	0.0%	2.9%	0.7%	12.9%	42.9%	3.6%	100.0%
		% within Race/Ethnicity/Gender Classification	77.6%	0.0%	44.4%	25.0%	46.2%	40.3%	71.4%	50.7%
		% of Total	18.8%	0.0%	1.4%	0.4%	6.5%	21.7%	1.8%	50.7%
	No	Count	13	0	4	3	12	61	2	95
		% within Q21. Is your company registered with the City's vendor registration system?	13.7%	0.0%	4.2%	3.2%	12.6%	64.2%	2.1%	100.0%
		% within Race/Ethnicity/Gender Classification	19.4%	0.0%	44.4%	75.0%	30.8%	40.9%	28.6%	34.4%
		% of Total	4.7%	0.0%	1.4%	1.1%	4.3%	22.1%	0.7%	34.4%
	Don't Know	Count	2	1	1	0	9	28	0	41
		% within Q21. Is your company registered with the City's vendor registration system?	4.9%	2.4%	2.4%	0.0%	22.0%	68.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	100.0%	11.1%	0.0%	23.1%	18.8%	0.0%	14.9%
		% of Total	0.7%	0.4%	0.4%	0.0%	3.3%	10.1%	0.0%	14.9%
Total	Count		67	1	9	4	39	149	7	276
	% within Q21. Is your company registered with the City's vendor registration system?		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y... * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y...	Extremely Easy	Count	2	0	0	0	2	6	1	11
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	18.2%	0.0%	0.0%	0.0%	18.2%	54.5%	9.1%	100.0%
		% within Race/Ethnicity/Gender Classification	3.0%	0.0%	0.0%	0.0%	5.3%	4.1%	14.3%	4.1%
		% of Total	0.7%	0.0%	0.0%	0.0%	0.7%	2.2%	0.4%	4.1%
	Somewhat Easy	Count	10	0	0	1	3	16	2	32
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	31.3%	0.0%	0.0%	3.1%	9.4%	50.0%	6.3%	100.0%
		% within Race/Ethnicity/Gender Classification	15.2%	0.0%	0.0%	25.0%	7.9%	11.0%	28.6%	11.9%
		% of Total	3.7%	0.0%	0.0%	0.4%	1.1%	5.9%	0.7%	11.9%
	Easy	Count	26	0	2	1	12	42	0	83
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	31.3%	0.0%	2.4%	1.2%	14.5%	50.6%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	39.4%	0.0%	25.0%	25.0%	31.6%	28.8%	0.0%	30.7%
		% of Total	9.6%	0.0%	0.7%	0.4%	4.4%	15.6%	0.0%	30.7%
	Difficult	Count	11	0	2	1	5	22	2	43
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	25.6%	0.0%	4.7%	2.3%	11.6%	51.2%	4.7%	100.0%
		% within Race/Ethnicity/Gender Classification	16.7%	0.0%	25.0%	25.0%	13.2%	15.1%	28.6%	15.9%
		% of Total	4.1%	0.0%	0.7%	0.4%	1.9%	8.1%	0.7%	15.9%
	Somewhat Difficult	Count	12	0	4	1	13	54	1	85
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	14.1%	0.0%	4.7%	1.2%	15.3%	63.5%	1.2%	100.0%
		% within Race/Ethnicity/Gender Classification	18.2%	0.0%	50.0%	25.0%	34.2%	37.0%	14.3%	31.5%
		% of Total	4.4%	0.0%	1.5%	0.4%	4.8%	20.0%	0.4%	31.5%
	Extremely Difficult	Count	5	1	0	0	3	6	1	16
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	31.3%	6.3%	0.0%	0.0%	18.8%	37.5%	6.3%	100.0%
		% within Race/Ethnicity/Gender Classification	7.6%	100.0%	0.0%	0.0%	7.9%	4.1%	14.3%	5.9%
		% of Total	1.9%	0.4%	0.0%	0.0%	1.1%	2.2%	0.4%	5.9%
Total	Count		66	1	8	4	38	146	7	270
	% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..		24.4%	0.4%	3.0%	1.5%	14.1%	54.1%	2.6%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		24.4%	0.4%	3.0%	1.5%	14.1%	54.1%	2.6%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	Yes	Count	23	1	3	1	5	13	0	46
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	50.0%	2.2%	6.5%	2.2%	10.9%	28.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	34.3%	100.0%	33.3%	25.0%	12.8%	8.7%	0.0%	16.7%
	No	% of Total	8.3%	0.4%	1.1%	0.4%	1.8%	4.7%	0.0%	16.7%
		Count	44	0	6	3	34	136	7	230
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	19.1%	0.0%	2.6%	1.3%	14.8%	59.1%	3.0%	100.0%
		% within Race/Ethnicity/Gender Classification	65.7%	0.0%	66.7%	75.0%	87.2%	91.3%	100.0%	83.3%
		% of Total	15.9%	0.0%	2.2%	1.1%	12.3%	49.3%	2.5%	83.3%
		Count	67	1	9	4	39	149	7	276
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	Yes	Count	27	0	4	1	5	13	2	52
		% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	51.9%	0.0%	7.7%	1.9%	9.6%	25.0%	3.8%	100.0%
		% within Race/Ethnicity/Gender Classification	40.3%	0.0%	44.4%	25.0%	12.8%	8.7%	28.6%	18.8%
	No	% of Total	9.8%	0.0%	1.4%	0.4%	1.8%	4.7%	0.7%	18.8%
		Count	40	1	5	3	34	136	5	224
		% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	17.9%	0.4%	2.2%	1.3%	15.2%	60.7%	2.2%	100.0%
		% within Race/Ethnicity/Gender Classification	59.7%	100.0%	55.6%	75.0%	87.2%	91.3%	71.4%	81.2%
		% of Total	14.5%	0.4%	1.8%	1.1%	12.3%	49.3%	1.8%	81.2%
		Count	67	1	9	4	39	149	7	276
		% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Performance bond requirement * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Performance bond requirement	Yes	Count	29	0	4	1	6	12	2	54
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Performance bond requirement	53.7%	0.0%	7.4%	1.9%	11.1%	22.2%	3.7%	100.0%
		% within Race/Ethnicity/Gender Classification	43.3%	0.0%	44.4%	25.0%	15.4%	8.1%	28.6%	19.6%
	No	% of Total	10.5%	0.0%	1.4%	0.4%	2.2%	4.3%	0.7%	19.6%
		Count	38	1	5	3	33	137	5	222
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Performance bond requirement	17.1%	0.5%	2.3%	1.4%	14.9%	61.7%	2.3%	100.0%
		% within Race/Ethnicity/Gender Classification	56.7%	100.0%	55.6%	75.0%	84.6%	91.9%	71.4%	80.4%
		% of Total	13.8%	0.4%	1.8%	1.1%	12.0%	49.6%	1.8%	80.4%
		Count	67	1	9	4	39	149	7	276
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Performance bond requirement	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Payment bond requirement * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Payment bond requirement	Yes	Count	28	0	3	1	5	13	2	52
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Payment bond requirement	53.8%	0.0%	5.8%	1.9%	9.6%	25.0%	3.8%	100.0%
		% within Race/Ethnicity/Gender Classification	41.8%	0.0%	33.3%	25.0%	12.8%	8.7%	28.6%	18.8%
	No	% of Total	10.1%	0.0%	1.1%	0.4%	1.8%	4.7%	0.7%	18.8%
		Count	39	1	6	3	34	136	5	224
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Payment bond requirement	17.4%	0.4%	2.7%	1.3%	15.2%	60.7%	2.2%	100.0%
		% within Race/Ethnicity/Gender Classification	58.2%	100.0%	66.7%	75.0%	87.2%	91.3%	71.4%	81.2%
		% of Total	14.1%	0.4%	2.2%	1.1%	12.3%	49.3%	1.8%	81.2%
		Count	67	1	9	4	39	149	7	276
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Payment bond requirement	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	Yes	Count	25	0	3	1	4	13	3	49
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	51.0%	0.0%	6.1%	2.0%	8.2%	26.5%	6.1%	100.0%
		% within Race/Ethnicity/Gender Classification	37.3%	0.0%	33.3%	25.0%	10.3%	8.7%	42.9%	17.8%
		% of Total	9.1%	0.0%	1.1%	0.4%	1.4%	4.7%	1.1%	17.8%
	No	Count	42	1	6	3	35	136	4	227
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	18.5%	0.4%	2.6%	1.3%	15.4%	59.9%	1.8%	100.0%
		% within Race/Ethnicity/Gender Classification	62.7%	100.0%	66.7%	75.0%	89.7%	91.3%	57.1%	82.2%
		% of Total	15.2%	0.4%	2.2%	1.1%	12.7%	49.3%	1.4%	82.2%
	Total	Count	67	1	9	4	39	149	7	276
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.) * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	Yes	Count	11	1	3	1	2	7	0	25
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	44.0%	4.0%	12.0%	4.0%	8.0%	28.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	16.4%	100.0%	33.3%	25.0%	5.1%	4.7%	0.0%	9.1%
		% of Total	4.0%	0.4%	1.1%	0.4%	0.7%	2.5%	0.0%	9.1%
	No	Count	56	0	6	3	37	142	7	251
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	22.3%	0.0%	2.4%	1.2%	14.7%	56.6%	2.8%	100.0%
		% within Race/Ethnicity/Gender Classification	83.6%	0.0%	66.7%	75.0%	94.9%	95.3%	100.0%	90.9%
		% of Total	20.3%	0.0%	2.2%	1.1%	13.4%	51.4%	2.5%	90.9%
	Total	Count	67	1	9	4	39	149	7	276
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Proposal/Bid specifications * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Proposal/Bid specifications	Yes	Count	14	0	3	1	2	10	0	30
		% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Proposal/Bid specifications	46.7%	0.0%	10.0%	3.3%	6.7%	33.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	20.9%	0.0%	33.3%	25.0%	5.1%	6.7%	0.0%	10.9%
		% of Total	5.1%	0.0%	1.1%	0.4%	0.7%	3.6%	0.0%	10.9%
		Count	53	1	6	3	37	139	7	246
	No	% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Proposal/Bid specifications	21.5%	0.4%	2.4%	1.2%	15.0%	56.5%	2.8%	100.0%
		% within Race/Ethnicity/Gender Classification	79.1%	100.0%	66.7%	75.0%	94.9%	93.3%	100.0%	89.1%
		% of Total	19.2%	0.4%	2.2%	1.1%	13.4%	50.4%	2.5%	89.1%
		Count	67	1	9	4	39	149	7	276
		% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Proposal/Bid specifications	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited time given to prepare bid package or quote * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited time given to prepare bid package or quote	Yes	Count	21	0	3	1	4	18	0	47
		% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited time given to prepare bid package or quote	44.7%	0.0%	6.4%	2.1%	8.5%	38.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	31.3%	0.0%	33.3%	25.0%	10.3%	12.1%	0.0%	17.0%
		% of Total	7.6%	0.0%	1.1%	0.4%	1.4%	6.5%	0.0%	17.0%
		Count	46	1	6	3	35	131	7	229
	No	% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited time given to prepare bid package or quote	20.1%	0.4%	2.6%	1.3%	15.3%	57.2%	3.1%	100.0%
		% within Race/Ethnicity/Gender Classification	68.7%	100.0%	66.7%	75.0%	89.7%	87.9%	100.0%	83.0%
		% of Total	16.7%	0.4%	2.2%	1.1%	12.7%	47.5%	2.5%	83.0%
		Count	67	1	9	4	39	149	7	276
		% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited time given to prepare bid package or quote	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited knowledge of purchasing contracting policies and procedures * Race/Ethnicity/Gender Classification

		Race/Ethnicity/Gender Classification							Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited knowledge of purchasing contracting policies and procedures	Yes	Count 14	1	4	1	12	52	3	87
	% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited knowledge of purchasing contracting policies and procedures	16.1%	1.1%	4.6%	1.1%	13.8%	59.8%	3.4%	100.0%
	% within Race/Ethnicity/Gender Classification	20.9%	100.0%	44.4%	25.0%	30.8%	34.9%	42.9%	31.5%
	% of Total	5.1%	0.4%	1.4%	0.4%	4.3%	18.8%	1.1%	31.5%
	No	Count 53	0	5	3	27	97	4	189
	% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited knowledge of purchasing contracting policies and procedures	28.0%	0.0%	2.6%	1.6%	14.3%	51.3%	2.1%	100.0%
	% within Race/Ethnicity/Gender Classification	79.1%	0.0%	55.6%	75.0%	69.2%	65.1%	57.1%	68.5%
	% of Total	19.2%	0.0%	1.8%	1.1%	9.8%	35.1%	1.4%	68.5%
Total	Count 67	1	9	4	39	149	7	276	
	% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited knowledge of purchasing contracting policies and procedures	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender Classification							Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience	Yes	Count 5	1	2	1	2	10	0	21
	% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience	23.8%	4.8%	9.5%	4.8%	9.5%	47.6%	0.0%	100.0%
	% within Race/Ethnicity/Gender Classification	7.5%	100.0%	22.2%	25.0%	5.1%	6.7%	0.0%	7.6%
	% of Total	1.8%	0.4%	0.7%	0.4%	0.7%	3.6%	0.0%	7.6%
	No	Count 62	0	7	3	37	139	7	255
	% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience	24.3%	0.0%	2.7%	1.2%	14.5%	54.5%	2.7%	100.0%
	% within Race/Ethnicity/Gender Classification	92.5%	0.0%	77.8%	75.0%	94.9%	93.3%	100.0%	92.4%
	% of Total	22.5%	0.0%	2.5%	1.1%	13.4%	50.4%	2.5%	92.4%
Total	Count 67	1	9	4	39	149	7	276	
	% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	Yes	Count	12	0	1	1	3	9	1	27
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	44.4%	0.0%	3.7%	3.7%	11.1%	33.3%	3.7%	100.0%
		% within Race/Ethnicity/Gender Classification	17.9%	0.0%	11.1%	25.0%	7.7%	6.0%	14.3%	9.8%
		% of Total	4.3%	0.0%	0.4%	0.4%	1.1%	3.3%	0.4%	9.8%
	No	Count	55	1	8	3	36	140	6	249
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	22.1%	0.4%	3.2%	1.2%	14.5%	56.2%	2.4%	100.0%
		% within Race/Ethnicity/Gender Classification	82.1%	100.0%	88.9%	75.0%	92.3%	94.0%	85.7%	90.2%
		% of Total	19.9%	0.4%	2.9%	1.1%	13.0%	50.7%	2.2%	90.2%
	Total	Count	67	1	9	4	39	149	7	276
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	Yes	Count	24	1	2	1	8	20	3	59
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	40.7%	1.7%	3.4%	1.7%	13.6%	33.9%	5.1%	100.0%
		% within Race/Ethnicity/Gender Classification	35.8%	100.0%	22.2%	25.0%	20.5%	13.4%	42.9%	21.4%
		% of Total	8.7%	0.4%	0.7%	0.4%	2.9%	7.2%	1.1%	21.4%
	No	Count	43	0	7	3	31	129	4	217
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	19.8%	0.0%	3.2%	1.4%	14.3%	59.4%	1.8%	100.0%
		% within Race/Ethnicity/Gender Classification	64.2%	0.0%	77.8%	75.0%	79.5%	86.6%	57.1%	78.6%
		% of Total	15.6%	0.0%	2.5%	1.1%	11.2%	46.7%	1.4%	78.6%
	Total	Count	67	1	9	4	39	149	7	276
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	Yes	Count	43	1	2	1	13	43	3	106
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	40.6%	0.9%	1.9%	0.9%	12.3%	40.6%	2.8%	100.0%
		% within Race/Ethnicity/Gender Classification	64.2%	100.0%	22.2%	25.0%	33.3%	28.9%	42.9%	38.4%
		% of Total	15.6%	0.4%	0.7%	0.4%	4.7%	15.6%	1.1%	38.4%
	No	Count	24	0	7	3	26	106	4	170
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	14.1%	0.0%	4.1%	1.8%	15.3%	62.4%	2.4%	100.0%
		% within Race/Ethnicity/Gender Classification	35.8%	0.0%	77.8%	75.0%	66.7%	71.1%	57.1%	61.6%
		% of Total	8.7%	0.0%	2.5%	1.1%	9.4%	38.4%	1.4%	61.6%
Total		Count	67	1	9	4	39	149	7	276
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	Yes	Count	22	0	3	1	7	15	2	50
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	44.0%	0.0%	6.0%	2.0%	14.0%	30.0%	4.0%	100.0%
		% within Race/Ethnicity/Gender Classification	32.8%	0.0%	33.3%	25.0%	17.9%	10.1%	28.6%	18.1%
		% of Total	8.0%	0.0%	1.1%	0.4%	2.5%	5.4%	0.7%	18.1%
	No	Count	45	1	6	3	32	134	5	226
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	19.9%	0.4%	2.7%	1.3%	14.2%	59.3%	2.2%	100.0%
		% within Race/Ethnicity/Gender Classification	67.2%	100.0%	66.7%	75.0%	82.1%	89.9%	71.4%	81.9%
		% of Total	16.3%	0.4%	2.2%	1.1%	11.6%	48.6%	1.8%	81.9%
Total		Count	67	1	9	4	39	149	7	276
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Slow payment or nonpayment * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Slow payment or nonpayment	Yes	Count	18	0	2	1	0	7	1	29	
		% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Slow payment or nonpayment	62.1%	0.0%	6.9%	3.4%	0.0%	24.1%	3.4%	100.0%	
		% within Race/Ethnicity/Gender Classification	26.9%	0.0%	22.2%	25.0%	0.0%	4.7%	14.3%	10.5%	
		% of Total	6.5%	0.0%	0.7%	0.4%	0.0%	2.5%	0.4%	10.5%	
		No	Count	49	1	7	3	39	142	6	247
			% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Slow payment or nonpayment	19.8%	0.4%	2.8%	1.2%	15.8%	57.5%	2.4%	100.0%
	Total	% within Race/Ethnicity/Gender Classification	73.1%	100.0%	77.8%	75.0%	100.0%	95.3%	85.7%	89.5%	
		% of Total	17.8%	0.4%	2.5%	1.1%	14.1%	51.4%	2.2%	89.5%	
		Count	67	1	9	4	39	149	7	276	
		% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Slow payment or nonpayment	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Competing with large companies * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	Yes	Count	42	1	3	1	13	36	4	100
		% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	42.0%	1.0%	3.0%	1.0%	13.0%	36.0%	4.0%	100.0%
		% within Race/Ethnicity/Gender Classification	62.7%	100.0%	33.3%	25.0%	33.3%	24.2%	57.1%	36.2%
		% of Total	15.2%	0.4%	1.1%	0.4%	4.7%	13.0%	1.4%	36.2%
		Count	25	0	6	3	26	113	3	176
	No	% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	14.2%	0.0%	3.4%	1.7%	14.8%	64.2%	1.7%	100.0%
		% within Race/Ethnicity/Gender Classification	37.3%	0.0%	66.7%	75.0%	66.7%	75.8%	42.9%	63.8%
		% of Total	9.1%	0.0%	2.2%	1.1%	9.4%	40.9%	1.1%	63.8%
		Count	67	1	9	4	39	149	7	276
		% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
Total	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

Appendix G: Disparity Study Survey of Vendors' Results

Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	None	Count	33	0	7	4	19	81	1	145
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	22.8%	0.0%	4.8%	2.8%	13.1%	55.9%	0.7%	100.0%
		% within Race/Ethnicity/Gender Classification	49.3%	0.0%	77.8%	100.0%	48.7%	54.4%	14.3%	52.5%
	1-10 times	% of Total	12.0%	0.0%	2.5%	1.4%	6.9%	29.3%	0.4%	52.5%
		Count	28	1	2	0	20	50	5	106
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	26.4%	0.9%	1.9%	0.0%	18.9%	47.2%	4.7%	100.0%
	11-25 times	% within Race/Ethnicity/Gender Classification	41.8%	100.0%	22.2%	0.0%	51.3%	33.6%	71.4%	38.4%
		% of Total	10.1%	0.4%	0.7%	0.0%	7.2%	18.1%	1.8%	38.4%
		Count	5	0	0	0	0	11	0	16
	26-50 times	% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	31.3%	0.0%	0.0%	0.0%	0.0%	68.8%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	7.5%	0.0%	0.0%	0.0%	0.0%	7.4%	0.0%	5.8%
		% of Total	1.8%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	5.8%
	51-100 times	Count	1	0	0	0	0	3	1	5
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	20.0%	0.0%	0.0%	0.0%	0.0%	60.0%	20.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	2.0%	14.3%	1.8%
	Over 100 times	% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	1.1%	0.4%	1.8%
		Count	0	0	0	0	0	1	0	1
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Total	% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.4%
		Count	0	0	0	0	0	3	0	3
	Total	% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	1.1%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	0.0%	1.1%
	Total	Count	67	1	9	4	39	149	7	276
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service

			Race/Ethnicity/Gender Classification						Total
			African American	Asian American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	Yes	Count	6	0	1	5	2	1	15
		% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	40.0%	0.0%	6.7%	33.3%	13.3%	6.7%	100.0%
		% within Race/Ethnicity/Gender Classification	17.6%	0.0%	50.0%	25.0%	2.9%	16.7%	11.5%
		% of Total	4.6%	0.0%	0.8%	3.8%	1.5%	0.8%	11.5%
		Count	24	1	1	14	62	4	106
	No	% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	22.6%	0.9%	0.9%	13.2%	58.5%	3.8%	100.0%
		% within Race/Ethnicity/Gender Classification	70.6%	100.0%	50.0%	70.0%	91.2%	66.7%	80.9%
		% of Total	18.3%	0.8%	0.8%	10.7%	47.3%	3.1%	80.9%
		Count	4	0	0	1	4	1	10
		% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	40.0%	0.0%	0.0%	10.0%	40.0%	10.0%	100.0%
Don't Know	% within Race/Ethnicity/Gender Classification	11.8%	0.0%	0.0%	5.0%	5.9%	16.7%	7.6%	
	% of Total	3.1%	0.0%	0.0%	0.8%	3.1%	0.8%	7.6%	
	Count	34	1	2	20	68	6	131	
	% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	26.0%	0.8%	1.5%	15.3%	51.9%	4.6%	100.0%	
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	26.0%	0.8%	1.5%	15.3%	51.9%	4.6%	100.0%	

Appendix G: Disparity Study Survey of Vendors' Results

Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	None	Count	52	1	8	4	32	112	5	214
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	24.3%	0.5%	3.7%	1.9%	15.0%	52.3%	2.3%	100.0%
		% within Race/Ethnicity/Gender Classification	77.6%	100.0%	88.9%	100.0%	82.1%	75.2%	71.4%	77.5%
		% of Total	18.8%	0.4%	2.9%	1.4%	11.6%	40.6%	1.8%	77.5%
	1-10 times	Count	15	0	1	0	6	27	1	50
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	30.0%	0.0%	2.0%	0.0%	12.0%	54.0%	2.0%	100.0%
		% within Race/Ethnicity/Gender Classification	22.4%	0.0%	11.1%	0.0%	15.4%	18.1%	14.3%	18.1%
		% of Total	5.4%	0.0%	0.4%	0.0%	2.2%	9.8%	0.4%	18.1%
	11-25 times	Count	0	0	0	0	0	7	1	8
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	0.0%	0.0%	0.0%	0.0%	87.5%	12.5%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%	14.3%	2.9%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	0.4%	2.9%
	26-50 times	Count	0	0	0	0	0	2	0	2
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	0.7%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.7%
	51-100 times	Count	0	0	0	0	1	0	0	1
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	0.4%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.4%
	Over 100 times	Count	0	0	0	0	0	1	0	1
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.4%
Total		Count	67	1	9	4	39	149	7	276
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects? *

			Race/Ethnicity/Gender Classification					Total
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	Less than 30 days	Count	6	1	0	13	0	20
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	30.0%	5.0%	0.0%	65.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	40.0%	100.0%	0.0%	35.1%	0.0%	32.3%
	31-60 days	% of Total	9.7%	1.6%	0.0%	21.0%	0.0%	32.3%
		Count	9	0	6	21	1	37
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	24.3%	0.0%	16.2%	56.8%	2.7%	100.0%
	61-90 days	% within Race/Ethnicity/Gender Classification	60.0%	0.0%	85.7%	56.8%	50.0%	59.7%
		% of Total	14.5%	0.0%	9.7%	33.9%	1.6%	59.7%
		Count	0	0	1	2	1	4
	91-120 days	% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	0.0%	0.0%	25.0%	50.0%	25.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	14.3%	5.4%	50.0%	6.5%
		% of Total	0.0%	0.0%	1.6%	3.2%	1.6%	6.5%
Total		Count	0	0	0	1	0	1
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	2.7%	0.0%	1.6%
		% of Total	0.0%	0.0%	0.0%	1.6%	0.0%	1.6%
		Count	15	1	7	37	2	62
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project? * Race/Ethnicity/Gender

			Race/Ethnicity/Gender Classification					Total
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	Yes	Count	5	0	1	2	1	9
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	55.6%	0.0%	11.1%	22.2%	11.1%	100.0%
		% within Race/Ethnicity/Gender Classification	33.3%	0.0%	14.3%	5.4%	50.0%	14.5%
		% of Total	8.1%	0.0%	1.6%	3.2%	1.6%	14.5%
	No	Count	7	1	5	31	1	45
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	15.6%	2.2%	11.1%	68.9%	2.2%	100.0%
		% within Race/Ethnicity/Gender Classification	46.7%	100.0%	71.4%	83.8%	50.0%	72.6%
		% of Total	11.3%	1.6%	8.1%	50.0%	1.6%	72.6%
	Don't Know	Count	3	0	1	4	0	8
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	37.5%	0.0%	12.5%	50.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	20.0%	0.0%	14.3%	10.8%	0.0%	12.9%
		% of Total	4.8%	0.0%	1.6%	6.5%	0.0%	12.9%
Total	Count		15	1	7	37	2	62
	% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?		24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Q29. What was the most noticeable way you became aware of the discrimination against your company? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q29. What was the most noticeable way you became aware of the discrimination against your company?	Verbal Comment	Count	3	1	2	0	6
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	16.7%	33.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	60.0%	100.0%	100.0%	0.0%	66.7%
		% of Total	33.3%	11.1%	22.2%	0.0%	66.7%
	Action taken against company	Count	2	0	0	1	3
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	0.0%	0.0%	33.3%	100.0%
		% within Race/Ethnicity/Gender Classification	40.0%	0.0%	0.0%	100.0%	33.3%
		% of Total	22.2%	0.0%	0.0%	11.1%	33.3%
	Total	Count	5	1	2	1	9
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	55.6%	11.1%	22.2%	11.1%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	55.6%	11.1%	22.2%	11.1%	100.0%

Q30. Which of the following do you consider the primary reason for your company being discriminated against? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q30. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	4	0	0	0	4
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	80.0%	0.0%	0.0%	0.0%	44.4%
		% of Total	44.4%	0.0%	0.0%	0.0%	44.4%
	Owner's gender	Count	0	0	1	0	1
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	50.0%	0.0%	11.1%
		% of Total	0.0%	0.0%	11.1%	0.0%	11.1%
	Don't Know	Count	1	1	1	1	4
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	25.0%	25.0%	25.0%	25.0%	100.0%
		% within Race/Ethnicity/Gender Classification	20.0%	100.0%	50.0%	100.0%	44.4%
		% of Total	11.1%	11.1%	11.1%	11.1%	44.4%
Total	Count		5	1	2	1	9
	% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?		55.6%	11.1%	22.2%	11.1%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		55.6%	11.1%	22.2%	11.1%	100.0%

Q31. When did the discrimination first occur? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q31. When did the discrimination first occur?	During bidding process	Count	3	1	1	0	5
		% within Q31. When did the discrimination first occur?	60.0%	20.0%	20.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	60.0%	100.0%	50.0%	0.0%	55.6%
		% of Total	33.3%	11.1%	11.1%	0.0%	55.6%
	After contract award	Count	2	0	1	1	4
		% within Q31. When did the discrimination first occur?	50.0%	0.0%	25.0%	25.0%	100.0%
		% within Race/Ethnicity/Gender Classification	40.0%	0.0%	50.0%	100.0%	44.4%
		% of Total	22.2%	0.0%	11.1%	11.1%	44.4%
	Total	Count	5	1	2	1	9
		% within Q31. When did the discrimination first occur?	55.6%	11.1%	22.2%	11.1%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	55.6%	11.1%	22.2%	11.1%	100.0%

Q32. Did you file a complaint? * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender Classification				Total
		African American	Nonminority Female	Nonminority Male	Other	
Q32. Did you file a complaint?	Yes					
	Count	1	0	1	0	2
	% within Q32. Did you file a complaint?	50.0%	0.0%	50.0%	0.0%	100.0%
	% within Race/Ethnicity/Gender Classification	20.0%	0.0%	50.0%	0.0%	22.2%
	% of Total	11.1%	0.0%	11.1%	0.0%	22.2%
	No					
	Count	4	1	1	1	7
	% within Q32. Did you file a complaint?	57.1%	14.3%	14.3%	14.3%	100.0%
Total	% within Race/Ethnicity/Gender Classification	80.0%	100.0%	50.0%	100.0%	77.8%
	% of Total	44.4%	11.1%	11.1%	11.1%	77.8%
	Count	5	1	2	1	9
	% within Q32. Did you file a complaint?	55.6%	11.1%	22.2%	11.1%	100.0%
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	55.6%	11.1%	22.2%	11.1%	100.0%

Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender Classification					Total
		African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	Yes						
	Count	0	0	2	0	0	2
	% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race/Ethnicity/Gender Classification	0.0%	0.0%	28.6%	0.0%	0.0%	3.2%
	% of Total	0.0%	0.0%	3.2%	0.0%	0.0%	3.2%
	No						
	Count	15	1	5	37	2	60
	% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	25.0%	1.7%	8.3%	61.7%	3.3%	100.0%
Total	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	71.4%	100.0%	100.0%	96.8%
	% of Total	24.2%	1.6%	8.1%	59.7%	3.2%	96.8%
	Count	15	1	7	37	2	62
	% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification					Total
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	Yes	Count	5	0	1	1	1	8
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	62.5%	0.0%	12.5%	12.5%	12.5%	100.0%
		% within Race/Ethnicity/Gender Classification	33.3%	0.0%	14.3%	2.7%	50.0%	12.9%
		% of Total	8.1%	0.0%	1.6%	1.6%	1.6%	12.9%
	No	Count	10	1	6	36	1	54
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	18.5%	1.9%	11.1%	66.7%	1.9%	100.0%
		% within Race/Ethnicity/Gender Classification	66.7%	100.0%	85.7%	97.3%	50.0%	87.1%
		% of Total	16.1%	1.6%	9.7%	58.1%	1.6%	87.1%
	Total	Count	15	1	7	37	2	62
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation * Race/Ethnicity/Gender Classification

			Race/Ethnicity/Gender Classification					Total
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	Yes	Count	4	0	2	2	1	9
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	44.4%	0.0%	22.2%	22.2%	11.1%	100.0%
		% within Race/Ethnicity/Gender Classification	26.7%	0.0%	28.6%	5.4%	50.0%	14.5%
		% of Total	6.5%	0.0%	3.2%	3.2%	1.6%	14.5%
	No	Count	11	1	5	35	1	53
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	20.8%	1.9%	9.4%	66.0%	1.9%	100.0%
		% within Race/Ethnicity/Gender Classification	73.3%	100.0%	71.4%	94.6%	50.0%	85.5%
		% of Total	17.7%	1.6%	8.1%	56.5%	1.6%	85.5%
	Total	Count	15	1	7	37	2	62
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance * Race/Ethnicity/Gender Classification

			Race/Ethnicity/Gender Classification					Total
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	Yes	Count	5	0	0	2	0	7
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	71.4%	0.0%	0.0%	28.6%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	33.3%	0.0%	0.0%	5.4%	0.0%	11.3%
		% of Total	8.1%	0.0%	0.0%	3.2%	0.0%	11.3%
	No	Count	10	1	7	35	2	55
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	18.2%	1.8%	12.7%	63.6%	3.6%	100.0%
		% within Race/Ethnicity/Gender Classification	66.7%	100.0%	100.0%	94.6%	100.0%	88.7%
		% of Total	16.1%	1.6%	11.3%	56.5%	3.2%	88.7%
	Total	Count	15	1	7	37	2	62
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification					Total
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	Yes	Count	4	0	1	0	1	6
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	66.7%	0.0%	16.7%	0.0%	16.7%	100.0%
		% within Race/Ethnicity/Gender Classification	26.7%	0.0%	14.3%	0.0%	50.0%	9.7%
		% of Total	6.5%	0.0%	1.6%	0.0%	1.6%	9.7%
	No	Count	11	1	6	37	1	56
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	19.6%	1.8%	10.7%	66.1%	1.8%	100.0%
		% within Race/Ethnicity/Gender Classification	73.3%	100.0%	85.7%	100.0%	50.0%	90.3%
		% of Total	17.7%	1.6%	9.7%	59.7%	1.6%	90.3%
	Total	Count	15	1	7	37	2	62
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification					Total
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	Yes	Count	2	0	1	3	1	7
		% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	28.6%	0.0%	14.3%	42.9%	14.3%	100.0%
		% within Race/Ethnicity/Gender Classification	13.3%	0.0%	14.3%	8.1%	50.0%	11.3%
		% of Total	3.2%	0.0%	1.6%	4.8%	1.6%	11.3%
	No	Count	13	1	6	34	1	55
		% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	23.6%	1.8%	10.9%	61.8%	1.8%	100.0%
		% within Race/Ethnicity/Gender Classification	86.7%	100.0%	85.7%	91.9%	50.0%	88.7%
		% of Total	21.0%	1.6%	9.7%	54.8%	1.6%	88.7%
	Total	Count	15	1	7	37	2	62
		% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...Unfair termination * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender Classification					Total
		African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...- Total	No						
	Count	15	1	7	37	2	62
	% within Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
	Count	15	1	7	37	2	62
	% within Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination	24.2%	1.6%	11.3%	59.7%	3.2%	100.0%
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		24.2%	1.6%	11.3%	59.7%	3.2%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City? * Race/Ethnicity/Gender Classification

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	None	Count	40	1	6	3	30	101	3	184
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	21.7%	0.5%	3.3%	1.6%	16.3%	54.9%	1.6%	100.0%
	1-10 times	% within Race/Ethnicity/Gender Classification	59.7%	100.0%	66.7%	75.0%	76.9%	67.8%	42.9%	66.7%
		% of Total	14.5%	0.4%	2.2%	1.1%	10.9%	36.6%	1.1%	66.7%
	11-25 times	Count	21	0	3	1	9	41	4	79
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	26.6%	0.0%	3.8%	1.3%	11.4%	51.9%	5.1%	100.0%
	26-50 times	% within Race/Ethnicity/Gender Classification	31.3%	0.0%	33.3%	25.0%	23.1%	27.5%	57.1%	28.6%
		% of Total	7.6%	0.0%	1.1%	0.4%	3.3%	14.9%	1.4%	28.6%
	51-100 times	Count	4	0	0	0	0	5	0	9
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	44.4%	0.0%	0.0%	0.0%	0.0%	55.6%	0.0%	100.0%
	Over 100 times	% within Race/Ethnicity/Gender Classification	6.0%	0.0%	0.0%	0.0%	0.0%	3.4%	0.0%	3.3%
		% of Total	1.4%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	3.3%
	Total	Count	1	0	0	0	0	1	0	2
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.7%
		% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.7%
		Count	1	0	0	0	0	0	0	1
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
		Count	0	0	0	0	0	1	0	1
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.4%
		Count	67	1	9	4	39	149	7	276
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	None	Count	52	1	9	4	32	120	6	224
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	23.2%	0.4%	4.0%	1.8%	14.3%	53.6%	2.7%	100.0%
		% within Race/Ethnicity/Gender Classification	77.6%	100.0%	100.0%	100.0%	82.1%	80.5%	85.7%	81.2%
	1-10 times	% of Total	18.8%	0.4%	3.3%	1.4%	11.6%	43.5%	2.2%	81.2%
		Count	14	0	0	0	7	23	1	45
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	31.1%	0.0%	0.0%	0.0%	15.6%	51.1%	2.2%	100.0%
	11-25 times	% within Race/Ethnicity/Gender Classification	20.9%	0.0%	0.0%	0.0%	17.9%	15.4%	14.3%	16.3%
		% of Total	5.1%	0.0%	0.0%	0.0%	2.5%	8.3%	0.4%	16.3%
		Count	1	0	0	0	0	6	0	7
	Total	% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	14.3%	0.0%	0.0%	0.0%	0.0%	85.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	2.5%
		% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	2.5%
		Count	67	1	9	4	39	149	7	276
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of Total		24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	Less than 30 days	Count	4	3	2	0	9
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	44.4%	33.3%	22.2%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	26.7%	42.9%	6.9%	0.0%	17.3%
		% of Total	7.7%	5.8%	3.8%	0.0%	17.3%
		Count	10	2	21	0	33
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	30.3%	6.1%	63.6%	0.0%	100.0%
	31-60 days	% within Race/Ethnicity/Gender Classification	66.7%	28.6%	72.4%	0.0%	63.5%
		% of Total	19.2%	3.8%	40.4%	0.0%	63.5%
		Count	1	1	3	0	5
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	20.0%	20.0%	60.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.7%	14.3%	10.3%	0.0%	9.6%
		% of Total	1.9%	1.9%	5.8%	0.0%	9.6%
	61-90 days	Count	0	1	3	0	4
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	0.0%	25.0%	75.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	14.3%	10.3%	0.0%	7.7%
		% of Total	0.0%	1.9%	5.8%	0.0%	7.7%
		Count	0	0	0	1	1
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	0.0%	0.0%	0.0%	100.0%	100.0%
	91-120 days	% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	100.0%	1.9%
		% of Total	0.0%	0.0%	0.0%	1.9%	1.9%
		Count	15	7	29	1	52
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	28.8%	13.5%	55.8%	1.9%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	28.8%	13.5%	55.8%	1.9%	100.0%
Total	Over 120 days	Count	15	7	29	1	52
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	28.8%	13.5%	55.8%	1.9%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	28.8%	13.5%	55.8%	1.9%	100.0%
		Count	15	7	29	1	52
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	28.8%	13.5%	55.8%	1.9%	100.0%

Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	Often	Count	0	0	4	0	4
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	13.8%	0.0%	7.7%
	Very Often	% of Total	0.0%	0.0%	7.7%	0.0%	7.7%
		Count	0	1	2	0	3
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	0.0%	33.3%	66.7%	0.0%	100.0%
	Sometimes	% within Race/Ethnicity/Gender Classification	0.0%	14.3%	6.9%	0.0%	5.8%
		% of Total	0.0%	1.9%	3.8%	0.0%	5.8%
		Count	3	2	6	1	12
	Seldom	% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	25.0%	16.7%	50.0%	8.3%	100.0%
		% within Race/Ethnicity/Gender Classification	20.0%	28.6%	20.7%	100.0%	23.1%
		% of Total	5.8%	3.8%	11.5%	1.9%	23.1%
	Never	Count	8	1	10	0	19
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	42.1%	5.3%	52.6%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	53.3%	14.3%	34.5%	0.0%	36.5%
	Total	% of Total	15.4%	1.9%	19.2%	0.0%	36.5%
		Count	4	3	7	0	14
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	28.6%	21.4%	50.0%	0.0%	100.0%
	Total	% within Race/Ethnicity/Gender Classification	26.7%	42.9%	24.1%	0.0%	26.9%
		% of Total	7.7%	5.8%	13.5%	0.0%	26.9%
		Count	15	7	29	1	52
	Total	% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	28.8%	13.5%	55.8%	1.9%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	28.8%	13.5%	55.8%	1.9%	100.0%

Q38. As a subcontractor, your working experience with prime contractors/service providers has been: * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	Excellent	Count	2	1	6	0	9
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	22.2%	11.1%	66.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	13.3%	14.3%	20.7%	0.0%	17.3%
	Good	% of Total	3.8%	1.9%	11.5%	0.0%	17.3%
		Count	9	5	21	0	35
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	25.7%	14.3%	60.0%	0.0%	100.0%
	Fair	% within Race/Ethnicity/Gender Classification	60.0%	71.4%	72.4%	0.0%	67.3%
		% of Total	17.3%	9.6%	40.4%	0.0%	67.3%
		Count	4	1	1	1	7
	Poor	% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	57.1%	14.3%	14.3%	14.3%	100.0%
		% within Race/Ethnicity/Gender Classification	26.7%	14.3%	3.4%	100.0%	13.5%
		% of Total	7.7%	1.9%	1.9%	1.9%	13.5%
	Total	Count	0	0	1	0	1
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	3.4%	0.0%	1.9%
		% of Total	0.0%	0.0%	1.9%	0.0%	1.9%
		Count	15	7	29	1	52
	Total	% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	28.8%	13.5%	55.8%	1.9%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	28.8%	13.5%	55.8%	1.9%	100.0%

Q39. Have you observed a situation in which a prime contractor/service provider includes M/WBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q39. Have you observed a situation in which a prime contractor/service provider includes M/WBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas	Yes	Count	12	0	0	0	12
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes M/WBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	80.0%	0.0%	0.0%	0.0%	23.1%
		% of Total	23.1%	0.0%	0.0%	0.0%	23.1%
	No	Count	3	4	24	1	32
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes M/WBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas	9.4%	12.5%	75.0%	3.1%	100.0%
		% within Race/Ethnicity/Gender Classification	20.0%	57.1%	82.8%	100.0%	61.5%
		% of Total	5.8%	7.7%	46.2%	1.9%	61.5%
	Don't Know	Count	0	3	5	0	8
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes M/WBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas	0.0%	37.5%	62.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	42.9%	17.2%	0.0%	15.4%
		% of Total	0.0%	5.8%	9.6%	0.0%	15.4%
Total	Count		15	7	29	1	52
	% within Q39. Have you observed a situation in which a prime contractor/service provider includes M/WBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas		28.8%	13.5%	55.8%	1.9%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		28.8%	13.5%	55.8%	1.9%	100.0%

Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public)

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	Always	Count	0	0	2	0	2
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	6.9%	0.0%	3.8%
	Often	% of Total	0.0%	0.0%	3.8%	0.0%	3.8%
		Count	2	0	6	0	8
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	25.0%	0.0%	75.0%	0.0%	100.0%
	Very Often	% within Race/Ethnicity/Gender Classification	13.3%	0.0%	20.7%	0.0%	15.4%
		% of Total	3.8%	0.0%	11.5%	0.0%	15.4%
		Count	1	1	3	0	5
	Sometimes	% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	20.0%	20.0%	60.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.7%	14.3%	10.3%	0.0%	9.6%
		% of Total	1.9%	1.9%	5.8%	0.0%	9.6%
	Seldom	Count	4	3	10	1	18
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	22.2%	16.7%	55.6%	5.6%	100.0%
		% within Race/Ethnicity/Gender Classification	26.7%	42.9%	34.5%	100.0%	34.6%
	Total	% of Total	7.7%	5.8%	19.2%	1.9%	34.6%
		Count	8	3	8	0	19
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	42.1%	15.8%	42.1%	0.0%	100.0%
	Total	% within Race/Ethnicity/Gender Classification	53.3%	42.9%	27.6%	0.0%	36.5%
		% of Total	15.4%	5.8%	15.4%	0.0%	36.5%
		Count	15	7	29	1	52
	Total	% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	28.8%	13.5%	55.8%	1.9%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	28.8%	13.5%	55.8%	1.9%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project? *

			Race/Ethnicity/Gender Classification				Total
			African American	Nonminority Female	Nonminority Male	Other	
Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	Yes	Count	6	1	0	0	7
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	85.7%	14.3%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	40.0%	14.3%	0.0%	0.0%	13.5%
		% of Total	11.5%	1.9%	0.0%	0.0%	13.5%
	No	Count	7	5	22	1	35
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	20.0%	14.3%	62.9%	2.9%	100.0%
		% within Race/Ethnicity/Gender Classification	46.7%	71.4%	75.9%	100.0%	67.3%
		% of Total	13.5%	9.6%	42.3%	1.9%	67.3%
	Don't Know	Count	2	1	7	0	10
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	20.0%	10.0%	70.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	13.3%	14.3%	24.1%	0.0%	19.2%
		% of Total	3.8%	1.9%	13.5%	0.0%	19.2%
Total	Count		15	7	29	1	52
	% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?		28.8%	13.5%	55.8%	1.9%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		28.8%	13.5%	55.8%	1.9%	100.0%

Q42. What was the most noticeable way you became aware of the discrimination against your company? * Race/Ethnicity/Gender Classification

			Race/Ethnicity/Gender		Total
			African American	Nonminority Female	
Q42. What was the most noticeable way you became aware of the discrimination against your company?	Verbal Comment	Count	1	1	2
		% within Q42. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	50.0%	100.0%
		% within Race/Ethnicity/Gender Classification	20.0%	100.0%	33.3%
		% of Total	16.7%	16.7%	33.3%
	Action taken against company	Count	4	0	4
		% within Q42. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	80.0%	0.0%	66.7%
		% of Total	66.7%	0.0%	66.7%
	Total	Count	5	1	6
		% within Q42. What was the most noticeable way you became aware of the discrimination against your company?	83.3%	16.7%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%
		% of Total	83.3%	16.7%	100.0%

Q43. Which of the following do you consider the primary reason for your company being discriminated against? * Race/Ethnicity/Gender Classification

			Race/Ethnicity/Gender		Total
			African American	Nonminority Female	
Q43. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	5	0	5
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	0.0%	83.3%
		% of Total	83.3%	0.0%	83.3%
	Don't Know	Count	0	1	1
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	0.0%	100.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	100.0%	16.7%
		% of Total	0.0%	16.7%	16.7%
	Total	Count	5	1	6
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	83.3%	16.7%	100.0%
% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	
% of Total		83.3%	16.7%	100.0%	

Q44. When did the discrimination first occur? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender		Total
			African American	Nonminority Female	
Q44. When did the discrimination first occur?	During bidding process	Count	3	1	4
		% within Q44. When did the discrimination first occur?	75.0%	25.0%	100.0%
		% within Race/Ethnicity/Gender Classification	60.0%	100.0%	66.7%
		% of Total	50.0%	16.7%	66.7%
	After contract award	Count	2	0	2
		% within Q44. When did the discrimination first occur?	100.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	40.0%	0.0%	33.3%
		% of Total	33.3%	0.0%	33.3%
	Total	Count	5	1	6
		% within Q44. When did the discrimination first occur?	83.3%	16.7%	100.0%
% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	
% of Total		83.3%	16.7%	100.0%	

Q45. Did you file a complaint? * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender		Total
		African American	Nonminority Female	
Q45. Did you file a complaint?	Yes	Count	3	0
		% within Q45. Did you file a complaint?	100.0%	0.0%
		% within Race/Ethnicity/Gender Classification	60.0%	0.0%
		% of Total	50.0%	0.0%
No		Count	2	1
		% within Q45. Did you file a complaint?	66.7%	33.3%
		% within Race/Ethnicity/Gender Classification	40.0%	100.0%
		% of Total	33.3%	16.7%
Total		Count	5	1
		% within Q45. Did you file a complaint?	83.3%	16.7%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%
		% of Total	83.3%	16.7%

Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender Classification							Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	Yes	Count	4	0	0	0	1	0	5
		% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	80.0%	0.0%	0.0%	0.0%	20.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	0.0%	0.0%	2.6%	0.0%	1.8%
		% of Total	1.4%	0.0%	0.0%	0.0%	0.4%	0.0%	1.8%
No		Count	63	1	9	4	38	149	271
		% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	23.2%	0.4%	3.3%	1.5%	14.0%	55.0%	100.0%
		% within Race/Ethnicity/Gender Classification	94.0%	100.0%	100.0%	100.0%	97.4%	100.0%	98.2%
		% of Total	22.8%	0.4%	3.3%	1.4%	13.8%	54.0%	98.2%
Total		Count	67	1	9	4	39	149	276
		% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	100.0%

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Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment * Race/Ethnicity/Gender Classification

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced- Unequal or unfair treatment	Yes	Count	26	0	1	1	5	1	0	34
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	76.5%	0.0%	2.9%	2.9%	14.7%	2.9%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	38.8%	0.0%	11.1%	25.0%	12.8%	0.7%	0.0%	12.3%
		% of Total	9.4%	0.0%	0.4%	0.4%	1.8%	0.4%	0.0%	12.3%
	No	Count	41	1	8	3	34	148	7	242
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced- Unequal or unfair treatment	16.9%	0.4%	3.3%	1.2%	14.0%	61.2%	2.9%	100.0%
		% within Race/Ethnicity/Gender Classification	61.2%	100.0%	88.9%	75.0%	87.2%	99.3%	100.0%	87.7%
		% of Total	14.9%	0.4%	2.9%	1.1%	12.3%	53.6%	2.5%	87.7%
	Total	Count	67	1	9	4	39	149	7	276
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced- Unequal or unfair treatment	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation * Race/Ethnicity/Gender

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	Yes	Count	25	0	1	1	2	2	2	33
		% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	75.8%	0.0%	3.0%	3.0%	6.1%	6.1%	6.1%	100.0%
		% within Race/Ethnicity/Gender Classification	37.3%	0.0%	11.1%	25.0%	5.1%	1.3%	28.6%	12.0%
		% of Total	9.1%	0.0%	0.4%	0.4%	0.7%	0.7%	0.7%	12.0%
		Count	42	1	8	3	37	147	5	243
	No	% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	17.3%	0.4%	3.3%	1.2%	15.2%	60.5%	2.1%	100.0%
		% within Race/Ethnicity/Gender Classification	62.7%	100.0%	88.9%	75.0%	94.9%	98.7%	71.4%	88.0%
		% of Total	15.2%	0.4%	2.9%	1.1%	13.4%	53.3%	1.8%	88.0%
		Count	67	1	9	4	39	149	7	276
		% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance * Race/Ethnicity/Gender

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	Yes	Count	23	0	2	1	5	5	0	36
		% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	63.9%	0.0%	5.6%	2.8%	13.9%	13.9%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	34.3%	0.0%	22.2%	25.0%	12.8%	3.4%	0.0%	13.0%
		% of Total	8.3%	0.0%	0.7%	0.4%	1.8%	1.8%	0.0%	13.0%
		Count	44	1	7	3	34	144	7	240
	No	% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	18.3%	0.4%	2.9%	1.3%	14.2%	60.0%	2.9%	100.0%
		% within Race/Ethnicity/Gender Classification	65.7%	100.0%	77.8%	75.0%	87.2%	96.6%	100.0%	87.0%
		% of Total	15.9%	0.4%	2.5%	1.1%	12.3%	52.2%	2.5%	87.0%
		Count	67	1	9	4	39	149	7	276
		% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid * Race/Ethnicity/Gender Classification

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	Yes	Count	10	1	1	1	4	2	2	21
		% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	47.6%	4.8%	4.8%	4.8%	19.0%	9.5%	9.5%	100.0%
		% within Race/Ethnicity/Gender Classification	14.9%	100.0%	11.1%	25.0%	10.3%	1.3%	28.6%	7.6%
		% of Total	3.6%	0.4%	0.4%	0.4%	1.4%	0.7%	0.7%	7.6%
		Count	57	0	8	3	35	147	5	255
	No	% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	22.4%	0.0%	3.1%	1.2%	13.7%	57.6%	2.0%	100.0%
		% within Race/Ethnicity/Gender Classification	85.1%	0.0%	88.9%	75.0%	89.7%	98.7%	71.4%	92.4%
		% of Total	20.7%	0.0%	2.9%	1.1%	12.7%	53.3%	1.8%	92.4%
		Count	67	1	9	4	39	149	7	276
		% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award * Race/Ethnicity/Gender

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	Yes	Count	9	0	1	1	1	0	0	12
		% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	75.0%	0.0%	8.3%	8.3%	8.3%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	13.4%	0.0%	11.1%	25.0%	2.6%	0.0%	0.0%	4.3%
		% of Total	3.3%	0.0%	0.4%	0.4%	0.4%	0.0%	0.0%	4.3%
		Count	58	1	8	3	38	149	7	264
	No	% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	22.0%	0.4%	3.0%	1.1%	14.4%	56.4%	2.7%	100.0%
		% within Race/Ethnicity/Gender Classification	86.6%	100.0%	88.9%	75.0%	97.4%	100.0%	100.0%	95.7%
		% of Total	21.0%	0.4%	2.9%	1.1%	13.8%	54.0%	2.5%	95.7%
		Count	67	1	9	4	39	149	7	276
		% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination * Race/Ethnicity/Gender Classification

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	Yes	Count	3	0	1	0	0	0	1	5
		% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	60.0%	0.0%	20.0%	0.0%	0.0%	0.0%	20.0%	100.0%
		% within Race/Ethnicity/Gender Classification	4.5%	0.0%	11.1%	0.0%	0.0%	0.0%	14.3%	1.8%
		% of Total	1.1%	0.0%	0.4%	0.0%	0.0%	0.0%	0.4%	1.8%
		Count	64	1	8	4	39	149	6	271
	No	% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	23.6%	0.4%	3.0%	1.5%	14.4%	55.0%	2.2%	100.0%
		% within Race/Ethnicity/Gender Classification	95.5%	100.0%	88.9%	100.0%	100.0%	100.0%	85.7%	98.2%
		% of Total	23.2%	0.4%	2.9%	1.4%	14.1%	54.0%	2.2%	98.2%
		Count	67	1	9	4	39	149	7	276
		% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q47. Are you required to have bonding for the type of work that your company bids? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q47. Are you required to have bonding for the type of work that your company bids?	Yes	Count	16	0	1	3	8	39	1	68
		% within Q47. Are you required to have bonding for the type of work that your company bids?	23.5%	0.0%	1.5%	4.4%	11.8%	57.4%	1.5%	100.0%
		% within Race/Ethnicity/Gender Classification	23.9%	0.0%	11.1%	75.0%	20.5%	26.2%	14.3%	24.6%
		% of Total	5.8%	0.0%	0.4%	1.1%	2.9%	14.1%	0.4%	24.6%
		Count	50	1	8	1	28	102	5	195
	No	% within Q47. Are you required to have bonding for the type of work that your company bids?	25.6%	0.5%	4.1%	0.5%	14.4%	52.3%	2.6%	100.0%
		% within Race/Ethnicity/Gender Classification	74.6%	100.0%	88.9%	25.0%	71.8%	68.5%	71.4%	70.7%
		% of Total	18.1%	0.4%	2.9%	0.4%	10.1%	37.0%	1.8%	70.7%
		Count	1	0	0	0	3	8	1	13
		% within Q47. Are you required to have bonding for the type of work that your company bids?	7.7%	0.0%	0.0%	0.0%	23.1%	61.5%	7.7%	100.0%
	Don't Know	% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	7.7%	5.4%	14.3%	4.7%
		% of Total	0.4%	0.0%	0.0%	0.0%	1.1%	2.9%	0.4%	4.7%
		Count	67	1	9	4	39	149	7	276
		% within Q47. Are you required to have bonding for the type of work that your company bids?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q48. What is your current aggregate bonding limit? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification						Total
			African American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q48. What is your current aggregate bonding limit?	Below \$100,000	Count	5	0	1	0	2	0	8
		% within Q48. What is your current aggregate bonding limit?	62.5%	0.0%	12.5%	0.0%	25.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	31.3%	0.0%	33.3%	0.0%	5.1%	0.0%	11.8%
		% of Total	7.4%	0.0%	1.5%	0.0%	2.9%	0.0%	11.8%
	\$100,001 to \$250,000	Count	1	0	0	0	2	0	3
		% within Q48. What is your current aggregate bonding limit?	33.3%	0.0%	0.0%	0.0%	66.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.3%	0.0%	0.0%	0.0%	5.1%	0.0%	4.4%
		% of Total	1.5%	0.0%	0.0%	0.0%	2.9%	0.0%	4.4%
	\$250,001 to \$500,000	Count	0	0	1	1	7	0	9
		% within Q48. What is your current aggregate bonding limit?	0.0%	0.0%	11.1%	11.1%	77.8%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	33.3%	12.5%	17.9%	0.0%	13.2%
		% of Total	0.0%	0.0%	1.5%	1.5%	10.3%	0.0%	13.2%
	\$500,001 to \$1 million	Count	3	0	0	1	8	1	13
		% within Q48. What is your current aggregate bonding limit?	23.1%	0.0%	0.0%	7.7%	61.5%	7.7%	100.0%
		% within Race/Ethnicity/Gender Classification	18.8%	0.0%	0.0%	12.5%	20.5%	100.0%	19.1%
		% of Total	4.4%	0.0%	0.0%	1.5%	11.8%	1.5%	19.1%
	\$1,000,001 to \$1.5 million	Count	0	0	0	1	7	0	8
		% within Q48. What is your current aggregate bonding limit?	0.0%	0.0%	0.0%	12.5%	87.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	12.5%	17.9%	0.0%	11.8%
		% of Total	0.0%	0.0%	0.0%	1.5%	10.3%	0.0%	11.8%
	\$1,500,001 to \$3 million	Count	1	0	0	1	0	0	2
		% within Q48. What is your current aggregate bonding limit?	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.3%	0.0%	0.0%	12.5%	0.0%	0.0%	2.9%
		% of Total	1.5%	0.0%	0.0%	1.5%	0.0%	0.0%	2.9%
	\$3,000,001 to \$5 million	Count	3	0	0	0	5	0	8
		% within Q48. What is your current aggregate bonding limit?	37.5%	0.0%	0.0%	0.0%	62.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	18.8%	0.0%	0.0%	0.0%	12.8%	0.0%	11.8%
		% of Total	4.4%	0.0%	0.0%	0.0%	7.4%	0.0%	11.8%
	Over \$5 million	Count	0	1	1	2	6	0	10
		% within Q48. What is your current aggregate bonding limit?	0.0%	10.0%	10.0%	20.0%	60.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	100.0%	33.3%	25.0%	15.4%	0.0%	14.7%
		% of Total	0.0%	1.5%	1.5%	2.9%	8.8%	0.0%	14.7%
	Don't Know	Count	3	0	0	2	2	0	7
		% within Q48. What is your current aggregate bonding limit?	42.9%	0.0%	0.0%	28.6%	28.6%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	18.8%	0.0%	0.0%	25.0%	5.1%	0.0%	10.3%
		% of Total	4.4%	0.0%	0.0%	2.9%	2.9%	0.0%	10.3%
Total		Count	16	1	3	8	39	1	68
		% within Q48. What is your current aggregate bonding limit?	23.5%	1.5%	4.4%	11.8%	57.4%	1.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	23.5%	1.5%	4.4%	11.8%	57.4%	1.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q49. What is your current single project bonding limit? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification						Total
			African American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q49. What is your current single project bonding limit?	Below \$100,000	Count	4	0	1	0	4	0	9
		% within Q49. What is your current single project bonding limit?	44.4%	0.0%	11.1%	0.0%	44.4%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	25.0%	0.0%	33.3%	0.0%	10.3%	0.0%	13.2%
	\$100,001 to \$250,000	% of Total	5.9%	0.0%	1.5%	0.0%	5.9%	0.0%	13.2%
		Count	2	0	1	0	7	0	10
		% within Q49. What is your current single project bonding limit?	20.0%	0.0%	10.0%	0.0%	70.0%	0.0%	100.0%
	\$250,001 to \$500,000	% within Race/Ethnicity/Gender Classification	12.5%	0.0%	33.3%	0.0%	17.9%	0.0%	14.7%
		% of Total	2.9%	0.0%	1.5%	0.0%	10.3%	0.0%	14.7%
		Count	1	0	0	2	5	0	8
	\$500,001 to \$1 million	% within Q49. What is your current single project bonding limit?	12.5%	0.0%	0.0%	25.0%	62.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.3%	0.0%	0.0%	25.0%	12.8%	0.0%	11.8%
		% of Total	1.5%	0.0%	0.0%	2.9%	7.4%	0.0%	11.8%
	\$1,000,001 to \$1.5 million	Count	5	0	0	1	10	1	17
		% within Q49. What is your current single project bonding limit?	29.4%	0.0%	0.0%	5.9%	58.8%	5.9%	100.0%
		% within Race/Ethnicity/Gender Classification	31.3%	0.0%	0.0%	12.5%	25.6%	100.0%	25.0%
	\$1,500,001 to \$3 million	% of Total	7.4%	0.0%	0.0%	1.5%	14.7%	1.5%	25.0%
		Count	1	0	0	1	3	0	5
		% within Q49. What is your current single project bonding limit?	20.0%	0.0%	0.0%	20.0%	60.0%	0.0%	100.0%
	\$3,000,001 to \$5 million	% within Race/Ethnicity/Gender Classification	6.3%	0.0%	0.0%	12.5%	7.7%	0.0%	7.4%
		% of Total	1.5%	0.0%	0.0%	1.5%	4.4%	0.0%	7.4%
		Count	0	0	0	1	2	0	3
	Over \$5 million	% within Q49. What is your current single project bonding limit?	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	12.5%	5.1%	0.0%	4.4%
		% of Total	0.0%	0.0%	0.0%	1.5%	2.9%	0.0%	4.4%
	Don't Know	Count	0	0	1	0	1	0	2
		% within Q49. What is your current single project bonding limit?	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	33.3%	0.0%	2.6%	0.0%	2.9%
Total		% of Total	0.0%	0.0%	1.5%	0.0%	1.5%	0.0%	2.9%
		Count	0	1	0	1	5	0	7
		% within Q49. What is your current single project bonding limit?	0.0%	14.3%	0.0%	14.3%	71.4%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	100.0%	0.0%	12.5%	12.8%	0.0%	10.3%
		% of Total	0.0%	1.5%	0.0%	1.5%	7.4%	0.0%	10.3%
		Count	3	0	0	2	2	0	7
		% within Q49. What is your current single project bonding limit?	42.9%	0.0%	0.0%	28.6%	28.6%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	18.8%	0.0%	0.0%	25.0%	5.1%	0.0%	10.3%
		% of Total	4.4%	0.0%	0.0%	2.9%	2.9%	0.0%	10.3%
		Count	16	1	3	8	39	1	68
		% within Q49. What is your current single project bonding limit?	23.5%	1.5%	4.4%	11.8%	57.4%	1.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	23.5%	1.5%	4.4%	11.8%	57.4%	1.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

The following questions are related to work you have done or attempted to do on the Maritime Park project. * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
The following questions are related to work you have done or attempted to do on the Maritime Park project.	Yes	Count	67	1	9	4	39	149	7	276
		% within The following questions are related to work you have done or attempted to do on the Maritime Park project.	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
	Total	Count	67	1	9	4	39	149	7	276
		% within The following questions are related to work you have done or attempted to do on the Maritime Park project.	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	Yes	Count	20	0	2	0	6	15	1	44
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	45.5%	0.0%	4.5%	0.0%	13.6%	34.1%	2.3%	100.0%
		% within Race/Ethnicity/Gender Classification	29.9%	0.0%	22.2%	0.0%	15.4%	10.1%	14.3%	15.9%
		% of Total	7.2%	0.0%	0.7%	0.0%	2.2%	5.4%	0.4%	15.9%
	No	Count	47	1	7	4	33	132	5	229
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	20.5%	0.4%	3.1%	1.7%	14.4%	57.6%	2.2%	100.0%
		% within Race/Ethnicity/Gender Classification	70.1%	100.0%	77.8%	100.0%	84.6%	88.6%	71.4%	83.0%
		% of Total	17.0%	0.4%	2.5%	1.4%	12.0%	47.8%	1.8%	83.0%
	Don't Know	Count	0	0	0	0	0	2	1	3
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	14.3%	1.1%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.4%	1.1%
	Total	Count	67	1	9	4	39	149	7	276
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format) * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification					Total	
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other		
Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	Community	Count	9	0	0	3	1	13	
	Maritime Park Associates	% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	69.2%	0.0%	0.0%	23.1%	7.7%	100.0%	
		% within Race/Ethnicity/Gender Classification	45.0%	0.0%	0.0%	20.0%	100.0%	29.5%	
		% of Total	20.5%	0.0%	0.0%	6.8%	2.3%	29.5%	
		City	Count	3	0	1	4	0	8
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	37.5%	0.0%	12.5%	50.0%	0.0%	100.0%	
		% within Race/Ethnicity/Gender Classification	15.0%	0.0%	16.7%	26.7%	0.0%	18.2%	
		% of Total	6.8%	0.0%	2.3%	9.1%	0.0%	18.2%	
	Prime Contractor	Count	3	2	4	5	0	14	
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	21.4%	14.3%	28.6%	35.7%	0.0%	100.0%	
		% within Race/Ethnicity/Gender Classification	15.0%	100.0%	66.7%	33.3%	0.0%	31.8%	
		% of Total	6.8%	4.5%	9.1%	11.4%	0.0%	31.8%	
		Service Provider	Count	2	0	0	1	0	3
			% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	66.7%	0.0%	0.0%	33.3%	0.0%	100.0%
	% within Race/Ethnicity/Gender Classification		10.0%	0.0%	0.0%	6.7%	0.0%	6.8%	
	% of Total		4.5%	0.0%	0.0%	2.3%	0.0%	6.8%	
	Trade Association	Count	0	0	0	1	0	1	
			% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
			% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	6.7%	0.0%	2.3%
	% of Total		0.0%	0.0%	0.0%	2.3%	0.0%	2.3%	
	Other	Count	3	0	1	1	0	5	
			% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	60.0%	0.0%	20.0%	20.0%	0.0%	100.0%
			% within Race/Ethnicity/Gender Classification	15.0%	0.0%	16.7%	6.7%	0.0%	11.4%
	% of Total		6.8%	0.0%	2.3%	2.3%	0.0%	11.4%	
Total	Count	20	2	6	15	1	44		
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	45.5%	4.5%	13.6%	34.1%	2.3%	100.0%	
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		45.5%	4.5%	13.6%	34.1%	2.3%	100.0%		

Appendix G: Disparity Study Survey of Vendors' Results

Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT * Race/Ethnicity/Gender Classification Crosstabulation		Race/Ethnicity/Gender Classification							Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	Count	64	1	9	4	39	148	7	272
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	23.5%	0.4%	3.3%	1.5%	14.3%	54.4%	2.6%	100.0%
	% within Race/Ethnicity/Gender Classification	95.5%	100.0%	100.0%	100.0%	100.0%	99.3%	100.0%	98.6%
	% of Total	23.2%	0.4%	3.3%	1.4%	14.1%	53.6%	2.5%	98.6%
	all the above	Count	1	0	0	0	0	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	Master Developer	Count	1	0	0	0	0	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	news	Count	1	0	0	0	0	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race/Ethnicity/Gender Classification	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
	newspaper	Count	0	0	0	0	1	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.4%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.4%
Total	Count	67	1	9	4	39	149	7	276
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

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Q52. Is your firm providing goods or services on the Maritime Park project? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q52. Is your firm providing goods or services on the Maritime Park project?	Yes	Count	6	0	0	0	1	8	0	15
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	40.0%	0.0%	0.0%	0.0%	6.7%	53.3%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	9.4%	0.0%	0.0%	0.0%	2.6%	5.4%	0.0%	5.5%
		% of Total	2.2%	0.0%	0.0%	0.0%	0.4%	2.9%	0.0%	5.5%
	No	Count	58	1	9	4	37	139	7	255
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	22.7%	0.4%	3.5%	1.6%	14.5%	54.5%	2.7%	100.0%
		% within Race/Ethnicity/Gender Classification	90.6%	100.0%	100.0%	100.0%	94.9%	93.3%	100.0%	93.4%
		% of Total	21.2%	0.4%	3.3%	1.5%	13.6%	50.9%	2.6%	93.4%
	Don't Know	Count	0	0	0	0	1	2	0	3
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	2.6%	1.3%	0.0%	1.1%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.4%	0.7%	0.0%	1.1%
Total	Count		64	1	9	4	39	149	7	273
	% within Q52. Is your firm providing goods or services on the Maritime Park project?		23.4%	0.4%	3.3%	1.5%	14.3%	54.6%	2.6%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		23.4%	0.4%	3.3%	1.5%	14.3%	54.6%	2.6%	100.0%

Q53. Is your firm providing goods and/or services as a: * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification			Total
			African American	Nonminority Female	Nonminority Male	
Q53. Is your firm providing goods and/or services as a:	Prime Contractor	Count	0	1	1	2
		% within Q53. Is your firm providing goods and/or services as a:	0.0%	50.0%	50.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	100.0%	12.5%	13.3%
		% of Total	0.0%	6.7%	6.7%	13.3%
	Subcontractor	Count	5	0	6	11
		% within Q53. Is your firm providing goods and/or services as a:	45.5%	0.0%	54.5%	100.0%
		% within Race/Ethnicity/Gender Classification	83.3%	0.0%	75.0%	73.3%
		% of Total	33.3%	0.0%	40.0%	73.3%
	Both	Count	1	0	1	2
		% within Q53. Is your firm providing goods and/or services as a:	50.0%	0.0%	50.0%	100.0%
		% within Race/Ethnicity/Gender Classification	16.7%	0.0%	12.5%	13.3%
		% of Total	6.7%	0.0%	6.7%	13.3%
Total	Count		6	1	8	15
	% within Q53. Is your firm providing goods and/or services as a:		40.0%	6.7%	53.3%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%
	% of Total		40.0%	6.7%	53.3%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	Yes	Count	33	0	3	1	8	11	2	58
		% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	56.9%	0.0%	5.2%	1.7%	13.8%	19.0%	3.4%	100.0%
		% within Race/Ethnicity/Gender Classification	49.3%	0.0%	33.3%	25.0%	20.5%	7.4%	28.6%	21.0%
	No	% of Total	12.0%	0.0%	1.1%	0.4%	2.9%	4.0%	0.7%	21.0%
		Count	29	1	5	3	29	119	4	190
		% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	15.3%	0.5%	2.6%	1.6%	15.3%	62.6%	2.1%	100.0%
	Don't Know	% within Race/Ethnicity/Gender Classification	43.3%	100.0%	55.6%	75.0%	74.4%	79.9%	57.1%	68.8%
		% of Total	10.5%	0.4%	1.8%	1.1%	10.5%	43.1%	1.4%	68.8%
		Count	5	0	1	0	2	19	1	28
	Total	% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	17.9%	0.0%	3.6%	0.0%	7.1%	67.9%	3.6%	100.0%
		% within Race/Ethnicity/Gender Classification	7.5%	0.0%	11.1%	0.0%	5.1%	12.8%	14.3%	10.1%
		% of Total	1.8%	0.0%	0.4%	0.0%	0.7%	6.9%	0.4%	10.1%
Count		67	1	9	4	39	149	7	276	
	% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification						Total
			African American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	Verbal Comment	Count	12	2	1	2	3	1	21
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	57.1%	9.5%	4.8%	9.5%	14.3%	4.8%	100.0%
		% within Race/Ethnicity/Gender Classification	36.4%	66.7%	100.0%	25.0%	27.3%	50.0%	36.2%
	Written Statement	% of Total	20.7%	3.4%	1.7%	3.4%	5.2%	1.7%	36.2%
		Count	0	0	0	0	1	0	1
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Action taken against company	% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	1.7%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.7%	0.0%	1.7%
		Count	21	1	0	5	7	1	35
	Don't Know	% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	60.0%	2.9%	0.0%	14.3%	20.0%	2.9%	100.0%
		% within Race/Ethnicity/Gender Classification	63.6%	33.3%	0.0%	62.5%	63.6%	50.0%	60.3%
		% of Total	36.2%	1.7%	0.0%	8.6%	12.1%	1.7%	60.3%
	Total	Count	0	0	0	1	0	0	1
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	1.7%
	Total	% of Total	0.0%	0.0%	0.0%	1.7%	0.0%	0.0%	1.7%
		Count	33	3	1	8	11	2	58
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	56.9%	5.2%	1.7%	13.8%	19.0%	3.4%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	56.9%	5.2%	1.7%	13.8%	19.0%	3.4%	100.0%

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Q56. Which of the following do you consider the primary reason for your company being discriminated against? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification						Total
			African American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q56. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	31	2	1	1	5	0	40
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	77.5%	5.0%	2.5%	2.5%	12.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	93.9%	66.7%	100.0%	12.5%	45.5%	0.0%	69.0%
		% of Total	53.4%	3.4%	1.7%	1.7%	8.6%	0.0%	69.0%
		Count	2	1	0	7	4	1	15
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	13.3%	6.7%	0.0%	46.7%	26.7%	6.7%	100.0%
	Owner's gender	% within Race/Ethnicity/Gender Classification	6.1%	33.3%	0.0%	87.5%	36.4%	50.0%	25.9%
		% of Total	3.4%	1.7%	0.0%	12.1%	6.9%	1.7%	25.9%
		Count	0	0	0	0	2	1	3
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	18.2%	50.0%	5.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	3.4%	1.7%	5.2%
Total	Don't Know	Count	33	3	1	8	11	2	58
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	56.9%	5.2%	1.7%	13.8%	19.0%	3.4%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	56.9%	5.2%	1.7%	13.8%	19.0%	3.4%	100.0%

Q57. When did the discrimination first occur? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification						Total
			African American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q57. When did the discrimination first occur?	During bidding process	Count	22	3	1	7	6	2	41
		% within Q57. When did the discrimination first occur?	53.7%	7.3%	2.4%	17.1%	14.6%	4.9%	100.0%
		% within Race/Ethnicity/Gender Classification	66.7%	100.0%	100.0%	87.5%	54.5%	100.0%	70.7%
		% of Total	37.9%	5.2%	1.7%	12.1%	10.3%	3.4%	70.7%
	After contract award	Count	9	0	0	1	3	0	13
		% within Q57. When did the discrimination first occur?	69.2%	0.0%	0.0%	7.7%	23.1%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	27.3%	0.0%	0.0%	12.5%	27.3%	0.0%	22.4%
		% of Total	15.5%	0.0%	0.0%	1.7%	5.2%	0.0%	22.4%
	Don't Know	Count	2	0	0	0	2	0	4
		% within Q57. When did the discrimination first occur?	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.1%	0.0%	0.0%	0.0%	18.2%	0.0%	6.9%
		% of Total	3.4%	0.0%	0.0%	0.0%	3.4%	0.0%	6.9%
Total		Count	33	3	1	8	11	2	58
		% within Q57. When did the discrimination first occur?	56.9%	5.2%	1.7%	13.8%	19.0%	3.4%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	56.9%	5.2%	1.7%	13.8%	19.0%	3.4%	100.0%

Q58. Did you file a complaint? * Race/Ethnicity/Gender Classification Crosstabulation

		Race/Ethnicity/Gender Classification						Total
		African American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q58. Did you file a complaint?	Yes	Count	5	0	0	0	0	5
		% within Q58. Did you file a complaint?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	15.2%	0.0%	0.0%	0.0%	0.0%	8.6%
		% of Total	8.6%	0.0%	0.0%	0.0%	0.0%	8.6%
No		Count	28	3	1	8	11	53
		% within Q58. Did you file a complaint?	52.8%	5.7%	1.9%	15.1%	20.8%	100.0%
		% within Race/Ethnicity/Gender Classification	84.8%	100.0%	100.0%	100.0%	100.0%	91.4%
		% of Total	48.3%	5.2%	1.7%	13.8%	19.0%	91.4%
Total		Count	33	3	1	8	11	58
		% within Q58. Did you file a complaint?	56.9%	5.2%	1.7%	13.8%	19.0%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	56.9%	5.2%	1.7%	13.8%	19.0%	100.0%

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Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector. * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	Strongly Agree	Count	18	1	1	1	5	8	2	36
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	50.0%	2.8%	2.8%	2.8%	13.9%	22.2%	5.6%	100.0%
		% within Race/Ethnicity/Gender Classification	26.9%	100.0%	11.1%	25.0%	12.8%	5.4%	28.6%	13.0%
	Agree	% of Total	6.5%	0.4%	0.4%	0.4%	1.8%	2.9%	0.7%	13.0%
		Count	16	0	1	0	7	8	0	32
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	50.0%	0.0%	3.1%	0.0%	21.9%	25.0%	0.0%	100.0%
	Somewhat Agree	% within Race/Ethnicity/Gender Classification	23.9%	0.0%	11.1%	0.0%	17.9%	5.4%	0.0%	11.6%
		% of Total	5.8%	0.0%	0.4%	0.0%	2.5%	2.9%	0.0%	11.6%
		Count	4	0	3	0	7	43	0	57
	Neither Agree or Disagree	% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	7.0%	0.0%	5.3%	0.0%	12.3%	75.4%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	33.3%	0.0%	17.9%	28.9%	0.0%	20.7%
		% of Total	1.4%	0.0%	1.1%	0.0%	2.5%	15.6%	0.0%	20.7%
	Somewhat Disagree	Count	14	0	1	2	11	51	2	81
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	17.3%	0.0%	1.2%	2.5%	13.6%	63.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	20.9%	0.0%	11.1%	50.0%	28.2%	34.2%	28.6%	29.3%
	Disagree	% of Total	5.1%	0.0%	0.4%	0.7%	4.0%	18.5%	0.7%	29.3%
		Count	4	0	0	0	0	6	1	11
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	36.4%	0.0%	0.0%	0.0%	0.0%	54.5%	9.1%	100.0%
	Strongly Disagree	% within Race/Ethnicity/Gender Classification	6.0%	0.0%	0.0%	0.0%	0.0%	4.0%	14.3%	4.0%
		% of Total	1.4%	0.0%	0.0%	0.0%	0.0%	2.2%	0.4%	4.0%
		Count	7	0	2	1	8	20	2	40
	Total	% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	17.5%	0.0%	5.0%	2.5%	20.0%	50.0%	5.0%	100.0%
		% within Race/Ethnicity/Gender Classification	10.4%	0.0%	22.2%	25.0%	20.5%	13.4%	28.6%	14.5%
		% of Total	2.5%	0.0%	0.7%	0.4%	2.9%	7.2%	0.7%	14.5%
		Count	4	0	1	0	1	13	0	19
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	21.1%	0.0%	5.3%	0.0%	5.3%	68.4%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	6.0%	0.0%	11.1%	0.0%	2.6%	8.7%	0.0%	6.9%
		% of Total	1.4%	0.0%	0.4%	0.0%	0.4%	4.7%	0.0%	6.9%
		Count	67	1	9	4	39	149	7	276
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%
		% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%

Appendix G: Disparity Study Survey of Vendors' Results

Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	Yes	Count	19	0	3	1	9	27	1	60
		% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	31.7%	0.0%	5.0%	1.7%	15.0%	45.0%	1.7%	100.0%
		% within Race/Ethnicity/Gender Classification	28.4%	0.0%	33.3%	25.0%	23.1%	18.1%	14.3%	21.7%
	No	% of Total	6.9%	0.0%	1.1%	0.4%	3.3%	9.8%	0.4%	21.7%
		Count	48	1	6	3	29	119	6	212
		% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	22.6%	0.5%	2.8%	1.4%	13.7%	56.1%	2.8%	100.0%
	Don't Know	% within Race/Ethnicity/Gender Classification	71.6%	100.0%	66.7%	75.0%	74.4%	79.9%	85.7%	76.8%
		% of Total	17.4%	0.4%	2.2%	1.1%	10.5%	43.1%	2.2%	76.8%
		Count	0	0	0	0	1	3	0	4
	Total	% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	0.0%	0.0%	0.0%	0.0%	25.0%	75.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	0.0%	0.0%	2.6%	2.0%	0.0%	1.4%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.4%	1.1%	0.0%	1.4%
Count		67	1	9	4	39	149	7	276	
	% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.3%	0.4%	3.3%	1.4%	14.1%	54.0%	2.5%	100.0%	

Q62. Were you approved or denied for a commercial (business) bank loan? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification						Total
			African American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q62. Were you approved or denied for a commercial (business) bank loan?	Approved	Count	9	2	0	6	26	0	43
		% within Q62. Were you approved or denied for a commercial (business) bank loan?	20.9%	4.7%	0.0%	14.0%	60.5%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	47.4%	66.7%	0.0%	66.7%	96.3%	0.0%	71.7%
	Denied	% of Total	15.0%	3.3%	0.0%	10.0%	43.3%	0.0%	71.7%
		Count	10	1	0	2	1	1	15
		% within Q62. Were you approved or denied for a commercial (business) bank loan?	66.7%	6.7%	0.0%	13.3%	6.7%	6.7%	100.0%
	Don't Know	% within Race/Ethnicity/Gender Classification	52.6%	33.3%	0.0%	22.2%	3.7%	100.0%	25.0%
		% of Total	16.7%	1.7%	0.0%	3.3%	1.7%	1.7%	25.0%
		Count	0	0	1	1	0	0	2
	Total	% within Q62. Were you approved or denied for a commercial (business) bank loan?	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	0.0%	0.0%	100.0%	11.1%	0.0%	0.0%	3.3%
		% of Total	0.0%	0.0%	1.7%	1.7%	0.0%	0.0%	3.3%
Count		19	3	1	9	27	1	60	
	% within Q62. Were you approved or denied for a commercial (business) bank loan?	31.7%	5.0%	1.7%	15.0%	45.0%	1.7%	100.0%	
	% within Race/Ethnicity/Gender Classification	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	31.7%	5.0%	1.7%	15.0%	45.0%	1.7%	100.0%	

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Q63.Which of the following do you believe was the primary reason for your being denied a loan? * Race/Ethnicity/Gender Classification Crosstabulation

			Race/Ethnicity/Gender Classification					Total
			African American	Hispanic American	Nonminority Female	Nonminority Male	Other	
Q63.Which of the following do you believe was the primary reason for your being denied a loan?	Insufficient Documentation	Count	1	0	0	0	0	1
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	10.0%	0.0%	0.0%	0.0%	0.0%	6.7%
		% of Total	6.7%	0.0%	0.0%	0.0%	0.0%	6.7%
	Insufficient Business History	Count	1	0	0	1	1	3
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	33.3%	0.0%	0.0%	33.3%	33.3%	100.0%
		% within Race/Ethnicity/Gender Classification	10.0%	0.0%	0.0%	100.0%	100.0%	20.0%
		% of Total	6.7%	0.0%	0.0%	6.7%	6.7%	20.0%
	Lack of Capital	Count	5	1	2	0	0	8
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	62.5%	12.5%	25.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	50.0%	100.0%	100.0%	0.0%	0.0%	53.3%
		% of Total	33.3%	6.7%	13.3%	0.0%	0.0%	53.3%
	Gender of Owner	Count	1	0	0	0	0	1
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	10.0%	0.0%	0.0%	0.0%	0.0%	6.7%
		% of Total	6.7%	0.0%	0.0%	0.0%	0.0%	6.7%
	Don't Know	Count	2	0	0	0	0	2
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race/Ethnicity/Gender Classification	20.0%	0.0%	0.0%	0.0%	0.0%	13.3%
		% of Total	13.3%	0.0%	0.0%	0.0%	0.0%	13.3%
Total	Count		10	1	2	1	1	15
	% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?		66.7%	6.7%	13.3%	6.7%	6.7%	100.0%
	% within Race/Ethnicity/Gender Classification		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		66.7%	6.7%	13.3%	6.7%	6.7%	100.0%

Q1. What is your title? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q1. What is your title?	Owner	Count	87	83	6	176
		% within Q1. What is your title?	49.4%	47.2%	3.4%	100.0%
		% within MWBE or Non-MWBE	72.5%	55.7%	85.7%	63.8%
		% of Total	31.5%	30.1%	2.2%	63.8%
	CEO President	Count	18	33	0	51
		% within Q1. What is your title?	35.3%	64.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.0%	22.1%	0.0%	18.5%
		% of Total	6.5%	12.0%	0.0%	18.5%
	Manager/Financial Officer	Count	13	30	0	43
		% within Q1. What is your title?	30.2%	69.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.8%	20.1%	0.0%	15.6%
		% of Total	4.7%	10.9%	0.0%	15.6%
	Other	Count	2	3	1	6
		% within Q1. What is your title?	33.3%	50.0%	16.7%	100.0%
		% within MWBE or Non-MWBE	1.7%	2.0%	14.3%	2.2%
		% of Total	0.7%	1.1%	0.4%	2.2%
Total	Count		120	149	7	276
	% within Q1. What is your title?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q4. Which ONE of the following is your company s primary line of business? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q4. Which ONE of the following is your company's primary line of business?	Construction (such as general contractor, electrical, site work)	Count	44	55	2	10
		% within Q4. Which ONE of the following is your company's primary line of business?	43.6%	54.5%	2.0%	100.0%
		% within MWBE or Non-MWBE	36.7%	36.9%	28.6%	36.6%
		% of Total	15.9%	19.9%	0.7%	36.6%
		Count	5	14	1	2
	Architecture & Engineering (includes environmental, structural)	% within Q4. Which ONE of the following is your company's primary line of business?	25.0%	70.0%	5.0%	100.0%
		% within MWBE or Non-MWBE	4.2%	9.4%	14.3%	7.2%
		% of Total	1.8%	5.1%	0.4%	7.2%
		Count	25	19	1	4
		Professional Services (such as consulting, accounting, marketing)	% within Q4. Which ONE of the following is your company's primary line of business?	55.6%	42.2%	2.2%
	% within MWBE or Non-MWBE		20.8%	12.8%	14.3%	16.3%
	% of Total		9.1%	6.9%	0.4%	16.3%
	Count		34	39	3	7
	Other Services (such as landscaping, janitorial, security, etc.)		% within Q4. Which ONE of the following is your company's primary line of business?	44.7%	51.3%	3.9%
		% within MWBE or Non-MWBE	28.3%	26.2%	42.9%	27.5%
		% of Total	12.3%	14.1%	1.1%	27.5%
		Count	12	22	0	3
		Goods (such as books, office supplies, computers, equipment)	% within Q4. Which ONE of the following is your company's primary line of business?	35.3%	64.7%	0.0%
	% within MWBE or Non-MWBE		10.0%	14.8%	0.0%	12.3%
	% of Total		4.3%	8.0%	0.0%	12.3%
Count	120		149	7	27	
Total	% within Q4. Which ONE of the following is your company's primary line of business?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	43.5%	54.0%	2.5%	100.0%	

Q5. Is 51 percent or more of your company owned and controlled by a woman or women? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	Yes	Count	62	0	4	66
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	93.9%	0.0%	6.1%	100.0%
		% within MWBE or Non-MWBE	51.7%	0.0%	57.1%	23.9%
		% of Total	22.5%	0.0%	1.4%	23.9%
	No	Count	57	149	3	209
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	27.3%	71.3%	1.4%	100.0%
		% within MWBE or Non-MWBE	47.5%	100.0%	42.9%	75.7%
		% of Total	20.7%	54.0%	1.1%	75.7%
	Don't Know	Count	1	0	0	1
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.4%
	Total	Count	120	149	7	276
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
% of Total		43.5%	54.0%	2.5%	100.0%	

Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	White/Caucasian	Count	39	148	0	187
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.9%	79.1%	0.0%	100.0%
		% within MWBE or Non-MWBE	32.5%	99.3%	0.0%	67.8%
		% of Total	14.1%	53.6%	0.0%	67.8%
		Count	65	0	0	65
	African American	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	54.2%	0.0%	0.0%	23.6%
		% of Total	23.6%	0.0%	0.0%	23.6%
		Count	1	0	0	1
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	100.0%
	Asian or Pacific Islander	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.4%
		Count	9	0	0	9
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.5%	0.0%	0.0%	3.3%
	Hispanic American	% of Total	3.3%	0.0%	0.0%	3.3%
		Count	4	0	0	4
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	0.0%	0.0%	1.4%
		% of Total	1.4%	0.0%	0.0%	1.4%
	Native American/Alaskan Native	Count	0	0	3	3
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	0.0%	0.0%	100.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	0.0%	42.9%	1.1%
		% of Total	0.0%	0.0%	1.1%	1.1%
		Count	2	1	4	7
	Other	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	28.6%	14.3%	57.1%	100.0%
		% within MWBE or Non-MWBE	1.7%	0.7%	57.1%	2.5%
		% of Total	0.7%	0.4%	1.4%	2.5%
		Count	120	149	7	276
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%
Total		Count	120	149	7	276
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q7. What is the highest level of education completed by the primary owner of your company? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q7. What is the highest level of education completed by the primary owner of your company?	Some high school	Count	2	1	0	3
		% within Q7. What is the highest level of education completed by the primary owner of your company?	66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	1.7%	0.7%	0.0%	1.1%
		% of Total	0.7%	0.4%	0.0%	1.1%
	High school graduate	Count	18	8	0	26
		% within Q7. What is the highest level of education completed by the primary owner of your company?	69.2%	30.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.0%	5.4%	0.0%	9.4%
		% of Total	6.5%	2.9%	0.0%	9.4%
	Trade or technical education	Count	17	7	0	24
		% within Q7. What is the highest level of education completed by the primary owner of your company?	70.8%	29.2%	0.0%	100.0%
		% within MWBE or Non-MWBE	14.2%	4.7%	0.0%	8.7%
		% of Total	6.2%	2.5%	0.0%	8.7%
	Some college	Count	38	45	2	85
		% within Q7. What is the highest level of education completed by the primary owner of your company?	44.7%	52.9%	2.4%	100.0%
		% within MWBE or Non-MWBE	31.7%	30.2%	28.6%	30.8%
		% of Total	13.8%	16.3%	0.7%	30.8%
	College degree	Count	31	74	4	109
		% within Q7. What is the highest level of education completed by the primary owner of your company?	28.4%	67.9%	3.7%	100.0%
		% within MWBE or Non-MWBE	25.8%	49.7%	57.1%	39.5%
		% of Total	11.2%	26.8%	1.4%	39.5%
	Post graduate degree	Count	13	11	1	25
		% within Q7. What is the highest level of education completed by the primary owner of your company?	52.0%	44.0%	4.0%	100.0%
		% within MWBE or Non-MWBE	10.8%	7.4%	14.3%	9.1%
		% of Total	4.7%	4.0%	0.4%	9.1%
	No Response/Don't Know	Count	1	3	0	4
		% within Q7. What is the highest level of education completed by the primary owner of your company?	25.0%	75.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	2.0%	0.0%	1.4%
		% of Total	0.4%	1.1%	0.0%	1.4%
Total	Count		120	149	7	276
	% within Q7. What is the highest level of education completed by the primary owner of your company?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q8. In what year was your company established? Company Established Range * MWBE or Non-MWBE Crosstabulation						
			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q8. In what year was your company established?	1970 or Less	Count	6	14	0	20
		% within Q8. In what year was your company established? Company Established Range	30.0%	70.0%	0.0%	100.0%
Company Established Range	1970 or Less	% within MWBE or Non-MWBE	5.0%	9.4%	0.0%	7.2%
		% of Total	2.2%	5.1%	0.0%	7.2%
	1971-1980	Count	1	10	1	12
		% within Q8. In what year was your company established? Company Established Range	8.3%	83.3%	8.3%	100.0%
	1971-1980	% within MWBE or Non-MWBE	0.8%	6.7%	14.3%	4.3%
		% of Total	0.4%	3.6%	0.4%	4.3%
	1981-1990	Count	18	15	0	33
		% within Q8. In what year was your company established? Company Established Range	54.5%	45.5%	0.0%	100.0%
	1981-1990	% within MWBE or Non-MWBE	15.0%	10.1%	0.0%	12.0%
		% of Total	6.5%	5.4%	0.0%	12.0%
	1991-2000	Count	29	70	2	101
		% within Q8. In what year was your company established? Company Established Range	28.7%	69.3%	2.0%	100.0%
	1991-2000	% within MWBE or Non-MWBE	24.2%	47.0%	28.6%	36.6%
		% of Total	10.5%	25.4%	0.7%	36.6%
	2001-2005	Count	29	23	1	53
		% within Q8. In what year was your company established? Company Established Range	54.7%	43.4%	1.9%	100.0%
	2001-2005	% within MWBE or Non-MWBE	24.2%	15.4%	14.3%	19.2%
		% of Total	10.5%	8.3%	0.4%	19.2%
	2006-Present	Count	37	17	3	57
		% within Q8. In what year was your company established? Company Established Range	64.9%	29.8%	5.3%	100.0%
	2006-Present	% within MWBE or Non-MWBE	30.8%	11.4%	42.9%	20.7%
		% of Total	13.4%	6.2%	1.1%	20.7%
Total		Count	120	149	7	276
		% within Q8. In what year was your company established? Company Established Range	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Years of Experience Range * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Years of Experience Range	10 Years or Less	Count	21	11	0	32
		% within Years of Experience Range	65.6%	34.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.5%	7.4%	0.0%	11.6%
		% of Total	7.6%	4.0%	0.0%	11.6%
	11-20 Years	Count	54	60	1	115
		% within Years of Experience Range	47.0%	52.2%	0.9%	100.0%
		% within MWBE or Non-MWBE	45.0%	40.3%	14.3%	41.7%
		% of Total	19.6%	21.7%	0.4%	41.7%
	21-25 Years	Count	17	20	2	39
		% within Years of Experience Range	43.6%	51.3%	5.1%	100.0%
		% within MWBE or Non-MWBE	14.2%	13.4%	28.6%	14.1%
		% of Total	6.2%	7.2%	0.7%	14.1%
	26-30 Years	Count	18	25	2	45
		% within Years of Experience Range	40.0%	55.6%	4.4%	100.0%
		% within MWBE or Non-MWBE	15.0%	16.8%	28.6%	16.3%
		% of Total	6.5%	9.1%	0.7%	16.3%
	More than 30 Years	Count	10	33	2	45
		% within Years of Experience Range	22.2%	73.3%	4.4%	100.0%
		% within MWBE or Non-MWBE	8.3%	22.1%	28.6%	16.3%
		% of Total	3.6%	12.0%	0.7%	16.3%
Total	Count		120	149	7	276
	% within Years of Experience Range		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	0-10 employees	Count	112	120	7	239
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	46.9%	50.2%	2.9%	100.0%
		% within MWBE or Non-MWBE	93.3%	80.5%	100.0%	86.6%
	11-20 employees	% of Total	40.6%	43.5%	2.5%	86.6%
		Count	5	18	0	23
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	21.7%	78.3%	0.0%	100.0%
	21-30 employees	% within MWBE or Non-MWBE	4.2%	12.1%	0.0%	8.3%
		% of Total	1.8%	6.5%	0.0%	8.3%
		Count	2	5	0	7
	31-40 employees	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	28.6%	71.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	1.7%	3.4%	0.0%	2.5%
		% of Total	0.7%	1.8%	0.0%	2.5%
	41+ employees	Count	0	4	0	4
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	2.7%	0.0%	1.4%
		% of Total	0.0%	1.4%	0.0%	1.4%
	Total	Count	1	2	0	3
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	1.3%	0.0%	1.1%
		% of Total	0.4%	0.7%	0.0%	1.1%
	Total	Count	120	149	7	276
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	Up to \$50,000	Count	33	13	1	47
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	70.2%	27.7%	2.1%	100.0%
		% within MWBE or Non-MWBE	27.5%	8.7%	14.3%	17.0%
	\$50,001 to \$100,000	% of Total	12.0%	4.7%	0.4%	17.0%
		Count	29	31	4	64
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	45.3%	48.4%	6.3%	100.0%
	\$100,001 to \$300,000	% within MWBE or Non-MWBE	24.2%	20.8%	57.1%	23.2%
		% of Total	10.5%	11.2%	1.4%	23.2%
		Count	26	30	2	58
	\$300,001 to \$500,000	% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	44.8%	51.7%	3.4%	100.0%
		% within MWBE or Non-MWBE	21.7%	20.1%	28.6%	21.0%
		% of Total	9.4%	10.9%	0.7%	21.0%
	\$500,001 to \$1 million	Count	11	18	0	29
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	37.9%	62.1%	0.0%	100.0%
		% within MWBE or Non-MWBE	9.2%	12.1%	0.0%	10.5%
	\$1,000,001 to \$3 million	% of Total	4.0%	6.5%	0.0%	10.5%
		Count	6	21	0	27
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	22.2%	77.8%	0.0%	100.0%
	\$3,000,001 to \$5 million	% within MWBE or Non-MWBE	5.0%	14.1%	0.0%	9.8%
		% of Total	2.2%	7.6%	0.0%	9.8%
		Count	10	23	0	33
	\$5,000,001 to \$10 million	% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	30.3%	69.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	8.3%	15.4%	0.0%	12.0%
		% of Total	3.6%	8.3%	0.0%	12.0%
	Over \$10 million	Count	4	8	0	12
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	5.4%	0.0%	4.3%
	Total	% of Total	1.4%	2.9%	0.0%	4.3%
		Count	0	4	0	4
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	0.0%	100.0%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	0.0%	2.7%	0.0%	1.4%
		% of Total	0.0%	1.4%	0.0%	1.4%
		Count	1	1	0	2
	Total	% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	0.7%	0.0%	0.7%
		% of Total	0.4%	0.4%	0.0%	0.7%
	Total	Count	120	149	7	276
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q12. As a prime contractor, which of the following categories best approximates your company's largest co... * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	Up to \$50,000	Count	28	14	2	44
		% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	63.6%	31.8%	4.5%	100.0%
		% within MWBE or Non-MWBE	23.3%	9.4%	28.6%	15.9%
	\$50,001 to \$100,000	% of Total	10.1%	5.1%	0.7%	15.9%
		Count	13	10	0	23
		% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	56.5%	43.5%	0.0%	100.0%
	\$100,001 to \$200,000	% within MWBE or Non-MWBE	10.8%	6.7%	0.0%	8.3%
		% of Total	4.7%	3.6%	0.0%	8.3%
		Count	12	11	0	23
	\$200,001 to \$300,000	% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	52.2%	47.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.0%	7.4%	0.0%	8.3%
		% of Total	4.3%	4.0%	0.0%	8.3%
	\$300,001 to \$400,000	Count	3	11	2	16
		% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	18.8%	68.8%	12.5%	100.0%
		% within MWBE or Non-MWBE	2.5%	7.4%	28.6%	5.8%
	\$400,001 to \$500,000	% of Total	1.1%	4.0%	0.7%	5.8%
		Count	3	8	0	11
		% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	27.3%	72.7%	0.0%	100.0%
	\$500,001 to \$1 million	% within MWBE or Non-MWBE	2.5%	5.4%	0.0%	4.0%
		% of Total	1.1%	2.9%	0.0%	4.0%
		Count	1	5	0	6
	Over \$1 million	% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	16.7%	83.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	3.4%	0.0%	2.2%
		% of Total	0.4%	1.8%	0.0%	2.2%
	Not Applicable	Count	7	10	0	17
		% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	41.2%	58.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.8%	6.7%	0.0%	6.2%
	Total	% of Total	2.5%	3.6%	0.0%	6.2%
		Count	6	16	0	22
		% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	27.3%	72.7%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	5.0%	10.7%	0.0%	8.0%
		% of Total	2.2%	5.8%	0.0%	8.0%
		Count	47	64	3	114
	Total	% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	41.2%	56.1%	2.6%	100.0%
		% within MWBE or Non-MWBE	39.2%	43.0%	42.9%	41.3%
		% of Total	17.0%	23.2%	1.1%	41.3%
	Total	Count	120	149	7	276
		% within Q12. As a prime contractor, which of the following categories best approximates your company's largest co...	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q13. As a subcontractor, which of the following categories best approximates your company s largest contr... * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	Up to \$50,000	Count	38	18	3	59
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	64.4%	30.5%	5.1%	100.0%
		% within MWBE or Non-MWBE	31.7%	12.1%	42.9%	21.4%
	\$50,001 to \$100,000	% of Total	13.8%	6.5%	1.1%	21.4%
		Count	9	21	2	32
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	28.1%	65.6%	6.3%	100.0%
	\$100,001 to \$200,000	% within MWBE or Non-MWBE	7.5%	14.1%	28.6%	11.6%
		% of Total	3.3%	7.6%	0.7%	11.6%
		Count	8	14	0	22
	\$200,001 to \$300,000	% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	36.4%	63.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	6.7%	9.4%	0.0%	8.0%
		% of Total	2.9%	5.1%	0.0%	8.0%
	\$300,001 to \$400,000	Count	4	8	0	12
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	5.4%	0.0%	4.3%
	\$400,001 to \$500,000	% of Total	1.4%	2.9%	0.0%	4.3%
		Count	4	7	0	11
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	36.4%	63.6%	0.0%	100.0%
	\$500,001 to \$1 million	% within MWBE or Non-MWBE	3.3%	4.7%	0.0%	4.0%
		% of Total	1.4%	2.5%	0.0%	4.0%
		Count	3	3	0	6
	Over \$1 million	% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	2.5%	2.0%	0.0%	2.2%
		% of Total	1.1%	1.1%	0.0%	2.2%
	Not Applicable	Count	3	7	0	10
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	30.0%	70.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	2.5%	4.7%	0.0%	3.6%
	Total	% of Total	1.1%	2.5%	0.0%	3.6%
		Count	2	6	0	8
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	25.0%	75.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	1.7%	4.0%	0.0%	2.9%
		% of Total	0.7%	2.2%	0.0%	2.9%
		Count	49	65	2	116
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	42.2%	56.0%	1.7%	100.0%
		% within MWBE or Non-MWBE	40.8%	43.6%	28.6%	42.0%
		% of Total	17.8%	23.6%	0.7%	42.0%
		Count	120	149	7	276
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	0%	Count	69	79	4	152
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	45.4%	52.0%	2.6%	100.0%
		% within MWBE or Non-MWBE	57.5%	53.0%	57.1%	55.1%
		% of Total	25.0%	28.6%	1.4%	55.1%
City of Pensacola	1%-10%	Count	14	18	0	32
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	43.8%	56.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.7%	12.1%	0.0%	11.6%
		% of Total	5.1%	6.5%	0.0%	11.6%
	11%-25%	Count	9	17	1	27
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	33.3%	63.0%	3.7%	100.0%
		% within MWBE or Non-MWBE	7.5%	11.4%	14.3%	9.8%
		% of Total	3.3%	6.2%	0.4%	9.8%
	26%-50%	Count	10	16	0	26
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	38.5%	61.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	8.3%	10.7%	0.0%	9.4%
		% of Total	3.6%	5.8%	0.0%	9.4%
	51%-75%	Count	6	5	0	11
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	54.5%	45.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.0%	3.4%	0.0%	4.0%
		% of Total	2.2%	1.8%	0.0%	4.0%
	76%-100%	Count	12	14	2	28
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	42.9%	50.0%	7.1%	100.0%
		% within MWBE or Non-MWBE	10.0%	9.4%	28.6%	10.1%
		% of Total	4.3%	5.1%	0.7%	10.1%
Total		Count	120	149	7	276
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	0%	Count	69	79	4	152
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	45.4%	52.0%	2.6%	100.0%
		% within MWBE or Non-MWBE	57.5%	53.0%	57.1%	55.1%
		% of Total	25.0%	28.6%	1.4%	55.1%
	1%-10%	Count	14	18	0	32
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	43.8%	56.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.7%	12.1%	0.0%	11.6%
		% of Total	5.1%	6.5%	0.0%	11.6%
	11%-25%	Count	9	17	1	27
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	33.3%	63.0%	3.7%	100.0%
		% within MWBE or Non-MWBE	7.5%	11.4%	14.3%	9.8%
		% of Total	3.3%	6.2%	0.4%	9.8%
	26%-50%	Count	10	16	0	26
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	38.5%	61.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	8.3%	10.7%	0.0%	9.4%
		% of Total	3.6%	5.8%	0.0%	9.4%
	51%-75%	Count	6	5	0	11
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	54.5%	45.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.0%	3.4%	0.0%	4.0%
		% of Total	2.2%	1.8%	0.0%	4.0%
	76%-100%	Count	12	14	2	28
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	42.9%	50.0%	7.1%	100.0%
		% within MWBE or Non-MWBE	10.0%	9.4%	28.6%	10.1%
		% of Total	4.3%	5.1%	0.7%	10.1%
	Total	Count	120	149	7	276
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	0%	Count	5	8	2	15
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	33.3%	53.3%	13.3%	100.0%
		% within MWBE or Non-MWBE	4.2%	5.4%	28.6%	5.4%
		% of Total	1.8%	2.9%	0.7%	5.4%
	1%-10%	Count	4	6	0	10
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	4.0%	0.0%	3.6%
		% of Total	1.4%	2.2%	0.0%	3.6%
	11%-25%	Count	5	2	0	7
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	71.4%	28.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.2%	1.3%	0.0%	2.5%
		% of Total	1.8%	0.7%	0.0%	2.5%
	26%-50%	Count	9	16	1	26
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	34.6%	61.5%	3.8%	100.0%
		% within MWBE or Non-MWBE	7.5%	10.7%	14.3%	9.4%
		% of Total	3.3%	5.8%	0.4%	9.4%
	51%-75%	Count	10	13	0	23
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	43.5%	56.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	8.3%	8.7%	0.0%	8.3%
		% of Total	3.6%	4.7%	0.0%	8.3%
	76%-100%	Count	87	104	4	195
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	44.6%	53.3%	2.1%	100.0%
		% within MWBE or Non-MWBE	72.5%	69.8%	57.1%	70.7%
		% of Total	31.5%	37.7%	1.4%	70.7%
Total		Count	120	149	7	276
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program? * MWBE or Non-MWBE Crosstabulation				MWBE or Non-MWBE			Total
				MWBE	Non-MWBE	Other	
Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	Yes	Count		61	45	5	111
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?		55.0%	40.5%	4.5%	100.0%
		% within MWBE or Non-MWBE		50.8%	30.2%	71.4%	40.2%
		% of Total		22.1%	16.3%	1.8%	40.2%
	No	Count		39	72	2	113
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?		34.5%	63.7%	1.8%	100.0%
		% within MWBE or Non-MWBE		32.5%	48.3%	28.6%	40.9%
		% of Total		14.1%	26.1%	0.7%	40.9%
	Don't Know	Count		20	32	0	52
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?		38.5%	61.5%	0.0%	100.0%
		% within MWBE or Non-MWBE		16.7%	21.5%	0.0%	18.8%
		% of Total		7.2%	11.6%	0.0%	18.8%
	Total	Count		120	149	7	276
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?		43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
		% of Total		43.5%	54.0%	2.5%	100.0%

Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format) * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	Not Qualified	Count	1	4	0	5
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	20.0%	80.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	2.6%	5.6%	0.0%	4.4%
		% of Total	0.9%	3.5%	0.0%	4.4%
	Certification does not benefit my firm	Count	6	9	0	15
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.4%	12.5%	0.0%	13.3%
		% of Total	5.3%	8.0%	0.0%	13.3%
	Application asks for too much information	Count	4	4	0	8
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.3%	5.6%	0.0%	7.1%
		% of Total	3.5%	3.5%	0.0%	7.1%
	No Reason	Count	19	48	1	68
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	27.9%	70.6%	1.5%	100.0%
		% within MWBE or Non-MWBE	48.7%	66.7%	50.0%	60.2%
		% of Total	16.8%	42.5%	0.9%	60.2%
	Other	Count	9	7	1	17
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	52.9%	41.2%	5.9%	100.0%
		% within MWBE or Non-MWBE	23.1%	9.7%	50.0%	15.0%
		% of Total	8.0%	6.2%	0.9%	15.0%
Total	Count		39	72	2	113
	% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)		34.5%	63.7%	1.8%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		34.5%	63.7%	1.8%	100.0%

Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise) * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	Yes	Count	43	3	3	49
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	87.8%	6.1%	6.1%	100.0%
		% within MWBE or Non-MWBE	35.8%	2.0%	42.9%	17.8%
		% of Total	15.6%	1.1%	1.1%	17.8%
	No	Count	69	142	4	215
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	32.1%	66.0%	1.9%	100.0%
		% within MWBE or Non-MWBE	57.5%	95.3%	57.1%	77.9%
		% of Total	25.0%	51.4%	1.4%	77.9%
	Don't Know	Count	8	4	0	12
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	6.7%	2.7%	0.0%	4.3%
		% of Total	2.9%	1.4%	0.0%	4.3%
Total	Count		120	149	7	276
	% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise) * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	Yes	Count	19	2	3
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	79.2%	8.3%	12.5%
		% within MWBE or Non-MWBE	15.8%	1.3%	42.9%
		% of Total	6.9%	0.7%	1.1%
	No	Count	90	143	3
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	38.1%	60.6%	1.3%
		% within MWBE or Non-MWBE	75.0%	96.0%	42.9%
		% of Total	32.6%	51.8%	1.1%
	Don't Know	Count	11	4	1
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	68.8%	25.0%	6.3%
		% within MWBE or Non-MWBE	9.2%	2.7%	14.3%
		% of Total	4.0%	1.4%	0.4%
Total		Count	120	149	7
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	43.5%	54.0%	2.5%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%

Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise) * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	Yes	Count	14	0	2
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	87.5%	0.0%	12.5%
		% within MWBE or Non-MWBE	11.7%	0.0%	28.6%
		% of Total	5.1%	0.0%	0.7%
	No	Count	92	146	5
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	37.9%	60.1%	2.1%
		% within MWBE or Non-MWBE	76.7%	98.0%	71.4%
		% of Total	33.3%	52.9%	1.8%
	Don't Know	Count	14	3	0
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	82.4%	17.6%	0.0%
		% within MWBE or Non-MWBE	11.7%	2.0%	0.0%
		% of Total	5.1%	1.1%	0.0%
Total		Count	120	149	7
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	43.5%	54.0%	2.5%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%

Q18a. Is your business certified with any of the following agencies:-Escambia County School Board * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q18a. Is your business certified with any of the following agencies:- Escambia County School Board	Yes	Count	23	33	3	59
		% within Q18a. Is your business certified with any of the following agencies:-				
		Escambia County School Board	39.0%	55.9%	5.1%	100.0%
		% within MWBE or Non-MWBE	19.2%	22.1%	42.9%	21.4%
	No	% of Total	8.3%	12.0%	1.1%	21.4%
		Count	80	102	4	186
		% within Q18a. Is your business certified with any of the following agencies:-				
		Escambia County School Board	43.0%	54.8%	2.2%	100.0%
		% within MWBE or Non-MWBE	66.7%	68.5%	57.1%	67.4%
		% of Total	29.0%	37.0%	1.4%	67.4%
	Don't Know	Count	17	14	0	31
		% within Q18a. Is your business certified with any of the following agencies:-				
		Escambia County School Board	54.8%	45.2%	0.0%	100.0%
		% within MWBE or Non-MWBE	14.2%	9.4%	0.0%	11.2%
		% of Total	6.2%	5.1%	0.0%	11.2%
Total		Count	120	149	7	276
		% within Q18a. Is your business certified with any of the following agencies:-				
		Escambia County School Board	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q18b. Is your business certified with any of the following agencies:-Escambia County * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q18b. Is your business certified with any of the following agencies:- Escambia County	Yes	Count	31	43	3	77
		% within Q18b. Is your business certified with any of the following agencies:-				
		Escambia County	40.3%	55.8%	3.9%	100.0%
		% within MWBE or Non-MWBE	25.8%	28.9%	42.9%	27.9%
	No	% of Total	11.2%	15.6%	1.1%	27.9%
		Count	74	92	4	170
		% within Q18b. Is your business certified with any of the following agencies:-				
		Escambia County	43.5%	54.1%	2.4%	100.0%
		% within MWBE or Non-MWBE	61.7%	61.7%	57.1%	61.6%
		% of Total	26.8%	33.3%	1.4%	61.6%
	Don't Know	Count	15	14	0	29
		% within Q18b. Is your business certified with any of the following agencies:-				
		Escambia County	51.7%	48.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	12.5%	9.4%	0.0%	10.5%
		% of Total	5.4%	5.1%	0.0%	10.5%
Total		Count	120	149	7	276
		% within Q18b. Is your business certified with any of the following agencies:-				
		Escambia County	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q18c. Is your business certified with any of the following agencies:-Emerald Coast Utility Authority * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	Yes	Count	19	24	1	44
		% within Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	43.2%	54.5%	2.3%	100.0%
		% within MWBE or Non-MWBE	15.8%	16.1%	14.3%	15.9%
	No	% of Total	6.9%	8.7%	0.4%	15.9%
		Count	82	106	6	194
		% within Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	42.3%	54.6%	3.1%	100.0%
	Don't Know	% within MWBE or Non-MWBE	68.3%	71.1%	85.7%	70.3%
		% of Total	29.7%	38.4%	2.2%	70.3%
		Count	19	19	0	38
	Total	% within Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.8%	12.8%	0.0%	13.8%
		% of Total	6.9%	6.9%	0.0%	13.8%

Q19. Is your business certified with any other agency? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q19. Is your business certified with any other agency?	Yes	Count	23	25	4	52
		% within Q19. Is your business certified with any other agency?	44.2%	48.1%	7.7%	100.0%
		% within MWBE or Non-MWBE	19.2%	16.8%	57.1%	18.8%
	No	% of Total	8.3%	9.1%	1.4%	18.8%
		Count	83	107	3	193
		% within Q19. Is your business certified with any other agency?	43.0%	55.4%	1.6%	100.0%
	Don't Know	% within MWBE or Non-MWBE	69.2%	71.8%	42.9%	69.9%
		% of Total	30.1%	38.8%	1.1%	69.9%
		Count	14	17	0	31
	Total	% within Q19. Is your business certified with any other agency?	45.2%	54.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.7%	11.4%	0.0%	11.2%
		% of Total	5.1%	6.2%	0.0%	11.2%

Q21. Is your company registered with the City's vendor registration system? * MWBE or Non-MWBE Crosstabulation						
			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q21. Is your company registered with the City's vendor registration system?	Yes	Count	75	60	5	140
		% within Q21. Is your company registered with the City's vendor registration system?	53.6%	42.9%	3.6%	100.0%
		% within MWBE or Non-MWBE	62.5%	40.3%	71.4%	50.7%
		% of Total	27.2%	21.7%	1.8%	50.7%
	No	Count	32	61	2	95
		% within Q21. Is your company registered with the City's vendor registration system?	33.7%	64.2%	2.1%	100.0%
		% within MWBE or Non-MWBE	26.7%	40.9%	28.6%	34.4%
		% of Total	11.6%	22.1%	0.7%	34.4%
	Don't Know	Count	13	28	0	41
		% within Q21. Is your company registered with the City's vendor registration system?	31.7%	68.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.8%	18.8%	0.0%	14.9%
		% of Total	4.7%	10.1%	0.0%	14.9%
Total	Count		120	149	7	276
	% within Q21. Is your company registered with the City's vendor registration system?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y... * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y...	Extremely Easy	Count	4	6	1	11
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	36.4%	54.5%	9.1%	100.0%
		% within MWBE or Non-MWBE	3.4%	4.1%	14.3%	4.1%
		% of Total	1.5%	2.2%	0.4%	4.1%
	Somewhat Easy	Count	14	16	2	32
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	43.8%	50.0%	6.3%	100.0%
		% within MWBE or Non-MWBE	12.0%	11.0%	28.6%	11.9%
		% of Total	5.2%	5.9%	0.7%	11.9%
	Easy	Count	41	42	0	83
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	49.4%	50.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	35.0%	28.8%	0.0%	30.7%
		% of Total	15.2%	15.6%	0.0%	30.7%
	Difficult	Count	19	22	2	43
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	44.2%	51.2%	4.7%	100.0%
		% within MWBE or Non-MWBE	16.2%	15.1%	28.6%	15.9%
		% of Total	7.0%	8.1%	0.7%	15.9%
	Somewhat Difficult	Count	30	54	1	85
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	35.3%	63.5%	1.2%	100.0%
		% within MWBE or Non-MWBE	25.6%	37.0%	14.3%	31.5%
		% of Total	11.1%	20.0%	0.4%	31.5%
	Extremely Difficult	Count	9	6	1	16
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	56.3%	37.5%	6.3%	100.0%
		% within MWBE or Non-MWBE	7.7%	4.1%	14.3%	5.9%
		% of Total	3.3%	2.2%	0.4%	5.9%
Total	Count		117	146	7	270
	% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..		43.3%	54.1%	2.6%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.3%	54.1%	2.6%	100.0%

Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total	
			MWBE	Non-MWBE	Other		
Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	Yes	Count	33	13	0	46	
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	71.7%	28.3%	0.0%	100.0%	
		% within MWBE or Non-MWBE	27.5%	8.7%	0.0%	16.7%	
	No	% of Total	12.0%	4.7%	0.0%	16.7%	
		Count	87	136	7	230	
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	37.8%	59.1%	3.0%	100.0%	
	Total	% within MWBE or Non-MWBE	72.5%	91.3%	100.0%	83.3%	
		% of Total	31.5%	49.3%	2.5%	83.3%	
		Count	120	149	7	276	
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	43.5%	54.0%	2.5%	100.0%	
			% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	
			% of Total	43.5%	54.0%	2.5%	100.0%

Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	Yes	Count	37	13	2	52
		% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	71.2%	25.0%	3.8%	100.0%
		% within MWBE or Non-MWBE	30.8%	8.7%	28.6%	18.8%
		% of Total	13.4%	4.7%	0.7%	18.8%
		Count	83	136	5	224
	No	% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	37.1%	60.7%	2.2%	100.0%
		% within MWBE or Non-MWBE	69.2%	91.3%	71.4%	81.2%
		% of Total	30.1%	49.3%	1.8%	81.2%
		Count	120	149	7	276
		% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	43.5%	54.0%	2.5%	100.0%
Total	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	43.5%	54.0%	2.5%	100.0%	

Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Performance bond requirement * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....- Performance bond requirement	Yes	Count	40	12	2	54
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Performance bond requirement	74.1%	22.2%	3.7%	100.0%
		% within MWBE or Non-MWBE	33.3%	8.1%	28.6%	19.6%
	No	% of Total	14.5%	4.3%	0.7%	19.6%
		Count	80	137	5	222
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Performance bond requirement	36.0%	61.7%	2.3%	100.0%
Total		% within MWBE or Non-MWBE	66.7%	91.9%	71.4%	80.4%
		% of Total	29.0%	49.6%	1.8%	80.4%
		Count	120	149	7	276
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Performance bond requirement	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Payment bond requirement * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....- Payment bond requirement	Yes	Count	37	13	2	52
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Payment bond requirement	71.2%	25.0%	3.8%	100.0%
		% within MWBE or Non-MWBE	30.8%	8.7%	28.6%	18.8%
	No	% of Total	13.4%	4.7%	0.7%	18.8%
		Count	83	136	5	224
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Payment bond requirement	37.1%	60.7%	2.2%	100.0%
Total		% within MWBE or Non-MWBE	69.2%	91.3%	71.4%	81.2%
		% of Total	30.1%	49.3%	1.8%	81.2%
		Count	120	149	7	276
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Payment bond requirement	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	Yes	Count	33	13	3	49
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	67.3%	26.5%	6.1%	100.0%
		% within MWBE or Non-MWBE	27.5%	8.7%	42.9%	17.8%
		% of Total	12.0%	4.7%	1.1%	17.8%
Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	No	Count	87	136	4	227
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	38.3%	59.9%	1.8%	100.0%
		% within MWBE or Non-MWBE	72.5%	91.3%	57.1%	82.2%
		% of Total	31.5%	49.3%	1.4%	82.2%
Total		Count	120	149	7	276
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.) *

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	Yes	Count	18	7	0	25
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	72.0%	28.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.0%	4.7%	0.0%	9.1%
		% of Total	6.5%	2.5%	0.0%	9.1%
Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	No	Count	102	142	7	251
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	40.6%	56.6%	2.8%	100.0%
		% within MWBE or Non-MWBE	85.0%	95.3%	100.0%	90.9%
		% of Total	37.0%	51.4%	2.5%	90.9%
Total		Count	120	149	7	276
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Proposal/Bid specifications * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Proposal/Bid specifications	Yes	Count	20	10	0	30
		% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Proposal/Bid specifications	66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	16.7%	6.7%	0.0%	10.9%
		% of Total	7.2%	3.6%	0.0%	10.9%
Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Proposal/Bid specifications	No	Count	100	139	7	246
		% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Proposal/Bid specifications	40.7%	56.5%	2.8%	100.0%
		% within MWBE or Non-MWBE	83.3%	93.3%	100.0%	89.1%
		% of Total	36.2%	50.4%	2.5%	89.1%
Total		Count	120	149	7	276
		% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Proposal/Bid specifications	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Limited time given to prepare bid package or quote * MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Limited time given to prepare bid package or quote	Yes	Count	29	18	0	47
		% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Limited time given to prepare bid package or quote	61.7%	38.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	24.2%	12.1%	0.0%	17.0%
		% of Total	10.5%	6.5%	0.0%	17.0%
Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Limited time given to prepare bid package or quote	No	Count	91	131	7	229
		% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Limited time given to prepare bid package or quote	39.7%	57.2%	3.1%	100.0%
		% within MWBE or Non-MWBE	75.8%	87.9%	100.0%	83.0%
		% of Total	33.0%	47.5%	2.5%	83.0%
Total		Count	120	149	7	276
		% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Limited time given to prepare bid package or quote	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited knowledge of purchasing contracting policies and

		MWBE or Non-MWBE			Total	
		MWBE	Non-MWBE	Other		
Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures	Yes	Count	32	52	3	87
		% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures	36.8%	59.8%	3.4%	100.0%
		% within MWBE or Non-MWBE	26.7%	34.9%	42.9%	31.5%
		% of Total	11.6%	18.8%	1.1%	31.5%
	No	Count	88	97	4	189
Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures		% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures	46.6%	51.3%	2.1%	100.0%
		% within MWBE or Non-MWBE	73.3%	65.1%	57.1%	68.5%
		% of Total	31.9%	35.1%	1.4%	68.5%
	Total	Count	120	149	7	276
		% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience	Yes	Count	11	10	0	21
		% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience	52.4%	47.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	9.2%	6.7%	0.0%	7.6%
		% of Total	4.0%	3.6%	0.0%	7.6%
	No	Count	109	139	7	255
		% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience	42.7%	54.5%	2.7%	100.0%
		% within MWBE or Non-MWBE	90.8%	93.3%	100.0%	92.4%
		% of Total	39.5%	50.4%	2.5%	92.4%
	Total	Count	120	149	7	276
		% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Lack of experience	43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	43.5%	54.0%	2.5%	100.0%	

Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	Yes	Count	17	9	1	27
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	63.0%	33.3%	3.7%	100.0%
		% within MWBE or Non-MWBE	14.2%	6.0%	14.3%	9.8%
		% of Total	6.2%	3.3%	0.4%	9.8%
Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	No	Count	103	140	6	249
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	41.4%	56.2%	2.4%	100.0%
		% within MWBE or Non-MWBE	85.8%	94.0%	85.7%	90.2%
		% of Total	37.3%	50.7%	2.2%	90.2%
Total		Count	120	149	7	276
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Lack of personnel	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	Yes	Count	36	20	3	59
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	61.0%	33.9%	5.1%	100.0%
		% within MWBE or Non-MWBE	30.0%	13.4%	42.9%	21.4%
		% of Total	13.0%	7.2%	1.1%	21.4%
Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	No	Count	84	129	4	217
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	38.7%	59.4%	1.8%	100.0%
		% within MWBE or Non-MWBE	70.0%	86.6%	57.1%	78.6%
		% of Total	30.4%	46.7%	1.4%	78.6%
Total		Count	120	149	7	276
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	Yes	Count	60	43	3	106
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	56.6%	40.6%	2.8%	100.0%
		% within MWBE or Non-MWBE	50.0%	28.9%	42.9%	38.4%
		% of Total	21.7%	15.6%	1.1%	38.4%
Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	No	Count	60	106	4	170
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	35.3%	62.4%	2.4%	100.0%
		% within MWBE or Non-MWBE	50.0%	71.1%	57.1%	61.6%
		% of Total	21.7%	38.4%	1.4%	61.6%
Total		Count	120	149	7	276
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications * MWBE or

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	Yes	Count	33	15	2	50
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	66.0%	30.0%	4.0%	100.0%
		% within MWBE or Non-MWBE	27.5%	10.1%	28.6%	18.1%
		% of Total	12.0%	5.4%	0.7%	18.1%
Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	No	Count	87	134	5	226
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	38.5%	59.3%	2.2%	100.0%
		% within MWBE or Non-MWBE	72.5%	89.9%	71.4%	81.9%
		% of Total	31.5%	48.6%	1.8%	81.9%
Total		Count	120	149	7	276
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	Yes	Count	21	7	1	29
		% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	72.4%	24.1%	3.4%	100.0%
		% within MWBE or Non-MWBE	17.5%	4.7%	14.3%	10.5%
		% of Total	7.6%	2.5%	0.4%	10.5%
Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	No	Count	99	142	6	247
		% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	40.1%	57.5%	2.4%	100.0%
		% within MWBE or Non-MWBE	82.5%	95.3%	85.7%	89.5%
		% of Total	35.9%	51.4%	2.2%	89.5%
Total		Count	120	149	7	276
		% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	Yes	Count	60	36	4	100
		% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	60.0%	36.0%	4.0%	100.0%
		% within MWBE or Non-MWBE	50.0%	24.2%	57.1%	36.2%
		% of Total	21.7%	13.0%	1.4%	36.2%
Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	No	Count	60	113	3	176
		% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	34.1%	64.2%	1.7%	100.0%
		% within MWBE or Non-MWBE	50.0%	75.8%	42.9%	63.8%
		% of Total	21.7%	40.9%	1.1%	63.8%
Total		Count	120	149	7	276
		% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project? * MWBE or

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	None	Count	63	81	1	145
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	43.4%	55.9%	0.7%	100.0%
		% within MWBE or Non-MWBE	52.5%	54.4%	14.3%	52.5%
	1-10 times	% of Total	22.8%	29.3%	0.4%	52.5%
		Count	51	50	5	106
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	48.1%	47.2%	4.7%	100.0%
	11-25 times	% within MWBE or Non-MWBE	42.5%	33.6%	71.4%	38.4%
		% of Total	18.5%	18.1%	1.8%	38.4%
		Count	5	11	0	16
	26-50 times	% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	31.3%	68.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.2%	7.4%	0.0%	5.8%
		% of Total	1.8%	4.0%	0.0%	5.8%
	51-100 times	Count	1	3	1	5
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	20.0%	60.0%	20.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	2.0%	14.3%	1.8%
	Over 100 times	% of Total	0.4%	1.1%	0.4%	1.8%
		Count	0	1	0	1
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	0.0%	100.0%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.4%	0.0%	0.4%
		Count	0	3	0	3
	Total	% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	2.0%	0.0%	1.1%
		% of Total	0.0%	1.1%	0.0%	1.1%
	Total	Count	120	149	7	276
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	Yes	Count	12	2	1	15
		% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	80.0%	13.3%	6.7%	100.0%
		% within MWBE or Non-MWBE	21.1%	2.9%	16.7%	11.5%
		% of Total	9.2%	1.5%	0.8%	11.5%
	No	Count	40	62	4	106
		% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	37.7%	58.5%	3.8%	100.0%
		% within MWBE or Non-MWBE	70.2%	91.2%	66.7%	80.9%
		% of Total	30.5%	47.3%	3.1%	80.9%
	Don't Know	Count	5	4	1	10
		% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	50.0%	40.0%	10.0%	100.0%
		% within MWBE or Non-MWBE	8.8%	5.9%	16.7%	7.6%
		% of Total	3.8%	3.1%	0.8%	7.6%
Total	Count		57	68	6	131
	% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work		43.5%	51.9%	4.6%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	51.9%	4.6%	100.0%

Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider? * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	None	Count	97	112	5	214
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	45.3%	52.3%	2.3%	100.0%
		% within MWBE or Non-MWBE	80.8%	75.2%	71.4%	77.5%
	1-10 times	% of Total	35.1%	40.6%	1.8%	77.5%
		Count	22	27	1	50
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	44.0%	54.0%	2.0%	100.0%
	11-25 times	% within MWBE or Non-MWBE	18.3%	18.1%	14.3%	18.1%
		% of Total	8.0%	9.8%	0.4%	18.1%
		Count	0	7	1	8
	26-50 times	% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	87.5%	12.5%	100.0%
		% within MWBE or Non-MWBE	0.0%	4.7%	14.3%	2.9%
		% of Total	0.0%	2.5%	0.4%	2.9%
	51-100 times	Count	0	2	0	2
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	1.3%	0.0%	0.7%
	Over 100 times	% of Total	0.0%	0.7%	0.0%	0.7%
		Count	1	0	0	1
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	100.0%	0.0%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.4%
		Count	0	1	0	1
	Total	% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.4%	0.0%	0.4%
	Total	Count	120	149	7	276
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	Less than 30 days	Count	7	13	0	20
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	35.0%	65.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	30.4%	35.1%	0.0%	32.3%
		% of Total	11.3%	21.0%	0.0%	32.3%
	31-60 days	Count	15	21	1	37
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	40.5%	56.8%	2.7%	100.0%
		% within MWBE or Non-MWBE	65.2%	56.8%	50.0%	59.7%
		% of Total	24.2%	33.9%	1.6%	59.7%
	61-90 days	Count	1	2	1	4
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	25.0%	50.0%	25.0%	100.0%
		% within MWBE or Non-MWBE	4.3%	5.4%	50.0%	6.5%
		% of Total	1.6%	3.2%	1.6%	6.5%
	91-120 days	Count	0	1	0	1
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	2.7%	0.0%	1.6%
		% of Total	0.0%	1.6%	0.0%	1.6%
Total	Count		23	37	2	62
	% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?		37.1%	59.7%	3.2%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		37.1%	59.7%	3.2%	100.0%

Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project? *

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	Yes	Count	6	2	1	9
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	66.7%	22.2%	11.1%	100.0%
		% within MWBE or Non-MWBE	26.1%	5.4%	50.0%	14.5%
		% of Total	9.7%	3.2%	1.6%	14.5%
	No	Count	13	31	1	45
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	28.9%	68.9%	2.2%	100.0%
		% within MWBE or Non-MWBE	56.5%	83.8%	50.0%	72.6%
		% of Total	21.0%	50.0%	1.6%	72.6%
	Don't Know	Count	4	4	0	8
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.4%	10.8%	0.0%	12.9%
		% of Total	6.5%	6.5%	0.0%	12.9%
	Total	Count	23	37	2	62
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q29. What was the most noticeable way you became aware of the discrimination against your company? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q29. What was the most noticeable way you became aware of the discrimination against your company?	Verbal Comment	Count	4	2	0	6
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	100.0%	0.0%	66.7%
		% of Total	44.4%	22.2%	0.0%	66.7%
	Action taken against company	Count	2	0	1	3
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	0.0%	33.3%	100.0%
		% within MWBE or Non-MWBE	33.3%	0.0%	100.0%	33.3%
		% of Total	22.2%	0.0%	11.1%	33.3%
	Total	Count	6	2	1	9
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	22.2%	11.1%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	66.7%	22.2%	11.1%	100.0%

Q30. Which of the following do you consider the primary reason for your company being discriminated against? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q30. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	4	0	0	4
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	0.0%	0.0%	44.4%
		% of Total	44.4%	0.0%	0.0%	44.4%
	Owner's gender	Count	0	1	0	1
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	50.0%	0.0%	11.1%
	Don't Know	% of Total	0.0%	11.1%	0.0%	11.1%
		Count	2	1	1	4
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	50.0%	25.0%	25.0%	100.0%
		% within MWBE or Non-MWBE	33.3%	50.0%	100.0%	44.4%
		% of Total	22.2%	11.1%	11.1%	44.4%
Total	Count		6	2	1	9
	% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?		66.7%	22.2%	11.1%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		66.7%	22.2%	11.1%	100.0%

Q31. When did the discrimination first occur? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q31. When did the discrimination first occur?	During bidding process	Count	4	1	0	5
		% within Q31. When did the discrimination first occur?	80.0%	20.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	50.0%	0.0%	55.6%
		% of Total	44.4%	11.1%	0.0%	55.6%
	After contract award	Count	2	1	1	4
		% within Q31. When did the discrimination first occur?	50.0%	25.0%	25.0%	100.0%
		% within MWBE or Non-MWBE	33.3%	50.0%	100.0%	44.4%
		% of Total	22.2%	11.1%	11.1%	44.4%
	Total	Count	6	2	1	9
		% within Q31. When did the discrimination first occur?	66.7%	22.2%	11.1%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	66.7%	22.2%	11.1%	100.0%

Q32. Did you file a complaint? * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q32. Did you file a complaint?	Yes	Count	1	1	0
		% within Q32. Did you file a complaint?	50.0%	50.0%	0.0%
		% within MWBE or Non-MWBE	16.7%	50.0%	0.0%
		% of Total	11.1%	11.1%	0.0%
No		Count	5	1	1
		% within Q32. Did you file a complaint?	71.4%	14.3%	14.3%
		% within MWBE or Non-MWBE	83.3%	50.0%	100.0%
		% of Total	55.6%	11.1%	11.1%
Total		Count	6	2	1
		% within Q32. Did you file a complaint?	66.7%	22.2%	11.1%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	66.7%	22.2%	11.1%

Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	Yes	Count	2	0	0
		% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	100.0%	0.0%	0.0%
		% within MWBE or Non-MWBE	8.7%	0.0%	0.0%
		% of Total	3.2%	0.0%	0.0%
No		Count	21	37	2
		% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	35.0%	61.7%	3.3%
		% within MWBE or Non-MWBE	91.3%	100.0%	100.0%
		% of Total	33.9%	59.7%	3.2%
Total		Count	23	37	2
		% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	37.1%	59.7%	3.2%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%

Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...- Unequal or unfair treatment	Yes	Count	6	1	1	8
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	75.0%	12.5%	12.5%	100.0%
		% within MWBE or Non-MWBE	26.1%	2.7%	50.0%	12.9%
		% of Total	9.7%	1.6%	1.6%	12.9%
	No	Count	17	36	1	54
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	31.5%	66.7%	1.9%	100.0%
		% within MWBE or Non-MWBE	73.9%	97.3%	50.0%	87.1%
		% of Total	27.4%	58.1%	1.6%	87.1%
	Total	Count	23	37	2	62
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	Yes	Count	6	2	1	9
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	66.7%	22.2%	11.1%	100.0%
		% within MWBE or Non-MWBE	26.1%	5.4%	50.0%	14.5%
		% of Total	9.7%	3.2%	1.6%	14.5%
	No	Count	17	35	1	53
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	32.1%	66.0%	1.9%	100.0%
		% within MWBE or Non-MWBE	73.9%	94.6%	50.0%	85.5%
		% of Total	27.4%	56.5%	1.6%	85.5%
	Total	Count	23	37	2	62
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	Yes	Count	5	2	0	7
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	71.4%	28.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	21.7%	5.4%	0.0%	11.3%
		% of Total	8.1%	3.2%	0.0%	11.3%
Double standards in performance	No	Count	18	35	2	55
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	32.7%	63.6%	3.6%	100.0%
		% within MWBE or Non-MWBE	78.3%	94.6%	100.0%	88.7%
		% of Total	29.0%	56.5%	3.2%	88.7%
Total		Count	23	37	2	62
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	Yes	Count	5	0	1	6
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	83.3%	0.0%	16.7%	100.0%
		% within MWBE or Non-MWBE	21.7%	0.0%	50.0%	9.7%
		% of Total	8.1%	0.0%	1.6%	9.7%
	No	Count	18	37	1	56
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	32.1%	66.1%	1.8%	100.0%
		% within MWBE or Non-MWBE	78.3%	100.0%	50.0%	90.3%
		% of Total	29.0%	59.7%	1.6%	90.3%
	Total	Count	23	37	2	62
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award * MWBE or Non-MWBE

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	Yes				
	Count	3	3	1	7
	% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	42.9%	42.9%	14.3%	100.0%
	% within MWBE or Non-MWBE	13.0%	8.1%	50.0%	11.3%
	% of Total	4.8%	4.8%	1.6%	11.3%
	No				
	Count	20	34	1	55
	% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	36.4%	61.8%	1.8%	100.0%
	% within MWBE or Non-MWBE	87.0%	91.9%	50.0%	88.7%
	% of Total	32.3%	54.8%	1.6%	88.7%
Total	Count	23	37	2	62
	% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	37.1%	59.7%	3.2%	100.0%
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
	% of Total	37.1%	59.7%	3.2%	100.0%

Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Total	No				
	Count	23	37	2	62
	% within Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination	37.1%	59.7%	3.2%	100.0%
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
	% of Total	37.1%	59.7%	3.2%	100.0%
	Count	23	37	2	62
	% within Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination	37.1%	59.7%	3.2%	100.0%
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
	% of Total	37.1%	59.7%	3.2%	100.0%

Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	None	Count	80	101	3	184
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	43.5%	54.9%	1.6%	100.0%
		% within MWBE or Non-MWBE	66.7%	67.8%	42.9%	66.7%
		% of Total	29.0%	36.6%	1.1%	66.7%
	1-10 times	Count	34	41	4	79
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	43.0%	51.9%	5.1%	100.0%
		% within MWBE or Non-MWBE	28.3%	27.5%	57.1%	28.6%
		% of Total	12.3%	14.9%	1.4%	28.6%
	11-25 times	Count	4	5	0	9
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	44.4%	55.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	3.4%	0.0%	3.3%
		% of Total	1.4%	1.8%	0.0%	3.3%
	26-50 times	Count	1	1	0	2
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	0.7%	0.0%	0.7%
		% of Total	0.4%	0.4%	0.0%	0.7%
	51-100 times	Count	1	0	0	1
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.4%
	Over 100 times	Count	0	1	0	1
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.4%	0.0%	0.4%
Total	Count		120	149	7	276
	% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City? *

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	None	Count	98	120	6	224
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	43.8%	53.6%	2.7%	100.0%
		% within MWBE or Non-MWBE	81.7%	80.5%	85.7%	81.2%
		% of Total	35.5%	43.5%	2.2%	81.2%
	1-10 times	Count	21	23	1	45
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	46.7%	51.1%	2.2%	100.0%
		% within MWBE or Non-MWBE	17.5%	15.4%	14.3%	16.3%
		% of Total	7.6%	8.3%	0.4%	16.3%
	11-25 times	Count	1	6	0	7
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	14.3%	85.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	4.0%	0.0%	2.5%
		% of Total	0.4%	2.2%	0.0%	2.5%
Total	Count		120	149	7	276
	% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	Less than 30 days	Count	7	2	0	9
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	77.8%	22.2%	0.0%	100.0%
		% within MWBE or Non-MWBE	31.8%	6.9%	0.0%	17.3%
		% of Total	13.5%	3.8%	0.0%	17.3%
		Count	12	21	0	33
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	36.4%	63.6%	0.0%	100.0%
	31-60 days	% within MWBE or Non-MWBE	54.5%	72.4%	0.0%	63.5%
		% of Total	23.1%	40.4%	0.0%	63.5%
		Count	2	3	0	5
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	9.1%	10.3%	0.0%	9.6%
		% of Total	3.8%	5.8%	0.0%	9.6%
	61-90 days	Count	1	3	0	4
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	25.0%	75.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.5%	10.3%	0.0%	7.7%
		% of Total	1.9%	5.8%	0.0%	7.7%
		Count	0	0	1	1
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	0.0%	0.0%	100.0%	100.0%
	91-120 days	% within MWBE or Non-MWBE	0.0%	0.0%	100.0%	1.9%
		% of Total	0.0%	0.0%	1.9%	1.9%
		Count	22	29	1	52
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	42.3%	55.8%	1.9%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	42.3%	55.8%	1.9%	100.0%
Over 120 days						
Total						

Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	Often	Count	0	4	0	4
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	13.8%	0.0%	7.7%
		% of Total	0.0%	7.7%	0.0%	7.7%
	Very Often	Count	1	2	0	3
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.5%	6.9%	0.0%	5.8%
		% of Total	1.9%	3.8%	0.0%	5.8%
	Sometimes	Count	5	6	1	12
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	41.7%	50.0%	8.3%	100.0%
		% within MWBE or Non-MWBE	22.7%	20.7%	100.0%	23.1%
		% of Total	9.6%	11.5%	1.9%	23.1%
	Seldom	Count	9	10	0	19
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	47.4%	52.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	40.9%	34.5%	0.0%	36.5%
		% of Total	17.3%	19.2%	0.0%	36.5%
	Never	Count	7	7	0	14
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	31.8%	24.1%	0.0%	26.9%
		% of Total	13.5%	13.5%	0.0%	26.9%
Total	Count		22	29	1	52
	% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?		42.3%	55.8%	1.9%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		42.3%	55.8%	1.9%	100.0%

Q38. As a subcontractor, your working experience with prime contractors/service providers has been: * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	Excellent	Count	3	6	0	9
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	13.6%	20.7%	0.0%	17.3%
	Good	% of Total	5.8%	11.5%	0.0%	17.3%
		Count	14	21	0	35
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	40.0%	60.0%	0.0%	100.0%
	Fair	% within MWBE or Non-MWBE	63.6%	72.4%	0.0%	67.3%
		% of Total	26.9%	40.4%	0.0%	67.3%
		Count	5	1	1	7
	Poor	% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	71.4%	14.3%	14.3%	100.0%
		% within MWBE or Non-MWBE	22.7%	3.4%	100.0%	13.5%
		% of Total	9.6%	1.9%	1.9%	13.5%
	Total	Count	0	1	0	1
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	3.4%	0.0%	1.9%
		% of Total	0.0%	1.9%	0.0%	1.9%
	Total	Count	22	29	1	52
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	42.3%	55.8%	1.9%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	42.3%	55.8%	1.9%	100.0%

Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort"				MWBE or Non-MWBE			Total
				MWBE	Non-MWBE	Other	
Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas	Yes	Count	% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas	12	0	0	12
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas		100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE		54.5%	0.0%	0.0%	23.1%
		% of Total		23.1%	0.0%	0.0%	23.1%
		Count		7	24	1	32
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas		21.9%	75.0%	3.1%	100.0%
	No	% within MWBE or Non-MWBE		31.8%	82.8%	100.0%	61.5%
		% of Total		13.5%	46.2%	1.9%	61.5%
		Count		3	5	0	8
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas		37.5%	62.5%	0.0%	100.0%
		% within MWBE or Non-MWBE		13.6%	17.2%	0.0%	15.4%
		% of Total		5.8%	9.6%	0.0%	15.4%
Total	Don't Know	Count		22	29	1	52
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas		42.3%	55.8%	1.9%	100.0%
		% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
		% of Total		42.3%	55.8%	1.9%	100.0%

Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	Always	Count	0	2	0	2
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	6.9%	0.0%	3.8%
	Often	% of Total	0.0%	3.8%	0.0%	3.8%
		Count	2	6	0	8
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	25.0%	75.0%	0.0%	100.0%
	Very Often	% within MWBE or Non-MWBE	9.1%	20.7%	0.0%	15.4%
		% of Total	3.8%	11.5%	0.0%	15.4%
		Count	2	3	0	5
	Sometimes	% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	9.1%	10.3%	0.0%	9.6%
		% of Total	3.8%	5.8%	0.0%	9.6%
	Seldom	Count	7	10	1	18
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	38.9%	55.6%	5.6%	100.0%
		% within MWBE or Non-MWBE	31.8%	34.5%	100.0%	34.6%
	Total	% of Total	13.5%	19.2%	1.9%	34.6%
		Count	11	8	0	19
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	57.9%	42.1%	0.0%	100.0%
		% within MWBE or Non-MWBE	50.0%	27.6%	0.0%	36.5%
		% of Total	21.2%	15.4%	0.0%	36.5%
		Count	22	29	1	52
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	42.3%	55.8%	1.9%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	42.3%	55.8%	1.9%	100.0%

Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	Yes	Count	7	0	0	7
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	31.8%	0.0%	0.0%	13.5%
		% of Total	13.5%	0.0%	0.0%	13.5%
	No	Count	12	22	1	35
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	34.3%	62.9%	2.9%	100.0%
		% within MWBE or Non-MWBE	54.5%	75.9%	100.0%	67.3%
		% of Total	23.1%	42.3%	1.9%	67.3%
	Don't Know	Count	3	7	0	10
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	30.0%	70.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	13.6%	24.1%	0.0%	19.2%
		% of Total	5.8%	13.5%	0.0%	19.2%
Total	Count		22	29	1	52
	% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?		42.3%	55.8%	1.9%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		42.3%	55.8%	1.9%	100.0%

Q42. What was the most noticeable way you became aware of the discrimination against your company? * MWBE or Non-MWBE

			MWBE or Non-MWBE	Total
			MWBE	
Q42. What was the most noticeable way you became aware of the discrimination against your company?	Verbal Comment	Count	2	2
		% within Q42. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	100.0%
		% within MWBE or Non-MWBE	33.3%	33.3%
		% of Total	33.3%	33.3%
	Action taken against company	Count	4	4
		% within Q42. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	66.7%
		% of Total	66.7%	66.7%
Total	Count		6	6
	% within Q42. What was the most noticeable way you became aware of the discrimination against your company?		100.0%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%
	% of Total		100.0%	100.0%

Q43. Which of the following do you consider the primary reason for your company being discriminated against? * MWBE or Non-MWBE

			MWBE or Non-MWBE	Total
			MWBE	
Q43. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	5	5
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	100.0%
		% within MWBE or Non-MWBE	83.3%	83.3%
		% of Total	83.3%	83.3%
	Don't Know	Count	1	1
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	100.0%
		% within MWBE or Non-MWBE	16.7%	16.7%
		% of Total	16.7%	16.7%
	Total	Count	6	6
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%
		% of Total	100.0%	100.0%

Q44. When did the discrimination first occur? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE	Total
			MWBE	
Q44. When did the discrimination first occur?	During bidding process	Count	4	4
		% within Q44. When did the discrimination first occur?	100.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	66.7%
		% of Total	66.7%	66.7%
	After contract award	Count	2	2
		% within Q44. When did the discrimination first occur?	100.0%	100.0%
		% within MWBE or Non-MWBE	33.3%	33.3%
		% of Total	33.3%	33.3%
	Total	Count	6	6
		% within Q44. When did the discrimination first occur?	100.0%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%
		% of Total	100.0%	100.0%

Q45. Did you file a complaint? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE	Total
			MWBE	
Q45. Did you file a complaint?	Yes	Count	3	3
		% within Q45. Did you file a complaint?	100.0%	100.0%
		% within MWBE or Non-MWBE	50.0%	50.0%
		% of Total	50.0%	50.0%
	No	Count	3	3
		% within Q45. Did you file a complaint?	100.0%	100.0%
		% within MWBE or Non-MWBE	50.0%	50.0%
		% of Total	50.0%	50.0%
	Total	Count	6	6
		% within Q45. Did you file a complaint?	100.0%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%
		% of Total	100.0%	100.0%

Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	Yes	Count	5	0	0	5
		% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.2%	0.0%	0.0%	1.8%
		% of Total	1.8%	0.0%	0.0%	1.8%
	No	Count	115	149	7	271
		% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	42.4%	55.0%	2.6%	100.0%
		% within MWBE or Non-MWBE	95.8%	100.0%	100.0%	98.2%
		% of Total	41.7%	54.0%	2.5%	98.2%
Total		Count	120	149	7	276
		% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	Yes	Count	33	1	0	34
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	97.1%	2.9%	0.0%	100.0%
		% within MWBE or Non-MWBE	27.5%	0.7%	0.0%	12.3%
		% of Total	12.0%	0.4%	0.0%	12.3%
	No	Count	87	148	7	242
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	36.0%	61.2%	2.9%	100.0%
		% within MWBE or Non-MWBE	72.5%	99.3%	100.0%	87.7%
		% of Total	31.5%	53.6%	2.5%	87.7%
Total		Count	120	149	7	276
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	Yes	Count	29	2	2	33
		% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	87.9%	6.1%	6.1%	100.0%
		% within MWBE or Non-MWBE	24.2%	1.3%	28.6%	12.0%
		% of Total	10.5%	0.7%	0.7%	12.0%
		Count	91	147	5	243
	No	% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	37.4%	60.5%	2.1%	100.0%
		% within MWBE or Non-MWBE	75.8%	98.7%	71.4%	88.0%
		% of Total	33.0%	53.3%	1.8%	88.0%
		Count	120	149	7	276
		% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	Yes	Count	31	5	0	36
		% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	86.1%	13.9%	0.0%	100.0%
		% within MWBE or Non-MWBE	25.8%	3.4%	0.0%	13.0%
		% of Total	11.2%	1.8%	0.0%	13.0%
		Count	89	144	7	240
	No	% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	37.1%	60.0%	2.9%	100.0%
		% within MWBE or Non-MWBE	74.2%	96.6%	100.0%	87.0%
		% of Total	32.2%	52.2%	2.5%	87.0%
		Count	120	149	7	276
		% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	Yes	Count	17	2	2	21
		% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	81.0%	9.5%	9.5%	100.0%
		% within MWBE or Non-MWBE	14.2%	1.3%	28.6%	7.6%
		% of Total	6.2%	0.7%	0.7%	7.6%
Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	No	Count	103	147	5	255
		% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	40.4%	57.6%	2.0%	100.0%
		% within MWBE or Non-MWBE	85.8%	98.7%	71.4%	92.4%
		% of Total	37.3%	53.3%	1.8%	92.4%
Total		Count	120	149	7	276
		% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	Yes	Count	12	0	0	12
		% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.0%	0.0%	0.0%	4.3%
		% of Total	4.3%	0.0%	0.0%	4.3%
Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	No	Count	108	149	7	264
		% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	40.9%	56.4%	2.7%	100.0%
		% within MWBE or Non-MWBE	90.0%	100.0%	100.0%	95.7%
		% of Total	39.1%	54.0%	2.5%	95.7%
Total		Count	120	149	7	276
		% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	Yes	Count	4	0	1	5
		% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	80.0%	0.0%	20.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	0.0%	14.3%	1.8%
		% of Total	1.4%	0.0%	0.4%	1.8%
	No	Count	116	149	6	271
		% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	42.8%	55.0%	2.2%	100.0%
		% within MWBE or Non-MWBE	96.7%	100.0%	85.7%	98.2%
		% of Total	42.0%	54.0%	2.2%	98.2%
Total		Count	120	149	7	276
		% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q47. Are you required to have bonding for the type of work that your company bids? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q47. Are you required to have bonding for the type of work that your company bids?	Yes	Count	28	39	1	68
		% within Q47. Are you required to have bonding for the type of work that your company bids?	41.2%	57.4%	1.5%	100.0%
		% within MWBE or Non-MWBE	23.3%	26.2%	14.3%	24.6%
		% of Total	10.1%	14.1%	0.4%	24.6%
	No	Count	88	102	5	195
		% within Q47. Are you required to have bonding for the type of work that your company bids?	45.1%	52.3%	2.6%	100.0%
		% within MWBE or Non-MWBE	73.3%	68.5%	71.4%	70.7%
		% of Total	31.9%	37.0%	1.8%	70.7%
	Don't Know	Count	4	8	1	13
		% within Q47. Are you required to have bonding for the type of work that your company bids?	30.8%	61.5%	7.7%	100.0%
		% within MWBE or Non-MWBE	3.3%	5.4%	14.3%	4.7%
		% of Total	1.4%	2.9%	0.4%	4.7%
Total		Count	120	149	7	276
		% within Q47. Are you required to have bonding for the type of work that your company bids?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q48. What is your current aggregate bonding limit? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q48. What is your current aggregate bonding limit?	Below \$100,000	Count	6	2	0	8
		% within Q48. What is your current aggregate bonding limit?	75.0%	25.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	21.4%	5.1%	0.0%	11.8%
	\$100,001 to \$250,000	% of Total	8.8%	2.9%	0.0%	11.8%
		Count	1	2	0	3
		% within Q48. What is your current aggregate bonding limit?	33.3%	66.7%	0.0%	100.0%
	\$250,001 to \$500,000	% within MWBE or Non-MWBE	3.6%	5.1%	0.0%	4.4%
		% of Total	1.5%	2.9%	0.0%	4.4%
		Count	2	7	0	9
	\$500,001 to \$1 million	% within Q48. What is your current aggregate bonding limit?	22.2%	77.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.1%	17.9%	0.0%	13.2%
		% of Total	2.9%	10.3%	0.0%	13.2%
	\$1,000,001 to \$1.5 million	Count	4	8	1	13
		% within Q48. What is your current aggregate bonding limit?	30.8%	61.5%	7.7%	100.0%
		% within MWBE or Non-MWBE	14.3%	20.5%	100.0%	19.1%
	\$1,500,001 to \$3 million	% of Total	5.9%	11.8%	1.5%	19.1%
		Count	1	7	0	8
		% within Q48. What is your current aggregate bonding limit?	12.5%	87.5%	0.0%	100.0%
	\$3,000,001 to \$5 million	% within MWBE or Non-MWBE	3.6%	17.9%	0.0%	11.8%
		% of Total	1.5%	10.3%	0.0%	11.8%
		Count	2	0	0	2
	Over \$5 million	% within Q48. What is your current aggregate bonding limit?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.1%	0.0%	0.0%	2.9%
		% of Total	2.9%	0.0%	0.0%	2.9%
	Don't Know	Count	3	5	0	8
		% within Q48. What is your current aggregate bonding limit?	37.5%	62.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.7%	12.8%	0.0%	11.8%
	Total	% of Total	4.4%	7.4%	0.0%	11.8%
		Count	4	6	0	10
		% within Q48. What is your current aggregate bonding limit?	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	14.3%	15.4%	0.0%	14.7%
		% of Total	5.9%	8.8%	0.0%	14.7%
		Count	5	2	0	7
		% within Q48. What is your current aggregate bonding limit?	71.4%	28.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.9%	5.1%	0.0%	10.3%
		% of Total	7.4%	2.9%	0.0%	10.3%
		Count	28	39	1	68
		% within Q48. What is your current aggregate bonding limit?	41.2%	57.4%	1.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	41.2%	57.4%	1.5%	100.0%

Q49. What is your current single project bonding limit? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q49. What is your current single project bonding limit?	Below \$100,000	Count	5	4	0	9
		% within Q49. What is your current single project bonding limit?	55.6%	44.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.9%	10.3%	0.0%	13.2%
	\$100,001 to \$250,000	% of Total	7.4%	5.9%	0.0%	13.2%
		Count	3	7	0	10
		% within Q49. What is your current single project bonding limit?	30.0%	70.0%	0.0%	100.0%
	\$250,001 to \$500,000	% within MWBE or Non-MWBE	10.7%	17.9%	0.0%	14.7%
		% of Total	4.4%	10.3%	0.0%	14.7%
		Count	3	5	0	8
	\$500,001 to \$1 million	% within Q49. What is your current single project bonding limit?	37.5%	62.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.7%	12.8%	0.0%	11.8%
		% of Total	4.4%	7.4%	0.0%	11.8%
	\$1,000,001 to \$1.5 million	Count	6	10	1	17
		% within Q49. What is your current single project bonding limit?	35.3%	58.8%	5.9%	100.0%
		% within MWBE or Non-MWBE	21.4%	25.6%	100.0%	25.0%
	\$1,500,001 to \$3 million	% of Total	8.8%	14.7%	1.5%	25.0%
		Count	2	3	0	5
		% within Q49. What is your current single project bonding limit?	40.0%	60.0%	0.0%	100.0%
	\$3,000,001 to \$5 million	% within MWBE or Non-MWBE	7.1%	7.7%	0.0%	7.4%
		% of Total	2.9%	4.4%	0.0%	7.4%
		Count	1	2	0	3
	Over \$5 million	% within Q49. What is your current single project bonding limit?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.6%	5.1%	0.0%	4.4%
		% of Total	1.5%	2.9%	0.0%	4.4%
	Don't Know	Count	1	1	0	2
		% within Q49. What is your current single project bonding limit?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.6%	2.6%	0.0%	2.9%
		% of Total	1.5%	1.5%	0.0%	2.9%
Total		Count	2	5	0	7
		% within Q49. What is your current single project bonding limit?	28.6%	71.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.1%	12.8%	0.0%	10.3%
		% of Total	2.9%	7.4%	0.0%	10.3%
		Count	5	2	0	7
		% within Q49. What is your current single project bonding limit?	71.4%	28.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.9%	5.1%	0.0%	10.3%
		% of Total	7.4%	2.9%	0.0%	10.3%
		Count	28	39	1	68
		% within Q49. What is your current single project bonding limit?	41.2%	57.4%	1.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	41.2%	57.4%	1.5%	100.0%

The following questions are related to work you have done or attempted to do on the Maritime Park project. * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
The following questions are related to work you have done or attempted to do on Total	Yes	Count	120	149	7	276
		% within The following questions are related to work you have done or attempted to do on the Maritime Park project.	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%
	No	Count	120	149	7	276
		% within The following questions are related to work you have done or attempted to do on the Maritime Park project.	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	Yes	Count	28	15	1	44
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	63.6%	34.1%	2.3%	100.0%
		% within MWBE or Non-MWBE	23.3%	10.1%	14.3%	15.9%
		% of Total	10.1%	5.4%	0.4%	15.9%
	No	Count	92	132	5	229
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	40.2%	57.6%	2.2%	100.0%
		% within MWBE or Non-MWBE	76.7%	88.6%	71.4%	83.0%
		% of Total	33.3%	47.8%	1.8%	83.0%
	Don't Know	Count	0	2	1	3
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	0.0%	66.7%	33.3%	100.0%
		% within MWBE or Non-MWBE	0.0%	1.3%	14.3%	1.1%
		% of Total	0.0%	0.7%	0.4%	1.1%
	Total	Count	120	149	7	276
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format) * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	Community Associates	Count	9	3	1	13
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	69.2%	23.1%	7.7%	100.0%
		% within MWBE or Non-MWBE	32.1%	20.0%	100.0%	29.5%
	City	% of Total	20.5%	6.8%	2.3%	29.5%
		Count	4	4	0	8
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	50.0%	50.0%	0.0%	100.0%
	Prime Contractor	% within MWBE or Non-MWBE	14.3%	26.7%	0.0%	18.2%
		% of Total	9.1%	9.1%	0.0%	18.2%
		Count	9	5	0	14
	Service Provider	% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	64.3%	35.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	32.1%	33.3%	0.0%	31.8%
		% of Total	20.5%	11.4%	0.0%	31.8%
	Trade Association	Count	2	1	0	3
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.1%	6.7%	0.0%	6.8%
	Other	% of Total	4.5%	2.3%	0.0%	6.8%
		Count	0	1	0	1
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	0.0%	100.0%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	0.0%	6.7%	0.0%	2.3%
		% of Total	0.0%	2.3%	0.0%	2.3%
		Count	4	1	0	5
	Total	% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	80.0%	20.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	14.3%	6.7%	0.0%	11.4%
		% of Total	9.1%	2.3%	0.0%	11.4%
	Total	Count	28	15	1	44
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	63.6%	34.1%	2.3%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	63.6%	34.1%	2.3%	100.0%

Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT * MWBE or Non-MWBE Crosstabulation					
		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	Count	117	148	7	272
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	43.0%	54.4%	2.6%	100.0%
	% within MWBE or Non-MWBE	97.5%	99.3%	100.0%	98.6%
	% of Total	42.4%	53.6%	2.5%	98.6%
	all the above	Count	1	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	100.0%
	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.4%
	Master Developer	Count	1	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	100.0%
	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.4%
	news	Count	1	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	100.0%
	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.4%
	newspaper	Count	0	1	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	0.0%	100.0%	0.0%	100.0%
	% within MWBE or Non-MWBE	0.0%	0.7%	0.0%	0.4%
	% of Total	0.0%	0.4%	0.0%	0.4%
Total	Count	120	149	7	276
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
	% of Total	43.5%	54.0%	2.5%	100.0%

Q52. Is your firm providing goods or services on the Maritime Park project? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q52. Is your firm providing goods or services on the Maritime Park project?	Yes	Count	7	8	0	15
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	46.7%	53.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	6.0%	5.4%	0.0%	5.5%
		% of Total	2.6%	2.9%	0.0%	5.5%
	No	Count	109	139	7	255
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	42.7%	54.5%	2.7%	100.0%
		% within MWBE or Non-MWBE	93.2%	93.3%	100.0%	93.4%
		% of Total	39.9%	50.9%	2.6%	93.4%
	Don't Know	Count	1	2	0	3
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.9%	1.3%	0.0%	1.1%
		% of Total	0.4%	0.7%	0.0%	1.1%
Total	Count		117	149	7	273
	% within Q52. Is your firm providing goods or services on the Maritime Park project?		42.9%	54.6%	2.6%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		42.9%	54.6%	2.6%	100.0%

Q53. Is your firm providing goods and/or services as a: * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE		Total
			MWBE	Non-MWBE	
Q53. Is your firm providing goods and/or services as a:	Prime Contractor	Count	1	1	2
		% within Q53. Is your firm providing goods and/or services as a:	50.0%	50.0%	100.0%
		% within MWBE or Non-MWBE	14.3%	12.5%	13.3%
		% of Total	6.7%	6.7%	13.3%
	Subcontractor	Count	5	6	11
		% within Q53. Is your firm providing goods and/or services as a:	45.5%	54.5%	100.0%
		% within MWBE or Non-MWBE	71.4%	75.0%	73.3%
		% of Total	33.3%	40.0%	73.3%
	Both	Count	1	1	2
		% within Q53. Is your firm providing goods and/or services as a:	50.0%	50.0%	100.0%
		% within MWBE or Non-MWBE	14.3%	12.5%	13.3%
		% of Total	6.7%	6.7%	13.3%
Total	Count		7	8	15
	% within Q53. Is your firm providing goods and/or services as a:		46.7%	53.3%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%
	% of Total		46.7%	53.3%	100.0%

Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	Yes	Count	45	11	2	58
		% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	77.6%	19.0%	3.4%	100.0%
		% within MWBE or Non-MWBE	37.5%	7.4%	28.6%	21.0%
		% of Total	16.3%	4.0%	0.7%	21.0%
	No	Count	67	119	4	190
		% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	35.3%	62.6%	2.1%	100.0%
		% within MWBE or Non-MWBE	55.8%	79.9%	57.1%	68.8%
		% of Total	24.3%	43.1%	1.4%	68.8%
	Don't Know	Count	8	19	1	28
		% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	28.6%	67.9%	3.6%	100.0%
		% within MWBE or Non-MWBE	6.7%	12.8%	14.3%	10.1%
		% of Total	2.9%	6.9%	0.4%	10.1%
Total	Count		120	149	7	276
	% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	Verbal Comment	Count	17	3	1	21
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	81.0%	14.3%	4.8%	100.0%
		% within MWBE or Non-MWBE	37.8%	27.3%	50.0%	36.2%
		% of Total	29.3%	5.2%	1.7%	36.2%
	Written Statement	Count	0	1	0	1
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	9.1%	0.0%	1.7%
		% of Total	0.0%	1.7%	0.0%	1.7%
	Action taken against company	Count	27	7	1	35
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	77.1%	20.0%	2.9%	100.0%
		% within MWBE or Non-MWBE	60.0%	63.6%	50.0%	60.3%
		% of Total	46.6%	12.1%	1.7%	60.3%
	Don't Know	Count	1	0	0	1
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	2.2%	0.0%	0.0%	1.7%
		% of Total	1.7%	0.0%	0.0%	1.7%
Total	Count		45	11	2	58
	% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?		77.6%	19.0%	3.4%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		77.6%	19.0%	3.4%	100.0%

Q56. Which of the following do you consider the primary reason for your company being discriminated against? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q56. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	35	5	0	40
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	87.5%	12.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	77.8%	45.5%	0.0%	69.0%
		% of Total	60.3%	8.6%	0.0%	69.0%
	Owner's gender	Count	10	4	1	15
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	66.7%	26.7%	6.7%	100.0%
		% within MWBE or Non-MWBE	22.2%	36.4%	50.0%	25.9%
	Don't Know	% of Total	17.2%	6.9%	1.7%	25.9%
		Count	0	2	1	3
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	0.0%	66.7%	33.3%	100.0%
		% within MWBE or Non-MWBE	0.0%	18.2%	50.0%	5.2%
		% of Total	0.0%	3.4%	1.7%	5.2%
Total	Count		45	11	2	58
	% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?		77.6%	19.0%	3.4%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		77.6%	19.0%	3.4%	100.0%

Q57. When did the discrimination first occur? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q57. When did the discrimination first occur?	During bidding process	Count	33	6	2	41
		% within Q57. When did the discrimination first occur?	80.5%	14.6%	4.9%	100.0%
		% within MWBE or Non-MWBE	73.3%	54.5%	100.0%	70.7%
		% of Total	56.9%	10.3%	3.4%	70.7%
	After contract award	Count	10	3	0	13
		% within Q57. When did the discrimination first occur?	76.9%	23.1%	0.0%	100.0%
		% within MWBE or Non-MWBE	22.2%	27.3%	0.0%	22.4%
		% of Total	17.2%	5.2%	0.0%	22.4%
	Don't Know	Count	2	2	0	4
		% within Q57. When did the discrimination first occur?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.4%	18.2%	0.0%	6.9%
		% of Total	3.4%	3.4%	0.0%	6.9%
Total	Count		45	11	2	58
	% within Q57. When did the discrimination first occur?		77.6%	19.0%	3.4%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		77.6%	19.0%	3.4%	100.0%

Q58. Did you file a complaint? * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q58. Did you file a complaint?	Yes	Count	5	0	5
		% within Q58. Did you file a complaint?	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.1%	0.0%	8.6%
		% of Total	8.6%	0.0%	8.6%
No		Count	40	11	53
		% within Q58. Did you file a complaint?	75.5%	20.8%	100.0%
		% within MWBE or Non-MWBE	88.9%	100.0%	91.4%
		% of Total	69.0%	19.0%	91.4%
Total		Count	45	11	58
		% within Q58. Did you file a complaint?	77.6%	19.0%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	77.6%	19.0%	100.0%

Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector. *

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	Strongly Agree	Count	26	8	2	36
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	72.2%	22.2%	5.6%	100.0%
		% within MWBE or Non-MWBE	21.7%	5.4%	28.6%	13.0%
		% of Total	9.4%	2.9%	0.7%	13.0%
	Agree	Count	24	8	0	32
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	75.0%	25.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	20.0%	5.4%	0.0%	11.6%
		% of Total	8.7%	2.9%	0.0%	11.6%
	Somewhat Agree	Count	14	43	0	57
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	24.6%	75.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.7%	28.9%	0.0%	20.7%
		% of Total	5.1%	15.6%	0.0%	20.7%
	Neither Agree or Disagree	Count	28	51	2	81
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	34.6%	63.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	23.3%	34.2%	28.6%	29.3%
		% of Total	10.1%	18.5%	0.7%	29.3%
	Somewhat Disagree	Count	4	6	1	11
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	36.4%	54.5%	9.1%	100.0%
		% within MWBE or Non-MWBE	3.3%	4.0%	14.3%	4.0%
		% of Total	1.4%	2.2%	0.4%	4.0%
	Disagree	Count	18	20	2	40
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	45.0%	50.0%	5.0%	100.0%
		% within MWBE or Non-MWBE	15.0%	13.4%	28.6%	14.5%
		% of Total	6.5%	7.2%	0.7%	14.5%
	Strongly Disagree	Count	6	13	0	19
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	31.6%	68.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.0%	8.7%	0.0%	6.9%
		% of Total	2.2%	4.7%	0.0%	6.9%
Total	Count		120	149	7	276
	% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	Yes	Count	32	27	1	60
		% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	53.3%	45.0%	1.7%	100.0%
		% within MWBE or Non-MWBE	26.7%	18.1%	14.3%	21.7%
		% of Total	11.6%	9.8%	0.4%	21.7%
	No	Count	87	119	6	212
		% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	41.0%	56.1%	2.8%	100.0%
		% within MWBE or Non-MWBE	72.5%	79.9%	85.7%	76.8%
		% of Total	31.5%	43.1%	2.2%	76.8%
	Don't Know	Count	1	3	0	4
		% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	25.0%	75.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	2.0%	0.0%	1.4%
		% of Total	0.4%	1.1%	0.0%	1.4%
Total	Count		120	149	7	276
	% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q62. Were you approved or denied for a commercial (business) bank loan? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q62. Were you approved or denied for a commercial (business) bank loan?	Approved	Count	17	26	0	43
		% within Q62. Were you approved or denied for a commercial (business) bank loan?	39.5%	60.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	53.1%	96.3%	0.0%	71.7%
		% of Total	28.3%	43.3%	0.0%	71.7%
	Denied	Count	13	1	1	15
		% within Q62. Were you approved or denied for a commercial (business) bank loan?	86.7%	6.7%	6.7%	100.0%
		% within MWBE or Non-MWBE	40.6%	3.7%	100.0%	25.0%
		% of Total	21.7%	1.7%	1.7%	25.0%
	Don't Know	Count	2	0	0	2
		% within Q62. Were you approved or denied for a commercial (business) bank loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	6.3%	0.0%	0.0%	3.3%
		% of Total	3.3%	0.0%	0.0%	3.3%
Total	Count		32	27	1	60
	% within Q62. Were you approved or denied for a commercial (business) bank loan?		53.3%	45.0%	1.7%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		53.3%	45.0%	1.7%	100.0%

Q63.Which of the following do you believe was the primary reason for your being denied a loan? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q63.Which of the following do you believe was the primary reason for your being denied a loan?	Insufficient Documentation	Count	1	0	0	1
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.7%	0.0%	0.0%	6.7%
		% of Total	6.7%	0.0%	0.0%	6.7%
	Insufficient Business History	Count	1	1	1	3
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	33.3%	33.3%	33.3%	100.0%
		% within MWBE or Non-MWBE	7.7%	100.0%	100.0%	20.0%
		% of Total	6.7%	6.7%	6.7%	20.0%
	Lack of Capital	Count	8	0	0	8
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	61.5%	0.0%	0.0%	53.3%
		% of Total	53.3%	0.0%	0.0%	53.3%
	Gender of Owner	Count	1	0	0	1
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.7%	0.0%	0.0%	6.7%
		% of Total	6.7%	0.0%	0.0%	6.7%
	Don't Know	Count	2	0	0	2
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.4%	0.0%	0.0%	13.3%
		% of Total	13.3%	0.0%	0.0%	13.3%
Total		Count	13	1	1	15
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	86.7%	6.7%	6.7%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	86.7%	6.7%	6.7%	100.0%

Q1. What is your title? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q1. What is your title?	Owner	Count	87	83	6	176
		% within Q1. What is your title?	49.4%	47.2%	3.4%	100.0%
		% within MWBE or Non-MWBE	72.5%	55.7%	85.7%	63.8%
		% of Total	31.5%	30.1%	2.2%	63.8%
	CEO President	Count	18	33	0	51
		% within Q1. What is your title?	35.3%	64.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.0%	22.1%	0.0%	18.5%
		% of Total	6.5%	12.0%	0.0%	18.5%
	Manager/Financial Officer	Count	13	30	0	43
		% within Q1. What is your title?	30.2%	69.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.8%	20.1%	0.0%	15.6%
		% of Total	4.7%	10.9%	0.0%	15.6%
	Other	Count	2	3	1	6
		% within Q1. What is your title?	33.3%	50.0%	16.7%	100.0%
		% within MWBE or Non-MWBE	1.7%	2.0%	14.3%	2.2%
		% of Total	0.7%	1.1%	0.4%	2.2%
Total		Count	120	149	7	276
		% within Q1. What is your title?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q4. Which ONE of the following is your company s primary line of business? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q4. Which ONE of the following is your company's primary line of business?	Construction (such as general contractor, electrical, site work)	Count	44	55	2	101
		% within Q4. Which ONE of the following is your company's primary line of business?	43.6%	54.5%	2.0%	100.0%
		% within MWBE or Non-MWBE	36.7%	36.9%	28.6%	36.6%
		% of Total	15.9%	19.9%	0.7%	36.6%
		Count	5	14	1	20
	Architecture & Engineering (includes environmental, structural)	% within Q4. Which ONE of the following is your company's primary line of business?	25.0%	70.0%	5.0%	100.0%
		% within MWBE or Non-MWBE	4.2%	9.4%	14.3%	7.2%
		% of Total	1.8%	5.1%	0.4%	7.2%
		Count	25	19	1	45
		Professional Services (such as consulting, accounting, marketing)	% within Q4. Which ONE of the following is your company's primary line of business?	55.6%	42.2%	2.2%
	% within MWBE or Non-MWBE		20.8%	12.8%	14.3%	16.3%
	% of Total		9.1%	6.9%	0.4%	16.3%
	Count		34	39	3	76
	Other Services (such as landscaping, janitorial, security, etc.)		% within Q4. Which ONE of the following is your company's primary line of business?	44.7%	51.3%	3.9%
		% within MWBE or Non-MWBE	28.3%	26.2%	42.9%	27.5%
		% of Total	12.3%	14.1%	1.1%	27.5%
		Count	12	22	0	34
		Goods (such as books, office supplies, computers, equipment)	% within Q4. Which ONE of the following is your company's primary line of business?	35.3%	64.7%	0.0%
	% within MWBE or Non-MWBE		10.0%	14.8%	0.0%	12.3%
	% of Total		4.3%	8.0%	0.0%	12.3%
Count	120		149	7	276	
Total	% within Q4. Which ONE of the following is your company's primary line of business?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	43.5%	54.0%	2.5%	100.0%	

Q5. Is 51 percent or more of your company owned and controlled by a woman or women? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	Yes	Count	62	0	4	66
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	93.9%	0.0%	6.1%	100.0%
		% within MWBE or Non-MWBE	51.7%	0.0%	57.1%	23.9%
		% of Total	22.5%	0.0%	1.4%	23.9%
	No	Count	57	149	3	209
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	27.3%	71.3%	1.4%	100.0%
		% within MWBE or Non-MWBE	47.5%	100.0%	42.9%	75.7%
		% of Total	20.7%	54.0%	1.1%	75.7%
	Don't Know	Count	1	0	0	1
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.4%
	Total	Count	120	149	7	276
		% within Q5. Is 51 percent or more of your company owned and controlled by a woman or women?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
% of Total		43.5%	54.0%	2.5%	100.0%	

Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	White/Caucasian	Count	39	148	0	187
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.9%	79.1%	0.0%	100.0%
		% within MWBE or Non-MWBE	32.5%	99.3%	0.0%	67.8%
		% of Total	14.1%	53.6%	0.0%	67.8%
		Count	65	0	0	65
	African American	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	54.2%	0.0%	0.0%	23.6%
		% of Total	23.6%	0.0%	0.0%	23.6%
		Count	1	0	0	1
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	100.0%
	Asian or Pacific Islander	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.4%
		Count	9	0	0	9
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.5%	0.0%	0.0%	3.3%
	Hispanic American	% of Total	3.3%	0.0%	0.0%	3.3%
		Count	4	0	0	4
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	0.0%	0.0%	1.4%
		% of Total	1.4%	0.0%	0.0%	1.4%
	Native American/Alaskan Native	Count	0	0	3	3
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	0.0%	0.0%	100.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	0.0%	42.9%	1.1%
		% of Total	0.0%	0.0%	1.1%	1.1%
		Count	2	1	4	7
	Other	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	28.6%	14.3%	57.1%	100.0%
		% within MWBE or Non-MWBE	1.7%	0.7%	57.1%	2.5%
		% of Total	0.7%	0.4%	1.4%	2.5%
		Count	120	149	7	276
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%
Total		Count	120	149	7	276
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q7. What is the highest level of education completed by the primary owner of your company? * MWBE or Non-MWBE Crosstabulation				MWBE or Non-MWBE			Total
				MWBE	Non-MWBE	Other	
Q7. What is the highest level of education completed by the primary owner of your company?	Some high school	Count		2	1	0	3
		% within Q7. What is the highest level of education completed by the primary owner of your company?		66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE		1.7%	0.7%	0.0%	1.1%
		% of Total		0.7%	0.4%	0.0%	1.1%
	High school graduate	Count		18	8	0	26
		% within Q7. What is the highest level of education completed by the primary owner of your company?		69.2%	30.8%	0.0%	100.0%
		% within MWBE or Non-MWBE		15.0%	5.4%	0.0%	9.4%
		% of Total		6.5%	2.9%	0.0%	9.4%
	Trade or technical education	Count		17	7	0	24
		% within Q7. What is the highest level of education completed by the primary owner of your company?		70.8%	29.2%	0.0%	100.0%
		% within MWBE or Non-MWBE		14.2%	4.7%	0.0%	8.7%
		% of Total		6.2%	2.5%	0.0%	8.7%
	Some college	Count		38	45	2	85
		% within Q7. What is the highest level of education completed by the primary owner of your company?		44.7%	52.9%	2.4%	100.0%
		% within MWBE or Non-MWBE		31.7%	30.2%	28.6%	30.8%
		% of Total		13.8%	16.3%	0.7%	30.8%
	College degree	Count		31	74	4	109
		% within Q7. What is the highest level of education completed by the primary owner of your company?		28.4%	67.9%	3.7%	100.0%
		% within MWBE or Non-MWBE		25.8%	49.7%	57.1%	39.5%
		% of Total		11.2%	26.8%	1.4%	39.5%
	Post graduate degree	Count		13	11	1	25
		% within Q7. What is the highest level of education completed by the primary owner of your company?		52.0%	44.0%	4.0%	100.0%
		% within MWBE or Non-MWBE		10.8%	7.4%	14.3%	9.1%
		% of Total		4.7%	4.0%	0.4%	9.1%
	No Response/Don't Know	Count		1	3	0	4
		% within Q7. What is the highest level of education completed by the primary owner of your company?		25.0%	75.0%	0.0%	100.0%
		% within MWBE or Non-MWBE		0.8%	2.0%	0.0%	1.4%
		% of Total		0.4%	1.1%	0.0%	1.4%
Total	Count			120	149	7	276
	% within Q7. What is the highest level of education completed by the primary owner of your company?			43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE			100.0%	100.0%	100.0%	100.0%
	% of Total			43.5%	54.0%	2.5%	100.0%

Q8. In what year was your company established? Company Established Range * MWBE or Non-MWBE Crosstabulation				MWBE or Non-MWBE			Total
				MWBE	Non-MWBE	Other	
Q8. In what year was your company established?	1970 or Less	Count		6	14	0	20
		% within Q8. In what year was your company established? Company Established Range		30.0%	70.0%	0.0%	100.0%
Company Established Range		% within MWBE or Non-MWBE		5.0%	9.4%	0.0%	7.2%
		% of Total		2.2%	5.1%	0.0%	7.2%
	1971-1980	Count		1	10	1	12
		% within Q8. In what year was your company established? Company Established Range		8.3%	83.3%	8.3%	100.0%
		% within MWBE or Non-MWBE		0.8%	6.7%	14.3%	4.3%
		% of Total		0.4%	3.6%	0.4%	4.3%
	1981-1990	Count		18	15	0	33
		% within Q8. In what year was your company established? Company Established Range		54.5%	45.5%	0.0%	100.0%
		% within MWBE or Non-MWBE		15.0%	10.1%	0.0%	12.0%
		% of Total		6.5%	5.4%	0.0%	12.0%
	1991-2000	Count		29	70	2	101
		% within Q8. In what year was your company established? Company Established Range		28.7%	69.3%	2.0%	100.0%
		% within MWBE or Non-MWBE		24.2%	47.0%	28.6%	36.6%
		% of Total		10.5%	25.4%	0.7%	36.6%
	2001-2005	Count		29	23	1	53
		% within Q8. In what year was your company established? Company Established Range		54.7%	43.4%	1.9%	100.0%
		% within MWBE or Non-MWBE		24.2%	15.4%	14.3%	19.2%
		% of Total		10.5%	8.3%	0.4%	19.2%
	2006-Present	Count		37	17	3	57
		% within Q8. In what year was your company established? Company Established Range		64.9%	29.8%	5.3%	100.0%
		% within MWBE or Non-MWBE		30.8%	11.4%	42.9%	20.7%
		% of Total		13.4%	6.2%	1.1%	20.7%
Total		Count		120	149	7	276
		% within Q8. In what year was your company established? Company Established Range		43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
		% of Total		43.5%	54.0%	2.5%	100.0%

Years of Experience Range * MWBE or Non-MWBE Crosstabulation						
			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Years of Experience Range	10 Years or Less	Count	21	11	0	32
		% within Years of Experience Range	65.6%	34.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.5%	7.4%	0.0%	11.6%
		% of Total	7.6%	4.0%	0.0%	11.6%
	11-20 Years	Count	54	60	1	115
		% within Years of Experience Range	47.0%	52.2%	0.9%	100.0%
		% within MWBE or Non-MWBE	45.0%	40.3%	14.3%	41.7%
		% of Total	19.6%	21.7%	0.4%	41.7%
	21-25 Years	Count	17	20	2	39
		% within Years of Experience Range	43.6%	51.3%	5.1%	100.0%
		% within MWBE or Non-MWBE	14.2%	13.4%	28.6%	14.1%
		% of Total	6.2%	7.2%	0.7%	14.1%
	26-30 Years	Count	18	25	2	45
		% within Years of Experience Range	40.0%	55.6%	4.4%	100.0%
		% within MWBE or Non-MWBE	15.0%	16.8%	28.6%	16.3%
		% of Total	6.5%	9.1%	0.7%	16.3%
More than 30 Years	Count	10	33	2	45	
	% within Years of Experience Range	22.2%	73.3%	4.4%	100.0%	
	% within MWBE or Non-MWBE	8.3%	22.1%	28.6%	16.3%	
	% of Total	3.6%	12.0%	0.7%	16.3%	
Total	Count	120	149	7	276	
	% within Years of Experience Range	43.5%	54.0%	2.5%	100.0%	
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	43.5%	54.0%	2.5%	100.0%	

Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	0-10 employees	Count	112	120	7	239
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	46.9%	50.2%	2.9%	100.0%
		% within MWBE or Non-MWBE	93.3%	80.5%	100.0%	86.6%
	11-20 employees	% of Total	40.6%	43.5%	2.5%	86.6%
		Count	5	18	0	23
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	21.7%	78.3%	0.0%	100.0%
	21-30 employees	% within MWBE or Non-MWBE	4.2%	12.1%	0.0%	8.3%
		% of Total	1.8%	6.5%	0.0%	8.3%
		Count	2	5	0	7
	31-40 employees	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	28.6%	71.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	1.7%	3.4%	0.0%	2.5%
		% of Total	0.7%	1.8%	0.0%	2.5%
	41+ employees	Count	0	4	0	4
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	2.7%	0.0%	1.4%
	Total	% of Total	0.0%	1.4%	0.0%	1.4%
		Count	1	2	0	3
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	1.3%	0.0%	1.1%
		% of Total	0.4%	0.7%	0.0%	1.1%
		Count	120	149	7	276
	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	43.5%	54.0%	2.5%	100.0%	
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	43.5%	54.0%	2.5%	100.0%	

Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	Up to \$50,000	Count	33	13	1	47
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	70.2%	27.7%	2.1%	100.0%
		% within MWBE or Non-MWBE	27.5%	8.7%	14.3%	17.0%
	\$50,001 to \$100,000	% of Total	12.0%	4.7%	0.4%	17.0%
		Count	29	31	4	64
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	45.3%	48.4%	6.3%	100.0%
	\$100,001 to \$300,000	% within MWBE or Non-MWBE	24.2%	20.8%	57.1%	23.2%
		% of Total	10.5%	11.2%	1.4%	23.2%
		Count	26	30	2	58
	\$300,001 to \$500,000	% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	44.8%	51.7%	3.4%	100.0%
		% within MWBE or Non-MWBE	21.7%	20.1%	28.6%	21.0%
		% of Total	9.4%	10.9%	0.7%	21.0%
	\$500,001 to \$1 million	Count	11	18	0	29
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	37.9%	62.1%	0.0%	100.0%
		% within MWBE or Non-MWBE	9.2%	12.1%	0.0%	10.5%
	\$1,000,001 to \$3 million	% of Total	4.0%	6.5%	0.0%	10.5%
		Count	6	21	0	27
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	22.2%	77.8%	0.0%	100.0%
	\$3,000,001 to \$5 million	% within MWBE or Non-MWBE	5.0%	14.1%	0.0%	9.8%
		% of Total	2.2%	7.6%	0.0%	9.8%
		Count	10	23	0	33
	\$5,000,001 to \$10 million	% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	30.3%	69.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	8.3%	15.4%	0.0%	12.0%
		% of Total	3.6%	8.3%	0.0%	12.0%
	Over \$10 million	Count	4	8	0	12
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	5.4%	0.0%	4.3%
	Total	% of Total	1.4%	2.9%	0.0%	4.3%
		Count	0	4	0	4
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	0.0%	100.0%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	0.0%	2.7%	0.0%	1.4%
		% of Total	0.0%	1.4%	0.0%	1.4%
		Count	1	1	0	2
	Total	% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	0.7%	0.0%	0.7%
		% of Total	0.4%	0.4%	0.0%	0.7%
	Total	Count	120	149	7	276
		% within Q11. Which of the following categories best approximates your company's gross revenues for calendar year 2011?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q12. As a prime contractor, which of the following categories best approximates your company s largest co... * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	Up to \$50,000	Count	28	14	2	44
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	63.6%	31.8%	4.5%	100.0%
		% within MWBE or Non-MWBE	23.3%	9.4%	28.6%	15.9%
	\$50,001 to \$100,000	% of Total	10.1%	5.1%	0.7%	15.9%
		Count	13	10	0	23
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	56.5%	43.5%	0.0%	100.0%
	\$100,001 to \$200,000	% within MWBE or Non-MWBE	10.8%	6.7%	0.0%	8.3%
		% of Total	4.7%	3.6%	0.0%	8.3%
		Count	12	11	0	23
	\$200,001 to \$300,000	% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	52.2%	47.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.0%	7.4%	0.0%	8.3%
		% of Total	4.3%	4.0%	0.0%	8.3%
	\$300,001 to \$400,000	Count	3	11	2	16
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	18.8%	68.8%	12.5%	100.0%
		% within MWBE or Non-MWBE	2.5%	7.4%	28.6%	5.8%
	\$400,001 to \$500,000	% of Total	1.1%	4.0%	0.7%	5.8%
		Count	3	8	0	11
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	27.3%	72.7%	0.0%	100.0%
	\$500,001 to \$1 million	% within MWBE or Non-MWBE	2.5%	5.4%	0.0%	4.0%
		% of Total	1.1%	2.9%	0.0%	4.0%
		Count	1	5	0	6
	Over \$1 million	% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	16.7%	83.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	3.4%	0.0%	2.2%
		% of Total	0.4%	1.8%	0.0%	2.2%
	Not Applicable	Count	7	10	0	17
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	41.2%	58.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.8%	6.7%	0.0%	6.2%
	Total	% of Total	2.5%	3.6%	0.0%	6.2%
		Count	6	16	0	22
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	27.3%	72.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.0%	10.7%	0.0%	8.0%
		% of Total	2.2%	5.8%	0.0%	8.0%
		Count	47	64	3	114
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	41.2%	56.1%	2.6%	100.0%
		% within MWBE or Non-MWBE	39.2%	43.0%	42.9%	41.3%
		% of Total	17.0%	23.2%	1.1%	41.3%
		Count	120	149	7	276
		% within Q12. As a prime contractor, which of the following categories best approximates your company s largest co...	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q13. As a subcontractor, which of the following categories best approximates your company s largest contr... * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	Up to \$50,000	Count	38	18	3	59
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	64.4%	30.5%	5.1%	100.0%
		% within MWBE or Non-MWBE	31.7%	12.1%	42.9%	21.4%
	\$50,001 to \$100,000	% of Total	13.8%	6.5%	1.1%	21.4%
		Count	9	21	2	32
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	28.1%	65.6%	6.3%	100.0%
	\$100,001 to \$200,000	% within MWBE or Non-MWBE	7.5%	14.1%	28.6%	11.6%
		% of Total	3.3%	7.6%	0.7%	11.6%
		Count	8	14	0	22
	\$200,001 to \$300,000	% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	36.4%	63.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	6.7%	9.4%	0.0%	8.0%
		% of Total	2.9%	5.1%	0.0%	8.0%
	\$300,001 to \$400,000	Count	4	8	0	12
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	5.4%	0.0%	4.3%
	\$400,001 to \$500,000	% of Total	1.4%	2.9%	0.0%	4.3%
		Count	4	7	0	11
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	36.4%	63.6%	0.0%	100.0%
	\$500,001 to \$1 million	% within MWBE or Non-MWBE	3.3%	4.7%	0.0%	4.0%
		% of Total	1.4%	2.5%	0.0%	4.0%
		Count	3	3	0	6
	Over \$1 million	% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	2.5%	2.0%	0.0%	2.2%
		% of Total	1.1%	1.1%	0.0%	2.2%
	Not Applicable	Count	3	7	0	10
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	30.0%	70.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	2.5%	4.7%	0.0%	3.6%
	Total	% of Total	1.1%	2.5%	0.0%	3.6%
		Count	2	6	0	8
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	25.0%	75.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	1.7%	4.0%	0.0%	2.9%
		% of Total	0.7%	2.2%	0.0%	2.9%
		Count	49	65	2	116
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	42.2%	56.0%	1.7%	100.0%
		% within MWBE or Non-MWBE	40.8%	43.6%	28.6%	42.0%
		% of Total	17.8%	23.6%	0.7%	42.0%
		Count	120	149	7	276
		% within Q13. As a subcontractor, which of the following categories best approximates your company s largest contr...	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	0%	Count	69	79	4	152
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	45.4%	52.0%	2.6%	100.0%
		% within MWBE or Non-MWBE	57.5%	53.0%	57.1%	55.1%
		% of Total	25.0%	28.6%	1.4%	55.1%
City of Pensacola	1%-10%	Count	14	18	0	32
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	43.8%	56.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.7%	12.1%	0.0%	11.6%
		% of Total	5.1%	6.5%	0.0%	11.6%
	11%-25%	Count	9	17	1	27
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	33.3%	63.0%	3.7%	100.0%
		% within MWBE or Non-MWBE	7.5%	11.4%	14.3%	9.8%
		% of Total	3.3%	6.2%	0.4%	9.8%
	26%-50%	Count	10	16	0	26
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	38.5%	61.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	8.3%	10.7%	0.0%	9.4%
		% of Total	3.6%	5.8%	0.0%	9.4%
	51%-75%	Count	6	5	0	11
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	54.5%	45.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.0%	3.4%	0.0%	4.0%
		% of Total	2.2%	1.8%	0.0%	4.0%
	76%-100%	Count	12	14	2	28
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	42.9%	50.0%	7.1%	100.0%
		% within MWBE or Non-MWBE	10.0%	9.4%	28.6%	10.1%
		% of Total	4.3%	5.1%	0.7%	10.1%
Total		Count	120	149	7	276
		% within Q14a. Percentage of company's gross revenues between 2006 and 2011 came from doing business with the City of Pensacola	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	0%	Count	69	79	4	152
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	45.4%	52.0%	2.6%	100.0%
		% within MWBE or Non-MWBE	57.5%	53.0%	57.1%	55.1%
		% of Total	25.0%	28.6%	1.4%	55.1%
	1%-10%	Count	14	18	0	32
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	43.8%	56.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.7%	12.1%	0.0%	11.6%
		% of Total	5.1%	6.5%	0.0%	11.6%
	11%-25%	Count	9	17	1	27
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	33.3%	63.0%	3.7%	100.0%
		% within MWBE or Non-MWBE	7.5%	11.4%	14.3%	9.8%
		% of Total	3.3%	6.2%	0.4%	9.8%
	26%-50%	Count	10	16	0	26
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	38.5%	61.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	8.3%	10.7%	0.0%	9.4%
		% of Total	3.6%	5.8%	0.0%	9.4%
	51%-75%	Count	6	5	0	11
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	54.5%	45.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.0%	3.4%	0.0%	4.0%
		% of Total	2.2%	1.8%	0.0%	4.0%
	76%-100%	Count	12	14	2	28
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	42.9%	50.0%	7.1%	100.0%
		% within MWBE or Non-MWBE	10.0%	9.4%	28.6%	10.1%
		% of Total	4.3%	5.1%	0.7%	10.1%
	Total	Count	120	149	7	276
		% within Q14b. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Other Governmental Agencies	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	0%	Count	5	8	2	15
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	33.3%	53.3%	13.3%	100.0%
		% within MWBE or Non-MWBE	4.2%	5.4%	28.6%	5.4%
		% of Total	1.8%	2.9%	0.7%	5.4%
	1%-10%	Count	4	6	0	10
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	4.0%	0.0%	3.6%
		% of Total	1.4%	2.2%	0.0%	3.6%
	11%-25%	Count	5	2	0	7
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	71.4%	28.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.2%	1.3%	0.0%	2.5%
		% of Total	1.8%	0.7%	0.0%	2.5%
	26%-50%	Count	9	16	1	26
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	34.6%	61.5%	3.8%	100.0%
		% within MWBE or Non-MWBE	7.5%	10.7%	14.3%	9.4%
		% of Total	3.3%	5.8%	0.4%	9.4%
	51%-75%	Count	10	13	0	23
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	43.5%	56.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	8.3%	8.7%	0.0%	8.3%
		% of Total	3.6%	4.7%	0.0%	8.3%
	76%-100%	Count	87	104	4	195
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	44.6%	53.3%	2.1%	100.0%
		% within MWBE or Non-MWBE	72.5%	69.8%	57.1%	70.7%
		% of Total	31.5%	37.7%	1.4%	70.7%
Total		Count	120	149	7	276
		% within Q14c. Percentage of company's gross revenues between 2006 and 2011 came from doing business with Private Sector	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	Yes	Count	61	45	5	111
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	55.0%	40.5%	4.5%	100.0%
		% within MWBE or Non-MWBE	50.8%	30.2%	71.4%	40.2%
		% of Total	22.1%	16.3%	1.8%	40.2%
	No	Count	39	72	2	113
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	34.5%	63.7%	1.8%	100.0%
		% within MWBE or Non-MWBE	32.5%	48.3%	28.6%	40.9%
		% of Total	14.1%	26.1%	0.7%	40.9%
	Don't Know	Count	20	32	0	52
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	38.5%	61.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	16.7%	21.5%	0.0%	18.8%
		% of Total	7.2%	11.6%	0.0%	18.8%
	Total	Count	120	149	7	276
		% within Q15. Is your business certified with the City's Small Business Enterprise (SBE) Program?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format) * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	Not Qualified	Count	1	4	0	5
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	20.0%	80.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	2.6%	5.6%	0.0%	4.4%
		% of Total	0.9%	3.5%	0.0%	4.4%
	Certification does not benefit my firm	Count	6	9	0	15
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.4%	12.5%	0.0%	13.3%
		% of Total	5.3%	8.0%	0.0%	13.3%
	Application asks for too much information	Count	4	4	0	8
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.3%	5.6%	0.0%	7.1%
		% of Total	3.5%	3.5%	0.0%	7.1%
	No Reason	Count	19	48	1	68
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	27.9%	70.6%	1.5%	100.0%
		% within MWBE or Non-MWBE	48.7%	66.7%	50.0%	60.2%
		% of Total	16.8%	42.5%	0.9%	60.2%
	Other	Count	9	7	1	17
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	52.9%	41.2%	5.9%	100.0%
		% within MWBE or Non-MWBE	23.1%	9.7%	50.0%	15.0%
		% of Total	8.0%	6.2%	0.9%	15.0%
Total		Count	39	72	2	113
		% within Q16. Primary Reason for Not Being Certified as a SBE (Numeric Format)	34.5%	63.7%	1.8%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	34.5%	63.7%	1.8%	100.0%

Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise) * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	Yes	Count	43	3	3
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	87.8%	6.1%	6.1%
		% within MWBE or Non-MWBE	35.8%	2.0%	42.9%
		% of Total	15.6%	1.1%	17.8%
	No	Count	69	142	4
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	32.1%	66.0%	1.9%
		% within MWBE or Non-MWBE	57.5%	95.3%	57.1%
		% of Total	25.0%	51.4%	1.4%
	Don't Know	Count	8	4	0
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	66.7%	33.3%	0.0%
		% within MWBE or Non-MWBE	6.7%	2.7%	0.0%
		% of Total	2.9%	1.4%	0.0%
Total		Count	120	149	7
		% within Q17a. Do you have any of these certifications:-MBE (Minority Business Enterprise)	43.5%	54.0%	2.5%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%

Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise) * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	Yes	Count	19	2	3
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	79.2%	8.3%	12.5%
		% within MWBE or Non-MWBE	15.8%	1.3%	42.9%
		% of Total	6.9%	0.7%	1.1%
	No	Count	90	143	3
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	38.1%	60.6%	1.3%
		% within MWBE or Non-MWBE	75.0%	96.0%	42.9%
		% of Total	32.6%	51.8%	1.1%
	Don't Know	Count	11	4	1
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	68.8%	25.0%	6.3%
		% within MWBE or Non-MWBE	9.2%	2.7%	14.3%
		% of Total	4.0%	1.4%	0.4%
Total		Count	120	149	7
		% within Q17b. Do you have any of these certifications:-DBE (Disadvantaged Business Enterprise)	43.5%	54.0%	2.5%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%

Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise) * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	Yes	Count	14	0	2
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	87.5%	0.0%	12.5%
		% within MWBE or Non-MWBE	11.7%	0.0%	28.6%
		% of Total	5.1%	0.0%	0.7%
	No	Count	92	146	5
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	37.9%	60.1%	2.1%
		% within MWBE or Non-MWBE	76.7%	98.0%	71.4%
		% of Total	33.3%	52.9%	1.8%
	Don't Know	Count	14	3	0
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	82.4%	17.6%	0.0%
		% within MWBE or Non-MWBE	11.7%	2.0%	0.0%
		% of Total	5.1%	1.1%	0.0%
Total		Count	120	149	7
		% within Q17c. Do you have any of these certifications:-WBE (Woman Business Enterprise)	43.5%	54.0%	2.5%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%

Q18a. Is your business certified with any of the following agencies:-Escambia County School Board * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q18a. Is your business certified with any of the following agencies:- Escambia County School Board	Yes	Count	23	33	3	59
		% within Q18a. Is your business certified with any of the following agencies:-	39.0%	55.9%	5.1%	100.0%
		Escambia County School Board	19.2%	22.1%	42.9%	21.4%
		% within MWBE or Non-MWBE	8.3%	12.0%	1.1%	21.4%
	No	Count	80	102	4	186
		% within Q18a. Is your business certified with any of the following agencies:-	43.0%	54.8%	2.2%	100.0%
		Escambia County School Board	66.7%	68.5%	57.1%	67.4%
		% within MWBE or Non-MWBE	29.0%	37.0%	1.4%	67.4%
	Don't Know	Count	17	14	0	31
		% within Q18a. Is your business certified with any of the following agencies:-	54.8%	45.2%	0.0%	100.0%
		Escambia County School Board	14.2%	9.4%	0.0%	11.2%
		% within MWBE or Non-MWBE	6.2%	5.1%	0.0%	11.2%
		% of Total	120	149	7	276
Total	% within Q18a. Is your business certified with any of the following agencies:-	43.5%	54.0%	2.5%	100.0%	
	Escambia County School Board	100.0%	100.0%	100.0%	100.0%	
	% within MWBE or Non-MWBE	43.5%	54.0%	2.5%	100.0%	
	% of Total					

Q18b. Is your business certified with any of the following agencies:-Escambia County * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q18b. Is your business certified with any of the following agencies:- Escambia County	Yes	Count	31	43	3	77
		% within Q18b. Is your business certified with any of the following agencies:- Escambia County	40.3%	55.8%	3.9%	100.0%
		% within MWBE or Non-MWBE	25.8%	28.9%	42.9%	27.9%
		% of Total	11.2%	15.6%	1.1%	27.9%
	No	Count	74	92	4	170
		% within Q18b. Is your business certified with any of the following agencies:- Escambia County	43.5%	54.1%	2.4%	100.0%
		% within MWBE or Non-MWBE	61.7%	61.7%	57.1%	61.6%
		% of Total	26.8%	33.3%	1.4%	61.6%
	Don't Know	Count	15	14	0	29
		% within Q18b. Is your business certified with any of the following agencies:- Escambia County	51.7%	48.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	12.5%	9.4%	0.0%	10.5%
		% of Total	5.4%	5.1%	0.0%	10.5%
	Total	Count	120	149	7	276
% within Q18b. Is your business certified with any of the following agencies:- Escambia County		43.5%	54.0%	2.5%	100.0%	
% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%	
% of Total		43.5%	54.0%	2.5%	100.0%	

Q18c. Is your business certified with any of the following agencies:-Emerald Coast Utility Authority * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q18c. Is your business certified with any of the following agencies:- Emerald Coast Utility Authority	Yes	Count	19	24	1	44
		% within Q18c. Is your business certified with any of the following agencies:-	43.2%	54.5%	2.3%	100.0%
		% within MWBE or Non-MWBE	15.8%	16.1%	14.3%	15.9%
		% of Total	6.9%	8.7%	0.4%	15.9%
	No	Count	82	106	6	194
		% within Q18c. Is your business certified with any of the following agencies:-	42.3%	54.6%	3.1%	100.0%
		% within MWBE or Non-MWBE	68.3%	71.1%	85.7%	70.3%
		% of Total	29.7%	38.4%	2.2%	70.3%
	Don't Know	Count	19	19	0	38
		% within Q18c. Is your business certified with any of the following agencies:-	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.8%	12.8%	0.0%	13.8%
		% of Total	6.9%	6.9%	0.0%	13.8%
Total	Count		120	149	7	276
	% within Q18c. Is your business certified with any of the following agencies:-		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q19. Is your business certified with any other agency? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q19. Is your business certified with any other agency?	Yes	Count	23	25	4	52
		% within Q19. Is your business certified with any other agency?	44.2%	48.1%	7.7%	100.0%
		% within MWBE or Non-MWBE	19.2%	16.8%	57.1%	18.8%
		% of Total	8.3%	9.1%	1.4%	18.8%
	No	Count	83	107	3	193
		% within Q19. Is your business certified with any other agency?	43.0%	55.4%	1.6%	100.0%
		% within MWBE or Non-MWBE	69.2%	71.8%	42.9%	69.9%
		% of Total	30.1%	38.8%	1.1%	69.9%
	Don't Know	Count	14	17	0	31
		% within Q19. Is your business certified with any other agency?	45.2%	54.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.7%	11.4%	0.0%	11.2%
		% of Total	5.1%	6.2%	0.0%	11.2%
Total	Count		120	149	7	276
	% within Q19. Is your business certified with any other agency?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q21. Is your company registered with the City's vendor registration system? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q21. Is your company registered with the City's vendor registration system?	Yes	Count	75	60	5	140
		% within Q21. Is your company registered with the City's vendor registration system?	53.6%	42.9%	3.6%	100.0%
		% within MWBE or Non-MWBE	62.5%	40.3%	71.4%	50.7%
		% of Total	27.2%	21.7%	1.8%	50.7%
	No	Count	32	61	2	95
		% within Q21. Is your company registered with the City's vendor registration system?	33.7%	64.2%	2.1%	100.0%
		% within MWBE or Non-MWBE	26.7%	40.9%	28.6%	34.4%
		% of Total	11.6%	22.1%	0.7%	34.4%
	Don't Know	Count	13	28	0	41
		% within Q21. Is your company registered with the City's vendor registration system?	31.7%	68.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.8%	18.8%	0.0%	14.9%
		% of Total	4.7%	10.1%	0.0%	14.9%
	Total	Count	120	149	7	276
		% within Q21. Is your company registered with the City's vendor registration system?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y... * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y...	Extremely Easy	Count	4	6	1	11
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	36.4%	54.5%	9.1%	100.0%
		% within MWBE or Non-MWBE	3.4%	4.1%	14.3%	4.1%
		% of Total	1.5%	2.2%	0.4%	4.1%
	Somewhat Easy	Count	14	16	2	32
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	43.8%	50.0%	6.3%	100.0%
		% within MWBE or Non-MWBE	12.0%	11.0%	28.6%	11.9%
		% of Total	5.2%	5.9%	0.7%	11.9%
	Easy	Count	41	42	0	83
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	49.4%	50.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	35.0%	28.8%	0.0%	30.7%
		% of Total	15.2%	15.6%	0.0%	30.7%
	Difficult	Count	19	22	2	43
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	44.2%	51.2%	4.7%	100.0%
		% within MWBE or Non-MWBE	16.2%	15.1%	28.6%	15.9%
		% of Total	7.0%	8.1%	0.7%	15.9%
	Somewhat Difficult	Count	30	54	1	85
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	35.3%	63.5%	1.2%	100.0%
		% within MWBE or Non-MWBE	25.6%	37.0%	14.3%	31.5%
		% of Total	11.1%	20.0%	0.4%	31.5%
	Extremely Difficult	Count	9	6	1	16
		% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..	56.3%	37.5%	6.3%	100.0%
		% within MWBE or Non-MWBE	7.7%	4.1%	14.3%	5.9%
		% of Total	3.3%	2.2%	0.4%	5.9%
Total	Count		117	146	7	270
	% within Q22. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate y..		43.3%	54.1%	2.6%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.3%	54.1%	2.6%	100.0%

Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	Yes	Count	33	13	0	46
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	71.7%	28.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	27.5%	8.7%	0.0%	16.7%
	No	% of Total	12.0%	4.7%	0.0%	16.7%
		Count	87	136	7	230
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	37.8%	59.1%	3.0%	100.0%
	Total	% within MWBE or Non-MWBE	72.5%	91.3%	100.0%	83.3%
		% of Total	31.5%	49.3%	2.5%	83.3%
		Count	120	149	7	276
		% within Q23a. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Prequalification requirements	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	Yes	Count	37	13	2	52
		% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	71.2%	25.0%	3.8%	100.0%
		% within MWBE or Non-MWBE	30.8%	8.7%	28.6%	18.8%
	No	% of Total	13.4%	4.7%	0.7%	18.8%
		Count	83	136	5	224
		% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	37.1%	60.7%	2.2%	100.0%
	Total	% within MWBE or Non-MWBE	69.2%	91.3%	71.4%	81.2%
		% of Total	30.1%	49.3%	1.8%	81.2%
		Count	120	149	7	276
		% within Q23b. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Bid bond requirement	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Performance bond requirement * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....- Performance bond requirement	Yes	Count	40	12	2	54
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Performance bond requirement	74.1%	22.2%	3.7%	100.0%
		% within MWBE or Non-MWBE	33.3%	8.1%	28.6%	19.6%
	No	% of Total	14.5%	4.3%	0.7%	19.6%
		Count	80	137	5	222
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Performance bond requirement	36.0%	61.7%	2.3%	100.0%
Total		% within MWBE or Non-MWBE	66.7%	91.9%	71.4%	80.4%
		% of Total	29.0%	49.6%	1.8%	80.4%
		Count	120	149	7	276
		% within Q23c. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Performance bond requirement	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Payment bond requirement * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....- Payment bond requirement	Yes	Count	37	13	2	52
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Payment bond requirement	71.2%	25.0%	3.8%	100.0%
		% within MWBE or Non-MWBE	30.8%	8.7%	28.6%	18.8%
	No	% of Total	13.4%	4.7%	0.7%	18.8%
		Count	83	136	5	224
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Payment bond requirement	37.1%	60.7%	2.2%	100.0%
Total		% within MWBE or Non-MWBE	69.2%	91.3%	71.4%	81.2%
		% of Total	30.1%	49.3%	1.8%	81.2%
		Count	120	149	7	276
		% within Q23d. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Payment bond requirement	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	Yes	Count	33	13	3	49
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	67.3%	26.5%	6.1%	100.0%
		% within MWBE or Non-MWBE	27.5%	8.7%	42.9%	17.8%
		% of Total	12.0%	4.7%	1.1%	17.8%
Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	No	Count	87	136	4	227
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	38.3%	59.9%	1.8%	100.0%
		% within MWBE or Non-MWBE	72.5%	91.3%	57.1%	82.2%
		% of Total	31.5%	49.3%	1.4%	82.2%
Total		Count	120	149	7	276
		% within Q23e. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Financing	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.) *

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	Yes	Count	18	7	0	25
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	72.0%	28.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.0%	4.7%	0.0%	9.1%
		% of Total	6.5%	2.5%	0.0%	9.1%
Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	No	Count	102	142	7	251
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	40.6%	56.6%	2.8%	100.0%
		% within MWBE or Non-MWBE	85.0%	95.3%	100.0%	90.9%
		% of Total	37.0%	51.4%	2.5%	90.9%
Total		Count	120	149	7	276
		% within Q23f. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Insurance (general liability, professional liability, etc.)	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Proposal/Bid specifications * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Proposal/Bid specifications	Yes	Count	20	10	0	30
		% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Proposal/Bid specifications	66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	16.7%	6.7%	0.0%	10.9%
		% of Total	7.2%	3.6%	0.0%	10.9%
Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Proposal/Bid specifications	No	Count	100	139	7	246
		% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Proposal/Bid specifications	40.7%	56.5%	2.8%	100.0%
		% within MWBE or Non-MWBE	83.3%	93.3%	100.0%	89.1%
		% of Total	36.2%	50.4%	2.5%	89.1%
Total		Count	120	149	7	276
		% within Q23g. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Proposal/Bid specifications	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited time given to prepare bid package or quote * MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited time given to prepare bid package or quote	Yes	Count	29	18	0	47
		% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited time given to prepare bid package or quote	61.7%	38.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	24.2%	12.1%	0.0%	17.0%
		% of Total	10.5%	6.5%	0.0%	17.0%
Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited time given to prepare bid package or quote	No	Count	91	131	7	229
		% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited time given to prepare bid package or quote	39.7%	57.2%	3.1%	100.0%
		% within MWBE or Non-MWBE	75.8%	87.9%	100.0%	83.0%
		% of Total	33.0%	47.5%	2.5%	83.0%
Total		Count	120	149	7	276
		% within Q23h. The following list of factors may prevent companies from bidding or obtaining work on a project. In....Limited time given to prepare bid package or quote	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Limited knowledge of purchasing contracting policies and

		MWBE or Non-MWBE			Total	
		MWBE	Non-MWBE	Other		
Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures	Yes	Count	32	52	3	87
		% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures	36.8%	59.8%	3.4%	100.0%
		% within MWBE or Non-MWBE	26.7%	34.9%	42.9%	31.5%
		% of Total	11.6%	18.8%	1.1%	31.5%
	No	Count	88	97	4	189
		% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures	46.6%	51.3%	2.1%	100.0%
		% within MWBE or Non-MWBE	73.3%	65.1%	57.1%	68.5%
		% of Total	31.9%	35.1%	1.4%	68.5%
	Total	Count	120	149	7	276
		% within Q23i. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Limited knowledge of purchasing contracting policies and procedures	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of experience * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of experience	Yes	Count	11	10	0	21
		% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of experience	52.4%	47.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	9.2%	6.7%	0.0%	7.6%
		% of Total	4.0%	3.6%	0.0%	7.6%
	No	Count	109	139	7	255
		% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of experience	42.7%	54.5%	2.7%	100.0%
		% within MWBE or Non-MWBE	90.8%	93.3%	100.0%	92.4%
		% of Total	39.5%	50.4%	2.5%	92.4%
	Total	Count	120	149	7	276
		% within Q23j. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of experience	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of personnel * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of personnel	Yes	Count	17	9	1	27
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of personnel	63.0%	33.3%	3.7%	100.0%
		% within MWBE or Non-MWBE	14.2%	6.0%	14.3%	9.8%
		% of Total	6.2%	3.3%	0.4%	9.8%
	No	Count	103	140	6	249
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of personnel	41.4%	56.2%	2.4%	100.0%
		% within MWBE or Non-MWBE	85.8%	94.0%	85.7%	90.2%
		% of Total	37.3%	50.7%	2.2%	90.2%
	Total	Count	120	149	7	276
		% within Q23k. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Lack of personnel	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In....-Contract too large * MWBE or Non-MWBE Crosstabulation

Appendix G: Disparity Study Survey of Vendors' Results

		MWBE or Non-MWBE			Total	
		MWBE	Non-MWBE	Other		
Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	Yes	Count	36	20	3	59
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	61.0%	33.9%	5.1%	100.0%
		% within MWBE or Non-MWBE	30.0%	13.4%	42.9%	21.4%
		% of Total	13.0%	7.2%	1.1%	21.4%
	No	Count	84	129	4	217
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	38.7%	59.4%	1.8%	100.0%
		% within MWBE or Non-MWBE	70.0%	86.6%	57.1%	78.6%
		% of Total	30.4%	46.7%	1.4%	78.6%
	Total	Count	120	149	7	276
		% within Q23l. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Contract too large	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	Yes	Count	60	43	3	106
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	56.6%	40.6%	2.8%	100.0%
		% within MWBE or Non-MWBE	50.0%	28.9%	42.9%	38.4%
		% of Total	21.7%	15.6%	1.1%	38.4%
	No	Count	60	106	4	170
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	35.3%	62.4%	2.4%	100.0%
		% within MWBE or Non-MWBE	50.0%	71.1%	57.1%	61.6%
		% of Total	21.7%	38.4%	1.4%	61.6%
	Total	Count	120	149	7	276
		% within Q23m. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Selection process	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications * MWBE or

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	Yes	Count	33	15	2	50
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	66.0%	30.0%	4.0%	100.0%
		% within MWBE or Non-MWBE	27.5%	10.1%	28.6%	18.1%
		% of Total	12.0%	5.4%	0.7%	18.1%
Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	No	Count	87	134	5	226
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	38.5%	59.3%	2.2%	100.0%
		% within MWBE or Non-MWBE	72.5%	89.9%	71.4%	81.9%
		% of Total	31.5%	48.6%	1.8%	81.9%
Total		Count	120	149	7	276
		% within Q23n. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Unnecessary restrictive contract specifications	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	Yes	Count	21	7	1	29
		% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	72.4%	24.1%	3.4%	100.0%
		% within MWBE or Non-MWBE	17.5%	4.7%	14.3%	10.5%
		% of Total	7.6%	2.5%	0.4%	10.5%
Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	No	Count	99	142	6	247
		% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	40.1%	57.5%	2.4%	100.0%
		% within MWBE or Non-MWBE	82.5%	95.3%	85.7%	89.5%
		% of Total	35.9%	51.4%	2.2%	89.5%
Total		Count	120	149	7	276
		% within Q23o. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Slow payment or nonpayment	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	Yes	Count	60	36	4	100
		% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	60.0%	36.0%	4.0%	100.0%
		% within MWBE or Non-MWBE	50.0%	24.2%	57.1%	36.2%
		% of Total	21.7%	13.0%	1.4%	36.2%
Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	No	Count	60	113	3	176
		% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	34.1%	64.2%	1.7%	100.0%
		% within MWBE or Non-MWBE	50.0%	75.8%	42.9%	63.8%
		% of Total	21.7%	40.9%	1.1%	63.8%
Total		Count	120	149	7	276
		% within Q23p. The following list of factors may prevent companies from bidding or obtaining work on a project. In...-Competing with large companies	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project? * MWBE or

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	None	Count	63	81	1	145
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	43.4%	55.9%	0.7%	100.0%
		% within MWBE or Non-MWBE	52.5%	54.4%	14.3%	52.5%
	1-10 times	% of Total	22.8%	29.3%	0.4%	52.5%
		Count	51	50	5	106
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	48.1%	47.2%	4.7%	100.0%
	11-25 times	% within MWBE or Non-MWBE	42.5%	33.6%	71.4%	38.4%
		% of Total	18.5%	18.1%	1.8%	38.4%
		Count	5	11	0	16
	26-50 times	% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	31.3%	68.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.2%	7.4%	0.0%	5.8%
		% of Total	1.8%	4.0%	0.0%	5.8%
	51-100 times	Count	1	3	1	5
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	20.0%	60.0%	20.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	2.0%	14.3%	1.8%
	Over 100 times	% of Total	0.4%	1.1%	0.4%	1.8%
		Count	0	1	0	1
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	0.0%	100.0%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.4%	0.0%	0.4%
		Count	0	3	0	3
	Total	% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	2.0%	0.0%	1.1%
		% of Total	0.0%	1.1%	0.0%	1.1%
	Total	Count	120	149	7	276
		% within Q24. Between 2006 and 2011, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	Yes	Count	12	2	1	15
		% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	80.0%	13.3%	6.7%	100.0%
		% within MWBE or Non-MWBE	21.1%	2.9%	16.7%	11.5%
		% of Total	9.2%	1.5%	0.8%	11.5%
	No	Count	40	62	4	106
		% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	37.7%	58.5%	3.8%	100.0%
		% within MWBE or Non-MWBE	70.2%	91.2%	66.7%	80.9%
		% of Total	30.5%	47.3%	3.1%	80.9%
	Don't Know	Count	5	4	1	10
		% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work	50.0%	40.0%	10.0%	100.0%
		% within MWBE or Non-MWBE	8.8%	5.9%	16.7%	7.6%
		% of Total	3.8%	3.1%	0.8%	7.6%
Total	Count		57	68	6	131
	% within Q25. Between 2006 and 2011, have you ever submitted a bid/proposal for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work		43.5%	51.9%	4.6%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	51.9%	4.6%	100.0%

Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider? * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	None	Count	97	112	5	214
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	45.3%	52.3%	2.3%	100.0%
		% within MWBE or Non-MWBE	80.8%	75.2%	71.4%	77.5%
	1-10 times	% of Total	35.1%	40.6%	1.8%	77.5%
		Count	22	27	1	50
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	44.0%	54.0%	2.0%	100.0%
	11-25 times	% within MWBE or Non-MWBE	18.3%	18.1%	14.3%	18.1%
		% of Total	8.0%	9.8%	0.4%	18.1%
		Count	0	7	1	8
	26-50 times	% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	87.5%	12.5%	100.0%
		% within MWBE or Non-MWBE	0.0%	4.7%	14.3%	2.9%
		% of Total	0.0%	2.5%	0.4%	2.9%
	51-100 times	Count	0	2	0	2
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	1.3%	0.0%	0.7%
	Over 100 times	% of Total	0.0%	0.7%	0.0%	0.7%
		Count	1	0	0	1
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	100.0%	0.0%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.4%
		Count	0	1	0	1
	Total	% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.4%	0.0%	0.4%
	Total	Count	120	149	7	276
		% within Q26. Between 2006 and 2011 how many times has your company been awarded a City project as a prime contractor/service provider?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	Less than 30 days	Count	7	13	0	20
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	35.0%	65.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	30.4%	35.1%	0.0%	32.3%
		% of Total	11.3%	21.0%	0.0%	32.3%
	31-60 days	Count	15	21	1	37
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	40.5%	56.8%	2.7%	100.0%
		% within MWBE or Non-MWBE	65.2%	56.8%	50.0%	59.7%
		% of Total	24.2%	33.9%	1.6%	59.7%
	61-90 days	Count	1	2	1	4
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	25.0%	50.0%	25.0%	100.0%
		% within MWBE or Non-MWBE	4.3%	5.4%	50.0%	6.5%
		% of Total	1.6%	3.2%	1.6%	6.5%
	91-120 days	Count	0	1	0	1
		% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	2.7%	0.0%	1.6%
		% of Total	0.0%	1.6%	0.0%	1.6%
Total	Count		23	37	2	62
	% within Q27. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on City-funded projects?		37.1%	59.7%	3.2%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		37.1%	59.7%	3.2%	100.0%

Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project? *

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	Yes	Count	6	2	1	9
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	66.7%	22.2%	11.1%	100.0%
		% within MWBE or Non-MWBE	26.1%	5.4%	50.0%	14.5%
		% of Total	9.7%	3.2%	1.6%	14.5%
	No	Count	13	31	1	45
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	28.9%	68.9%	2.2%	100.0%
		% within MWBE or Non-MWBE	56.5%	83.8%	50.0%	72.6%
		% of Total	21.0%	50.0%	1.6%	72.6%
	Don't Know	Count	4	4	0	8
		% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.4%	10.8%	0.0%	12.9%
		% of Total	6.5%	6.5%	0.0%	12.9%
Total	Count		23	37	2	62
	% within Q28. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2011 by the City when bidding or proposing on a project?		37.1%	59.7%	3.2%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		37.1%	59.7%	3.2%	100.0%

Q29. What was the most noticeable way you became aware of the discrimination against your company? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q29. What was the most noticeable way you became aware of the discrimination against your company?	Verbal Comment	Count	4	2	0	6
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	100.0%	0.0%	66.7%
		% of Total	44.4%	22.2%	0.0%	66.7%
	Action taken against company	Count	2	0	1	3
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	0.0%	33.3%	100.0%
		% within MWBE or Non-MWBE	33.3%	0.0%	100.0%	33.3%
		% of Total	22.2%	0.0%	11.1%	33.3%
	Total	Count	6	2	1	9
		% within Q29. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	22.2%	11.1%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	66.7%	22.2%	11.1%	100.0%

Q30. Which of the following do you consider the primary reason for your company being discriminated against? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q30. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	4	0	0	4
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	0.0%	0.0%	44.4%
		% of Total	44.4%	0.0%	0.0%	44.4%
	Owner's gender	Count	0	1	0	1
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	50.0%	0.0%	11.1%
	Don't Know	% of Total	0.0%	11.1%	0.0%	11.1%
		Count	2	1	1	4
		% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?	50.0%	25.0%	25.0%	100.0%
		% within MWBE or Non-MWBE	33.3%	50.0%	100.0%	44.4%
		% of Total	22.2%	11.1%	11.1%	44.4%
Total	Count		6	2	1	9
	% within Q30. Which of the following do you consider the primary reason for your company being discriminated against?		66.7%	22.2%	11.1%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		66.7%	22.2%	11.1%	100.0%

Q31. When did the discrimination first occur? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q31. When did the discrimination first occur?	During bidding process	Count	4	1	0	5
		% within Q31. When did the discrimination first occur?	80.0%	20.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	50.0%	0.0%	55.6%
		% of Total	44.4%	11.1%	0.0%	55.6%
	After contract award	Count	2	1	1	4
		% within Q31. When did the discrimination first occur?	50.0%	25.0%	25.0%	100.0%
		% within MWBE or Non-MWBE	33.3%	50.0%	100.0%	44.4%
		% of Total	22.2%	11.1%	11.1%	44.4%
	Total	Count	6	2	1	9
		% within Q31. When did the discrimination first occur?	66.7%	22.2%	11.1%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	66.7%	22.2%	11.1%	100.0%

Q32. Did you file a complaint? * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q32. Did you file a complaint?	Yes	Count	1	1	0
		% within Q32. Did you file a complaint?	50.0%	50.0%	0.0%
		% within MWBE or Non-MWBE	16.7%	50.0%	0.0%
		% of Total	11.1%	11.1%	0.0%
No		Count	5	1	1
		% within Q32. Did you file a complaint?	71.4%	14.3%	14.3%
		% within MWBE or Non-MWBE	83.3%	50.0%	100.0%
		% of Total	55.6%	11.1%	11.1%
Total		Count	6	2	1
		% within Q32. Did you file a complaint?	66.7%	22.2%	11.1%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	66.7%	22.2%	11.1%

Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment * MWBE or Non-MWBE Crosstabulation

		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	Yes	Count	2	0	0
		% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	100.0%	0.0%	0.0%
		% within MWBE or Non-MWBE	8.7%	0.0%	0.0%
		% of Total	3.2%	0.0%	0.0%
No		Count	21	37	2
		% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	35.0%	61.7%	3.3%
		% within MWBE or Non-MWBE	91.3%	100.0%	100.0%
		% of Total	33.9%	59.7%	3.2%
Total		Count	23	37	2
		% within Q33a. Still talking about the City while doing business or attempting to do business, have you experienced...-Harassment	37.1%	59.7%	3.2%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%

Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...- Unequal or unfair treatment	Yes	Count	6	1	1	8
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	75.0%	12.5%	12.5%	100.0%
		% within MWBE or Non-MWBE	26.1%	2.7%	50.0%	12.9%
		% of Total	9.7%	1.6%	1.6%	12.9%
	No	Count	17	36	1	54
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	31.5%	66.7%	1.9%	100.0%
		% within MWBE or Non-MWBE	73.9%	97.3%	50.0%	87.1%
		% of Total	27.4%	58.1%	1.6%	87.1%
Total		Count	23	37	2	62
		% within Q33b. Still talking about the City while doing business or attempting to do business, have you experienced...-Unequal or unfair treatment	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	Yes	Count	6	2	1	9
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	66.7%	22.2%	11.1%	100.0%
		% within MWBE or Non-MWBE	26.1%	5.4%	50.0%	14.5%
		% of Total	9.7%	3.2%	1.6%	14.5%
	No	Count	17	35	1	53
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	32.1%	66.0%	1.9%	100.0%
		% within MWBE or Non-MWBE	73.9%	94.6%	50.0%	85.5%
		% of Total	27.4%	56.5%	1.6%	85.5%
	Total	Count	23	37	2	62
		% within Q33c. Still talking about the City while doing business or attempting to do business, have you experienced...-Bid shopping or bid manipulation	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	Yes	Count	5	2	0	7
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	71.4%	28.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	21.7%	5.4%	0.0%	11.3%
		% of Total	8.1%	3.2%	0.0%	11.3%
Double standards in performance	No	Count	18	35	2	55
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	32.7%	63.6%	3.6%	100.0%
		% within MWBE or Non-MWBE	78.3%	94.6%	100.0%	88.7%
		% of Total	29.0%	56.5%	3.2%	88.7%
Total		Count	23	37	2	62
		% within Q33d. Still talking about the City while doing business or attempting to do business, have you experienced...-Double standards in performance	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	Yes	Count	5	0	1	6
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	83.3%	0.0%	16.7%	100.0%
		% within MWBE or Non-MWBE	21.7%	0.0%	50.0%	9.7%
		% of Total	8.1%	0.0%	1.6%	9.7%
	No	Count	18	37	1	56
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	32.1%	66.1%	1.8%	100.0%
		% within MWBE or Non-MWBE	78.3%	100.0%	50.0%	90.3%
		% of Total	29.0%	59.7%	1.6%	90.3%
	Total	Count	23	37	2	62
		% within Q33e. Still talking about the City while doing business or attempting to do business, have you experienced...-Denial of opportunity to bid	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award * MWBE or Non-MWBE

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	Yes	Count	3	3	1	7
		% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	42.9%	42.9%	14.3%	100.0%
		% within MWBE or Non-MWBE	13.0%	8.1%	50.0%	11.3%
		% of Total	4.8%	4.8%	1.6%	11.3%
	No	Count	20	34	1	55
		% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	36.4%	61.8%	1.8%	100.0%
		% within MWBE or Non-MWBE	87.0%	91.9%	50.0%	88.7%
		% of Total	32.3%	54.8%	1.6%	88.7%
	Total	Count	23	37	2	62
		% within Q33f. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair denial of contract award	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination	No	Count	23	37	2	62
		% within Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%
	Total	Count	23	37	2	62
		% within Q33g. Still talking about the City while doing business or attempting to do business, have you experienced...-Unfair termination	37.1%	59.7%	3.2%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	37.1%	59.7%	3.2%	100.0%

Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	None	Count	80	101	3	184
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	43.5%	54.9%	1.6%	100.0%
		% within MWBE or Non-MWBE	66.7%	67.8%	42.9%	66.7%
		% of Total	29.0%	36.6%	1.1%	66.7%
	1-10 times	Count	34	41	4	79
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	43.0%	51.9%	5.1%	100.0%
		% within MWBE or Non-MWBE	28.3%	27.5%	57.1%	28.6%
		% of Total	12.3%	14.9%	1.4%	28.6%
	11-25 times	Count	4	5	0	9
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	44.4%	55.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	3.4%	0.0%	3.3%
		% of Total	1.4%	1.8%	0.0%	3.3%
	26-50 times	Count	1	1	0	2
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	0.7%	0.0%	0.7%
		% of Total	0.4%	0.4%	0.0%	0.7%
	51-100 times	Count	1	0	0	1
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
		% of Total	0.4%	0.0%	0.0%	0.4%
	Over 100 times	Count	0	1	0	1
		% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	0.7%	0.0%	0.4%
		% of Total	0.0%	0.4%	0.0%	0.4%
Total	Count		120	149	7	276
	% within Q34. Between 2006 and 2011 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City? *

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	None	Count	98	120	6	224
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	43.8%	53.6%	2.7%	100.0%
		% within MWBE or Non-MWBE	81.7%	80.5%	85.7%	81.2%
		% of Total	35.5%	43.5%	2.2%	81.2%
	1-10 times	Count	21	23	1	45
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	46.7%	51.1%	2.2%	100.0%
		% within MWBE or Non-MWBE	17.5%	15.4%	14.3%	16.3%
		% of Total	7.6%	8.3%	0.4%	16.3%
	11-25 times	Count	1	6	0	7
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	14.3%	85.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	4.0%	0.0%	2.5%
		% of Total	0.4%	2.2%	0.0%	2.5%
	Total	Count	120	149	7	276
		% within Q35. Between 2006 and 2011, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	Less than 30 days	Count	7	2	0	9
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	77.8%	22.2%	0.0%	100.0%
		% within MWBE or Non-MWBE	31.8%	6.9%	0.0%	17.3%
		% of Total	13.5%	3.8%	0.0%	17.3%
		Count	12	21	0	33
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	36.4%	63.6%	0.0%	100.0%
	31-60 days	% within MWBE or Non-MWBE	54.5%	72.4%	0.0%	63.5%
		% of Total	23.1%	40.4%	0.0%	63.5%
		Count	2	3	0	5
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	9.1%	10.3%	0.0%	9.6%
		% of Total	3.8%	5.8%	0.0%	9.6%
	61-90 days	Count	1	3	0	4
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	25.0%	75.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.5%	10.3%	0.0%	7.7%
		% of Total	1.9%	5.8%	0.0%	7.7%
		Count	0	0	1	1
		% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	0.0%	0.0%	100.0%	100.0%
91-120 days	% within MWBE or Non-MWBE	0.0%	0.0%	100.0%	1.9%	
	% of Total	0.0%	0.0%	1.9%	1.9%	
	Count	22	29	1	52	
	% within Q36. Between 2006 and 2011, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider on a City project?	42.3%	55.8%	1.9%	100.0%	
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	42.3%	55.8%	1.9%	100.0%	
Over 120 days						
Total						

Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	Often	Count	0	4	0	4
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	13.8%	0.0%	7.7%
		% of Total	0.0%	7.7%	0.0%	7.7%
	Very Often	Count	1	2	0	3
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.5%	6.9%	0.0%	5.8%
		% of Total	1.9%	3.8%	0.0%	5.8%
	Sometimes	Count	5	6	1	12
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	41.7%	50.0%	8.3%	100.0%
		% within MWBE or Non-MWBE	22.7%	20.7%	100.0%	23.1%
		% of Total	9.6%	11.5%	1.9%	23.1%
	Seldom	Count	9	10	0	19
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	47.4%	52.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	40.9%	34.5%	0.0%	36.5%
		% of Total	17.3%	19.2%	0.0%	36.5%
	Never	Count	7	7	0	14
		% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	31.8%	24.1%	0.0%	26.9%
		% of Total	13.5%	13.5%	0.0%	26.9%
Total	Count		22	29	1	52
	% within Q37. In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed on a City project?		42.3%	55.8%	1.9%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		42.3%	55.8%	1.9%	100.0%

Q38. As a subcontractor, your working experience with prime contractors/service providers has been: * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	Excellent	Count	3	6	0	9
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	13.6%	20.7%	0.0%	17.3%
	Good	% of Total	5.8%	11.5%	0.0%	17.3%
		Count	14	21	0	35
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	40.0%	60.0%	0.0%	100.0%
	Fair	% within MWBE or Non-MWBE	63.6%	72.4%	0.0%	67.3%
		% of Total	26.9%	40.4%	0.0%	67.3%
		Count	5	1	1	7
	Poor	% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	71.4%	14.3%	14.3%	100.0%
		% within MWBE or Non-MWBE	22.7%	3.4%	100.0%	13.5%
		% of Total	9.6%	1.9%	1.9%	13.5%
	Total	Count	0	1	0	1
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	3.4%	0.0%	1.9%
		% of Total	0.0%	1.9%	0.0%	1.9%
	Total	Count	22	29	1	52
		% within Q38. As a subcontractor, your working experience with prime contractors/service providers has been:	42.3%	55.8%	1.9%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	42.3%	55.8%	1.9%	100.0%

Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort"				MWBE or Non-MWBE			Total
				MWBE	Non-MWBE	Other	
Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas	Yes	Count	% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas	12	0	0	12
		% within MWBE or Non-MWBE		100.0%	0.0%	0.0%	100.0%
		% of Total		54.5%	0.0%	0.0%	23.1%
		Count		23.1%	0.0%	0.0%	23.1%
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas		7	24	1	32
		% within MWBE or Non-MWBE		21.9%	75.0%	3.1%	100.0%
	No	% of Total		31.8%	82.8%	100.0%	61.5%
		Count		13.5%	46.2%	1.9%	61.5%
		% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas		3	5	0	8
		% within MWBE or Non-MWBE		37.5%	62.5%	0.0%	100.0%
		% of Total		13.6%	17.2%	0.0%	15.4%
		Count		5.8%	9.6%	0.0%	15.4%
Total	Don't Know	% within Q39. Have you observed a situation in which a prime contractor/service provider includes MWBE subcontractors on a bid to satisfy the "good faith effort" requirements, and drops the company as a subcontractor after winning the award for no legitimate reas		22	29	1	52
		% within MWBE or Non-MWBE		42.3%	55.8%	1.9%	100.0%
		% of Total		100.0%	100.0%	100.0%	100.0%
		Count		42.3%	55.8%	1.9%	100.0%

Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	Always	Count	0	2	0	2
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	6.9%	0.0%	3.8%
	Often	% of Total	0.0%	3.8%	0.0%	3.8%
		Count	2	6	0	8
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	25.0%	75.0%	0.0%	100.0%
	Very Often	% within MWBE or Non-MWBE	9.1%	20.7%	0.0%	15.4%
		% of Total	3.8%	11.5%	0.0%	15.4%
		Count	2	3	0	5
	Sometimes	% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	9.1%	10.3%	0.0%	9.6%
		% of Total	3.8%	5.8%	0.0%	9.6%
	Seldom	Count	7	10	1	18
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	38.9%	55.6%	5.6%	100.0%
		% within MWBE or Non-MWBE	31.8%	34.5%	100.0%	34.6%
	Total	% of Total	13.5%	19.2%	1.9%	34.6%
		Count	11	8	0	19
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	57.9%	42.1%	0.0%	100.0%
		% within MWBE or Non-MWBE	50.0%	27.6%	0.0%	36.5%
		% of Total	21.2%	15.4%	0.0%	36.5%
		Count	22	29	1	52
		% within Q40. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBE goals solicit your firm on projects (private or public) without SBE or M/WBE goals?	42.3%	55.8%	1.9%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	42.3%	55.8%	1.9%	100.0%

Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	Yes	Count	7	0	0	7
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	31.8%	0.0%	0.0%	13.5%
	No	% of Total	13.5%	0.0%	0.0%	13.5%
		Count	12	22	1	35
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	34.3%	62.9%	2.9%	100.0%
	Don't Know	% within MWBE or Non-MWBE	54.5%	75.9%	100.0%	67.3%
		% of Total	23.1%	42.3%	1.9%	67.3%
		Count	3	7	0	10
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	30.0%	70.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	13.6%	24.1%	0.0%	19.2%
		% of Total	5.8%	13.5%	0.0%	19.2%
Total		Count	22	29	1	52
		% within Q41. As a subcontractor did you experience discriminatory behavior between 2006 and 2011 from a prime contractor/service provider working or bidding on a City project?	42.3%	55.8%	1.9%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	42.3%	55.8%	1.9%	100.0%

Q42. What was the most noticeable way you became aware of the discrimination against your company? * MWBE or Non-MWBE

			MWBE or Non-MWBE	Total
			MWBE	
Q42. What was the most noticeable way you became aware of the discrimination against your company?	Verbal Comment	Count	2	2
		% within Q42. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	100.0%
		% within MWBE or Non-MWBE	33.3%	33.3%
	Action taken against company	% of Total	33.3%	33.3%
		Count	4	4
		% within Q42. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	100.0%
Total		% within MWBE or Non-MWBE	66.7%	66.7%
		% of Total	66.7%	66.7%
		Count	6	6
		% within Q42. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%
		% of Total	100.0%	100.0%

Q43. Which of the following do you consider the primary reason for your company being discriminated against? * MWBE or Non-MWBE

			MWBE or Non-MWBE	Total
			MWBE	
Q43. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	5	5
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	100.0%
		% within MWBE or Non-MWBE	83.3%	83.3%
	Don't Know	% of Total	83.3%	83.3%
		Count	1	1
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	100.0%
Total		% within MWBE or Non-MWBE	16.7%	16.7%
		% of Total	16.7%	16.7%
		Count	6	6
		% within Q43. Which of the following do you consider the primary reason for your company being discriminated against?	100.0%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%
		% of Total	100.0%	100.0%

Q44. When did the discrimination first occur? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE	Total
			MWBE	
Q44. When did the discrimination first occur?	During bidding process	Count	4	4
		% within Q44. When did the discrimination first occur?	100.0%	100.0%
		% within MWBE or Non-MWBE	66.7%	66.7%
	After contract award	% of Total	66.7%	66.7%
		Count	2	2
		% within Q44. When did the discrimination first occur?	100.0%	100.0%
		% within MWBE or Non-MWBE	33.3%	33.3%
		% of Total	33.3%	33.3%
	Total	Count	6	6
		% within Q44. When did the discrimination first occur?	100.0%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%
		% of Total	100.0%	100.0%

Q45. Did you file a complaint? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE	Total
			MWBE	
Q45. Did you file a complaint?	Yes	Count	3	3
		% within Q45. Did you file a complaint?	100.0%	100.0%
		% within MWBE or Non-MWBE	50.0%	50.0%
	No	% of Total	50.0%	50.0%
		Count	3	3
		% within Q45. Did you file a complaint?	100.0%	100.0%
		% within MWBE or Non-MWBE	50.0%	50.0%
		% of Total	50.0%	50.0%
	Total	Count	6	6
		% within Q45. Did you file a complaint?	100.0%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%
		% of Total	100.0%	100.0%

Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	Yes	Count	5	0	0	5
		% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.2%	0.0%	0.0%	1.8%
	No	% of Total	1.8%	0.0%	0.0%	1.8%
		Count	115	149	7	271
		% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	42.4%	55.0%	2.6%	100.0%
		% within MWBE or Non-MWBE	95.8%	100.0%	100.0%	98.2%
		% of Total	41.7%	54.0%	2.5%	98.2%
		Count	120	149	7	276
	Total	% within Q46a. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Harassment	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	Yes	Count	33	1	0	34
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	97.1%	2.9%	0.0%	100.0%
		% within MWBE or Non-MWBE	27.5%	0.7%	0.0%	12.3%
		% of Total	12.0%	0.4%	0.0%	12.3%
Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	No	Count	87	148	7	242
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	36.0%	61.2%	2.9%	100.0%
		% within MWBE or Non-MWBE	72.5%	99.3%	100.0%	87.7%
		% of Total	31.5%	53.6%	2.5%	87.7%
Total		Count	120	149	7	276
		% within Q46b. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unequal or unfair treatment	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	Yes	Count	29	2	2	33
		% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	87.9%	6.1%	6.1%	100.0%
		% within MWBE or Non-MWBE	24.2%	1.3%	28.6%	12.0%
		% of Total	10.5%	0.7%	0.7%	12.0%
Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	No	Count	91	147	5	243
		% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	37.4%	60.5%	2.1%	100.0%
		% within MWBE or Non-MWBE	75.8%	98.7%	71.4%	88.0%
		% of Total	33.0%	53.3%	1.8%	88.0%
Total		Count	120	149	7	276
		% within Q46c. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Bid shopping or bid manipulation	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	Yes	Count	31	5	0	36
		% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	86.1%	13.9%	0.0%	100.0%
		% within MWBE or Non-MWBE	25.8%	3.4%	0.0%	13.0%
		% of Total	11.2%	1.8%	0.0%	13.0%
		Count	89	144	7	240
	No	% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	37.1%	60.0%	2.9%	100.0%
		% within MWBE or Non-MWBE	74.2%	96.6%	100.0%	87.0%
		% of Total	32.2%	52.2%	2.5%	87.0%
		Count	120	149	7	276
		% within Q46d. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Double standards in performance	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	Yes	Count	17	2	2	21
		% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	81.0%	9.5%	9.5%	100.0%
		% within MWBE or Non-MWBE	14.2%	1.3%	28.6%	7.6%
		% of Total	6.2%	0.7%	0.7%	7.6%
		Count	103	147	5	255
	No	% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	40.4%	57.6%	2.0%	100.0%
		% within MWBE or Non-MWBE	85.8%	98.7%	71.4%	92.4%
		% of Total	37.3%	53.3%	1.8%	92.4%
		Count	120	149	7	276
		% within Q46e. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Denial of opportunity to bid	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	Yes	Count	12	0	0	12
		% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.0%	0.0%	0.0%	4.3%
		% of Total	4.3%	0.0%	0.0%	4.3%
Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	No	Count	108	149	7	264
		% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	40.9%	56.4%	2.7%	100.0%
		% within MWBE or Non-MWBE	90.0%	100.0%	100.0%	95.7%
		% of Total	39.1%	54.0%	2.5%	95.7%
Total		Count	120	149	7	276
		% within Q46f. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair denial of contract award	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	Yes	Count	4	0	1	5
		% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	80.0%	0.0%	20.0%	100.0%
		% within MWBE or Non-MWBE	3.3%	0.0%	14.3%	1.8%
		% of Total	1.4%	0.0%	0.4%	1.8%
Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	No	Count	116	149	6	271
		% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	42.8%	55.0%	2.2%	100.0%
		% within MWBE or Non-MWBE	96.7%	100.0%	85.7%	98.2%
		% of Total	42.0%	54.0%	2.2%	98.2%
Total		Count	120	149	7	276
		% within Q46g. Still talking about the prime contractors/service providers, while doing business or attempting to do business as a subcontractor, have you experienced-Unfair termination	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q47. Are you required to have bonding for the type of work that your company bids? * MWBE or Non-MWBE Crosstabulation						
			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q47. Are you required to have bonding for the type of work that your company bids?	Yes	Count	28	39	1	68
		% within Q47. Are you required to have bonding for the type of work that your company bids?	41.2%	57.4%	1.5%	100.0%
		% within MWBE or Non-MWBE	23.3%	26.2%	14.3%	24.6%
		% of Total	10.1%	14.1%	0.4%	24.6%
	No	Count	88	102	5	195
		% within Q47. Are you required to have bonding for the type of work that your company bids?	45.1%	52.3%	2.6%	100.0%
		% within MWBE or Non-MWBE	73.3%	68.5%	71.4%	70.7%
		% of Total	31.9%	37.0%	1.8%	70.7%
	Don't Know	Count	4	8	1	13
		% within Q47. Are you required to have bonding for the type of work that your company bids?	30.8%	61.5%	7.7%	100.0%
		% within MWBE or Non-MWBE	3.3%	5.4%	14.3%	4.7%
		% of Total	1.4%	2.9%	0.4%	4.7%
Total	Count		120	149	7	276
	% within Q47. Are you required to have bonding for the type of work that your company bids?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q48. What is your current aggregate bonding limit? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q48. What is your current aggregate bonding limit?	Below \$100,000	Count	6	2	0	8
		% within Q48. What is your current aggregate bonding limit?	75.0%	25.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	21.4%	5.1%	0.0%	11.8%
	\$100,001 to \$250,000	% of Total	8.8%	2.9%	0.0%	11.8%
		Count	1	2	0	3
		% within Q48. What is your current aggregate bonding limit?	33.3%	66.7%	0.0%	100.0%
	\$250,001 to \$500,000	% within MWBE or Non-MWBE	3.6%	5.1%	0.0%	4.4%
		% of Total	1.5%	2.9%	0.0%	4.4%
		Count	2	7	0	9
	\$500,001 to \$1 million	% within Q48. What is your current aggregate bonding limit?	22.2%	77.8%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.1%	17.9%	0.0%	13.2%
		% of Total	2.9%	10.3%	0.0%	13.2%
	\$1,000,001 to \$1.5 million	Count	4	8	1	13
		% within Q48. What is your current aggregate bonding limit?	30.8%	61.5%	7.7%	100.0%
		% within MWBE or Non-MWBE	14.3%	20.5%	100.0%	19.1%
	\$1,500,001 to \$3 million	% of Total	5.9%	11.8%	1.5%	19.1%
		Count	1	7	0	8
		% within Q48. What is your current aggregate bonding limit?	12.5%	87.5%	0.0%	100.0%
	\$3,000,001 to \$5 million	% within MWBE or Non-MWBE	3.6%	17.9%	0.0%	11.8%
		% of Total	1.5%	10.3%	0.0%	11.8%
		Count	2	0	0	2
	Over \$5 million	% within Q48. What is your current aggregate bonding limit?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.1%	0.0%	0.0%	2.9%
		% of Total	2.9%	0.0%	0.0%	2.9%
Total	Don't Know	Count	3	5	0	8
		% within Q48. What is your current aggregate bonding limit?	37.5%	62.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.7%	12.8%	0.0%	11.8%
		% of Total	4.4%	7.4%	0.0%	11.8%
		Count	4	6	0	10
		% within Q48. What is your current aggregate bonding limit?	40.0%	60.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	14.3%	15.4%	0.0%	14.7%
		% of Total	5.9%	8.8%	0.0%	14.7%
		Count	5	2	0	7
		% within Q48. What is your current aggregate bonding limit?	71.4%	28.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.9%	5.1%	0.0%	10.3%
		% of Total	7.4%	2.9%	0.0%	10.3%
		Count	28	39	1	68
		% within Q48. What is your current aggregate bonding limit?	41.2%	57.4%	1.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	41.2%	57.4%	1.5%	100.0%

Q49. What is your current single project bonding limit? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q49. What is your current single project bonding limit?	Below \$100,000	Count	5	4	0	9
		% within Q49. What is your current single project bonding limit?	55.6%	44.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.9%	10.3%	0.0%	13.2%
	\$100,001 to \$250,000	% of Total	7.4%	5.9%	0.0%	13.2%
		Count	3	7	0	10
		% within Q49. What is your current single project bonding limit?	30.0%	70.0%	0.0%	100.0%
	\$250,001 to \$500,000	% within MWBE or Non-MWBE	10.7%	17.9%	0.0%	14.7%
		% of Total	4.4%	10.3%	0.0%	14.7%
		Count	3	5	0	8
	\$500,001 to \$1 million	% within Q49. What is your current single project bonding limit?	37.5%	62.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	10.7%	12.8%	0.0%	11.8%
		% of Total	4.4%	7.4%	0.0%	11.8%
	\$1,000,001 to \$1.5 million	Count	6	10	1	17
		% within Q49. What is your current single project bonding limit?	35.3%	58.8%	5.9%	100.0%
		% within MWBE or Non-MWBE	21.4%	25.6%	100.0%	25.0%
	\$1,500,001 to \$3 million	% of Total	8.8%	14.7%	1.5%	25.0%
		Count	2	3	0	5
		% within Q49. What is your current single project bonding limit?	40.0%	60.0%	0.0%	100.0%
	\$3,000,001 to \$5 million	% within MWBE or Non-MWBE	7.1%	7.7%	0.0%	7.4%
		% of Total	2.9%	4.4%	0.0%	7.4%
		Count	1	2	0	3
	Over \$5 million	% within Q49. What is your current single project bonding limit?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.6%	5.1%	0.0%	4.4%
		% of Total	1.5%	2.9%	0.0%	4.4%
	Don't Know	Count	1	1	0	2
		% within Q49. What is your current single project bonding limit?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	3.6%	2.6%	0.0%	2.9%
		% of Total	1.5%	1.5%	0.0%	2.9%
Total		Count	2	5	0	7
		% within Q49. What is your current single project bonding limit?	28.6%	71.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.1%	12.8%	0.0%	10.3%
		% of Total	2.9%	7.4%	0.0%	10.3%
		Count	5	2	0	7
		% within Q49. What is your current single project bonding limit?	71.4%	28.6%	0.0%	100.0%
		% within MWBE or Non-MWBE	17.9%	5.1%	0.0%	10.3%
		% of Total	7.4%	2.9%	0.0%	10.3%
		Count	28	39	1	68
		% within Q49. What is your current single project bonding limit?	41.2%	57.4%	1.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	41.2%	57.4%	1.5%	100.0%

The following questions are related to work you have done or attempted to do on the Maritime Park project. * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
The following questions are related to work you have done or attempted to do on Total	Yes	Count	120	149	7	276
		% within The following questions are related to work you have done or attempted to do on the Maritime Park project.	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%
		Count	120	149	7	276
		% within The following questions are related to work you have done or attempted to do on the Maritime Park project.	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	Yes	Count	28	15	1	44
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	63.6%	34.1%	2.3%	100.0%
		% within MWBE or Non-MWBE	23.3%	10.1%	14.3%	15.9%
		% of Total	10.1%	5.4%	0.4%	15.9%
	No	Count	92	132	5	229
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	40.2%	57.6%	2.2%	100.0%
		% within MWBE or Non-MWBE	76.7%	88.6%	71.4%	83.0%
		% of Total	33.3%	47.8%	1.8%	83.0%
	Don't Know	Count	0	2	1	3
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	0.0%	66.7%	33.3%	100.0%
		% within MWBE or Non-MWBE	0.0%	1.3%	14.3%	1.1%
		% of Total	0.0%	0.7%	0.4%	1.1%
	Total	Count	120	149	7	276
		% within Q50. Did your firm submit a bid or proposal for goods or services on the Maritime Park project?	43.5%	54.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	43.5%	54.0%	2.5%	100.0%

Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format) * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	Community Associates	Count	9	3	1	13
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	69.2%	23.1%	7.7%	100.0%
		% within MWBE or Non-MWBE	32.1%	20.0%	100.0%	29.5%
	City	% of Total	20.5%	6.8%	2.3%	29.5%
		Count	4	4	0	8
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	50.0%	50.0%	0.0%	100.0%
	Prime Contractor	% within MWBE or Non-MWBE	14.3%	26.7%	0.0%	18.2%
		% of Total	9.1%	9.1%	0.0%	18.2%
		Count	9	5	0	14
	Service Provider	% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	64.3%	35.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	32.1%	33.3%	0.0%	31.8%
		% of Total	20.5%	11.4%	0.0%	31.8%
	Trade Association	Count	2	1	0	3
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	66.7%	33.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.1%	6.7%	0.0%	6.8%
	Other	% of Total	4.5%	2.3%	0.0%	6.8%
		Count	0	1	0	1
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	0.0%	100.0%	0.0%	100.0%
	Total	% within MWBE or Non-MWBE	0.0%	6.7%	0.0%	2.3%
		% of Total	0.0%	2.3%	0.0%	2.3%
		Count	4	1	0	5
	Total	% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	80.0%	20.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	14.3%	6.7%	0.0%	11.4%
		% of Total	9.1%	2.3%	0.0%	11.4%
	Total	Count	28	15	1	44
		% within Q51. Firm learn about bid/contract opportunities for Maritime Park (Numeric Format)	63.6%	34.1%	2.3%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	63.6%	34.1%	2.3%	100.0%

Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT * MWBE or Non-MWBE Crosstabulation		MWBE or Non-MWBE			Total
		MWBE	Non-MWBE	Other	
Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	Count	117	148	7	272
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	43.0%	54.4%	2.6%	100.0%
	% within MWBE or Non-MWBE	97.5%	99.3%	100.0%	98.6%
	% of Total	42.4%	53.6%	2.5%	98.6%
	all the above	Count	1	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	100.0%
	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.4%
	Master Developer	Count	1	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	100.0%
	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.4%
	news	Count	1	0	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	100.0%	0.0%	0.0%	100.0%
	% within MWBE or Non-MWBE	0.8%	0.0%	0.0%	0.4%
	% of Total	0.4%	0.0%	0.0%	0.4%
	newspaper	Count	0	1	1
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	0.0%	100.0%	0.0%	100.0%
	% within MWBE or Non-MWBE	0.0%	0.7%	0.0%	0.4%
	% of Total	0.0%	0.4%	0.0%	0.4%
Total	Count	120	149	7	276
	% within Q51f_Text. How did your firm learn about bid/contract opportunities for Maritime Park? / Please check all that a...-Other-TEXT	43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
	% of Total	43.5%	54.0%	2.5%	100.0%

Q52. Is your firm providing goods or services on the Maritime Park project? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q52. Is your firm providing goods or services on the Maritime Park project?	Yes	Count	7	8	0	15
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	46.7%	53.3%	0.0%	100.0%
		% within MWBE or Non-MWBE	6.0%	5.4%	0.0%	5.5%
		% of Total	2.6%	2.9%	0.0%	5.5%
	No	Count	109	139	7	255
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	42.7%	54.5%	2.7%	100.0%
		% within MWBE or Non-MWBE	93.2%	93.3%	100.0%	93.4%
		% of Total	39.9%	50.9%	2.6%	93.4%
	Don't Know	Count	1	2	0	3
		% within Q52. Is your firm providing goods or services on the Maritime Park project?	33.3%	66.7%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.9%	1.3%	0.0%	1.1%
		% of Total	0.4%	0.7%	0.0%	1.1%
Total	Count		117	149	7	273
	% within Q52. Is your firm providing goods or services on the Maritime Park project?		42.9%	54.6%	2.6%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		42.9%	54.6%	2.6%	100.0%

Q53. Is your firm providing goods and/or services as a: * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE		Total
			MWBE	Non-MWBE	
Q53. Is your firm providing goods and/or services as a:	Prime Contractor	Count	1	1	2
		% within Q53. Is your firm providing goods and/or services as a:	50.0%	50.0%	100.0%
		% within MWBE or Non-MWBE	14.3%	12.5%	13.3%
		% of Total	6.7%	6.7%	13.3%
	Subcontractor	Count	5	6	11
		% within Q53. Is your firm providing goods and/or services as a:	45.5%	54.5%	100.0%
		% within MWBE or Non-MWBE	71.4%	75.0%	73.3%
		% of Total	33.3%	40.0%	73.3%
	Both	Count	1	1	2
		% within Q53. Is your firm providing goods and/or services as a:	50.0%	50.0%	100.0%
		% within MWBE or Non-MWBE	14.3%	12.5%	13.3%
		% of Total	6.7%	6.7%	13.3%
Total	Count		7	8	15
	% within Q53. Is your firm providing goods and/or services as a:		46.7%	53.3%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%
	% of Total		46.7%	53.3%	100.0%

Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	Yes	Count	45	11	2	58
		% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	77.6%	19.0%	3.4%	100.0%
		% within MWBE or Non-MWBE	37.5%	7.4%	28.6%	21.0%
		% of Total	16.3%	4.0%	0.7%	21.0%
	No	Count	67	119	4	190
		% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	35.3%	62.6%	2.1%	100.0%
		% within MWBE or Non-MWBE	55.8%	79.9%	57.1%	68.8%
		% of Total	24.3%	43.1%	1.4%	68.8%
	Don't Know	Count	8	19	1	28
		% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	28.6%	67.9%	3.6%	100.0%
		% within MWBE or Non-MWBE	6.7%	12.8%	14.3%	10.1%
		% of Total	2.9%	6.9%	0.4%	10.1%
Total	Count	120	149	7	276	
	% within Q54. Have you experienced discriminatory behavior in the private sector between 2006 and 2011?	43.5%	54.0%	2.5%	100.0%	
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	43.5%	54.0%	2.5%	100.0%	

Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	Verbal Comment	Count	17	3	1	21
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	81.0%	14.3%	4.8%	100.0%
		% within MWBE or Non-MWBE	37.8%	27.3%	50.0%	36.2%
		% of Total	29.3%	5.2%	1.7%	36.2%
	Written Statement	Count	0	1	0	1
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	0.0%	100.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.0%	9.1%	0.0%	1.7%
		% of Total	0.0%	1.7%	0.0%	1.7%
	Action taken against company	Count	27	7	1	35
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	77.1%	20.0%	2.9%	100.0%
		% within MWBE or Non-MWBE	60.0%	63.6%	50.0%	60.3%
		% of Total	46.6%	12.1%	1.7%	60.3%
	Don't Know	Count	1	0	0	1
		% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	2.2%	0.0%	0.0%	1.7%
		% of Total	1.7%	0.0%	0.0%	1.7%
Total	Count	45	11	2	58	
	% within Q55. What was the most noticeable way you became aware of the discrimination against your company in the private sector?	77.6%	19.0%	3.4%	100.0%	
	% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%	
	% of Total	77.6%	19.0%	3.4%	100.0%	

Q56. Which of the following do you consider the primary reason for your company being discriminated against? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q56. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	35	5	0	40
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	87.5%	12.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	77.8%	45.5%	0.0%	69.0%
		% of Total	60.3%	8.6%	0.0%	69.0%
	Owner's gender	Count	10	4	1	15
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	66.7%	26.7%	6.7%	100.0%
		% within MWBE or Non-MWBE	22.2%	36.4%	50.0%	25.9%
		% of Total	17.2%	6.9%	1.7%	25.9%
	Don't Know	Count	0	2	1	3
		% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?	0.0%	66.7%	33.3%	100.0%
		% within MWBE or Non-MWBE	0.0%	18.2%	50.0%	5.2%
		% of Total	0.0%	3.4%	1.7%	5.2%
Total	Count		45	11	2	58
	% within Q56. Which of the following do you consider the primary reason for your company being discriminated against?		77.6%	19.0%	3.4%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		77.6%	19.0%	3.4%	100.0%

Q57. When did the discrimination first occur? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q57. When did the discrimination first occur?	During bidding process	Count	33	6	2	41
		% within Q57. When did the discrimination first occur?	80.5%	14.6%	4.9%	100.0%
		% within MWBE or Non-MWBE	73.3%	54.5%	100.0%	70.7%
		% of Total	56.9%	10.3%	3.4%	70.7%
	After contract award	Count	10	3	0	13
		% within Q57. When did the discrimination first occur?	76.9%	23.1%	0.0%	100.0%
		% within MWBE or Non-MWBE	22.2%	27.3%	0.0%	22.4%
		% of Total	17.2%	5.2%	0.0%	22.4%
	Don't Know	Count	2	2	0	4
		% within Q57. When did the discrimination first occur?	50.0%	50.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	4.4%	18.2%	0.0%	6.9%
		% of Total	3.4%	3.4%	0.0%	6.9%
Total	Count		45	11	2	58
	% within Q57. When did the discrimination first occur?		77.6%	19.0%	3.4%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		77.6%	19.0%	3.4%	100.0%

Q58. Did you file a complaint? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q58. Did you file a complaint?	Yes	Count	5	0	0	5
		% within Q58. Did you file a complaint?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.1%	0.0%	0.0%	8.6%
		% of Total	8.6%	0.0%	0.0%	8.6%
	No	Count	40	11	2	53
		% within Q58. Did you file a complaint?	75.5%	20.8%	3.8%	100.0%
		% within MWBE or Non-MWBE	88.9%	100.0%	100.0%	91.4%
		% of Total	69.0%	19.0%	3.4%	91.4%
Total	Count		45	11	2	58
	% within Q58. Did you file a complaint?		77.6%	19.0%	3.4%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		77.6%	19.0%	3.4%	100.0%

Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector. *

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	Strongly Agree	Count	26	8	2	36
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	72.2%	22.2%	5.6%	100.0%
		% within MWBE or Non-MWBE	21.7%	5.4%	28.6%	13.0%
		% of Total	9.4%	2.9%	0.7%	13.0%
	Agree	Count	24	8	0	32
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	75.0%	25.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	20.0%	5.4%	0.0%	11.6%
		% of Total	8.7%	2.9%	0.0%	11.6%
	Somewhat Agree	Count	14	43	0	57
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	24.6%	75.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	11.7%	28.9%	0.0%	20.7%
		% of Total	5.1%	15.6%	0.0%	20.7%
	Neither Agree or Disagree	Count	28	51	2	81
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	34.6%	63.0%	2.5%	100.0%
		% within MWBE or Non-MWBE	23.3%	34.2%	28.6%	29.3%
		% of Total	10.1%	18.5%	0.7%	29.3%
	Somewhat Disagree	Count	4	6	1	11
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	36.4%	54.5%	9.1%	100.0%
		% within MWBE or Non-MWBE	3.3%	4.0%	14.3%	4.0%
		% of Total	1.4%	2.2%	0.4%	4.0%
	Disagree	Count	18	20	2	40
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	45.0%	50.0%	5.0%	100.0%
		% within MWBE or Non-MWBE	15.0%	13.4%	28.6%	14.5%
		% of Total	6.5%	7.2%	0.7%	14.5%
	Strongly Disagree	Count	6	13	0	19
		% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.	31.6%	68.4%	0.0%	100.0%
		% within MWBE or Non-MWBE	5.0%	8.7%	0.0%	6.9%
		% of Total	2.2%	4.7%	0.0%	6.9%
Total	Count		120	149	7	276
	% within Q59. There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in private sector.		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	Yes	Count	32	27	1	60
		% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	53.3%	45.0%	1.7%	100.0%
		% within MWBE or Non-MWBE	26.7%	18.1%	14.3%	21.7%
		% of Total	11.6%	9.8%	0.4%	21.7%
	No	Count	87	119	6	212
		% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	41.0%	56.1%	2.8%	100.0%
		% within MWBE or Non-MWBE	72.5%	79.9%	85.7%	76.8%
		% of Total	31.5%	43.1%	2.2%	76.8%
	Don't Know	Count	1	3	0	4
		% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?	25.0%	75.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	0.8%	2.0%	0.0%	1.4%
		% of Total	0.4%	1.1%	0.0%	1.4%
Total	Count		120	149	7	276
	% within Q61. Has your company applied for a commercial (business) bank loan between 2006 and 2011?		43.5%	54.0%	2.5%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		43.5%	54.0%	2.5%	100.0%

Q62. Were you approved or denied for a commercial (business) bank loan? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q62. Were you approved or denied for a commercial (business) bank loan?	Approved	Count	17	26	0	43
		% within Q62. Were you approved or denied for a commercial (business) bank loan?	39.5%	60.5%	0.0%	100.0%
		% within MWBE or Non-MWBE	53.1%	96.3%	0.0%	71.7%
		% of Total	28.3%	43.3%	0.0%	71.7%
	Denied	Count	13	1	1	15
		% within Q62. Were you approved or denied for a commercial (business) bank loan?	86.7%	6.7%	6.7%	100.0%
		% within MWBE or Non-MWBE	40.6%	3.7%	100.0%	25.0%
		% of Total	21.7%	1.7%	1.7%	25.0%
	Don't Know	Count	2	0	0	2
		% within Q62. Were you approved or denied for a commercial (business) bank loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	6.3%	0.0%	0.0%	3.3%
		% of Total	3.3%	0.0%	0.0%	3.3%
Total	Count		32	27	1	60
	% within Q62. Were you approved or denied for a commercial (business) bank loan?		53.3%	45.0%	1.7%	100.0%
	% within MWBE or Non-MWBE		100.0%	100.0%	100.0%	100.0%
	% of Total		53.3%	45.0%	1.7%	100.0%

Q63.Which of the following do you believe was the primary reason for your being denied a loan? * MWBE or Non-MWBE Crosstabulation

			MWBE or Non-MWBE			Total
			MWBE	Non-MWBE	Other	
Q63.Which of the following do you believe was the primary reason for your being denied a loan?	Insufficient Documentation	Count	1	0	0	1
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.7%	0.0%	0.0%	6.7%
		% of Total	6.7%	0.0%	0.0%	6.7%
	Insufficient Business History	Count	1	1	1	3
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	33.3%	33.3%	33.3%	100.0%
		% within MWBE or Non-MWBE	7.7%	100.0%	100.0%	20.0%
		% of Total	6.7%	6.7%	6.7%	20.0%
	Lack of Capital	Count	8	0	0	8
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	61.5%	0.0%	0.0%	53.3%
		% of Total	53.3%	0.0%	0.0%	53.3%
	Gender of Owner	Count	1	0	0	1
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	7.7%	0.0%	0.0%	6.7%
		% of Total	6.7%	0.0%	0.0%	6.7%
	Don't Know	Count	2	0	0	2
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	0.0%	100.0%
		% within MWBE or Non-MWBE	15.4%	0.0%	0.0%	13.3%
		% of Total	13.3%	0.0%	0.0%	13.3%
Total		Count	13	1	1	15
		% within Q63.Which of the following do you believe was the primary reason for your being denied a loan?	86.7%	6.7%	6.7%	100.0%
		% within MWBE or Non-MWBE	100.0%	100.0%	100.0%	100.0%
		% of Total	86.7%	6.7%	6.7%	100.0%

Appendix H: Survey of Vendors Regression Analysis

APPENDIX H: SURVEY OF VENDORS REGRESSION ANALYSIS

Whereas **Chapter 4.0** and **5.0** reported findings of disparity and nondisparity related to the utilization of vendors in City of Pensacola's (City) contracting and procurement activities according to selected race, ethnicity, and gender categories, this section reports findings from a survey of vendors of a sample of 266¹ firms representative of City's vendors examined in the study to assess race, ethnicity, and gender effects on vendor revenue during the 2011 calendar 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.

H.3.1 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 2011 gross revenues reported by 266 firms participating in a survey of vendors administered during March 2012 through June 2012. 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, Hanushek, 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 2011 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 survey of vendors, 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 (2011 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 City 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, ethnicity, gender classification of firm owners* – The proposition to be tested was whether there was a statistically significant relationship between race, ethnicity and gender classification 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, Architecture and Engineering, Professional Services, Other 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 H-1**.

EXHIBIT H-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	% 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	"Year of Company was Established"
<i>Demographics</i>	Business Owner Groups	African American, Hispanic American, Asian American, Native American, Nonminority Women, and Non-M/WBE Firms
	Gender of Company Owner	Gender of Company Majority Owner or Shareholder

Source: City of Pensacola survey of vendors 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).

H.3.2 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 $X_1 = 0$

β_1 = coefficient representing the magnitude of X_1 's effect on Y

X_1 = the independent variables, such as capacity, experience, managerial ability, race, and gender

ε = the error term, representing the variance in Y unexplained by X_1

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 2011 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 also determined that one independent variable, percentage of business in the private sector, made no substantive contribution to the model, and were therefore not presented. These adjustments yielded values for the variables listed in **Exhibit H-2**.

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.

**EXHIBIT H-2
CITY OF PENSACOLA
SURVEY OF VENDORS
RESULTS OF REGRESSION ANALYSIS**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.138	0.901		-0.154	0.878
African American (n=65)	-0.631	0.218	-0.144	-2.890	0.004
Hispanic American (n=8)	0.244	0.496	0.022	0.491	0.624
Asian American (n=1)	-1.140	1.389	-0.037	-0.820	0.413
Native American (n=4)	-1.130	0.723	-0.073	-1.562	0.120
Nonminority Female (n=38)	0.261	0.260	0.049	1.002	0.317
Company Age	0.007	0.009	0.044	0.826	0.410
Number of Employees	1.345	0.145	0.471	9.283	0.000
High School	1.174	0.748	0.189	1.568	0.118
Some College	1.326	0.710	0.344	1.867	0.063
College Degree	1.904	0.707	0.506	2.692	0.008
Owner's Years of Experience	0.269	0.078	0.185	3.443	0.001
Construction	0.272	0.360	0.070	0.756	0.450
Professional Services	-0.076	0.385	-0.015	-0.197	0.844
Other Services	-0.253	0.380	-0.060	-0.665	0.507
Goods Supplies	0.674	0.408	0.115	1.651	0.100
Approximately what percentage of your company's gross revenues came from private sector?	-0.007	0.003	-0.118	-2.304	0.022

Source: MGT developed a database containing the survey of vendors responses. This survey was conducted from March 2012 through June 2012.

Bold type indicates statistically significant results ($p \leq 0.05$).

Results

- When controlling for the effects of variables related to company demographics (i.e. company capacity, owner's level of education and experience), M/WBE status had a negative effect on 2011 company earnings for African American-owned firms.
- Among the company characteristics variables, other than M/WBE status, there was a statistically significant relationship between number of employees, owner's level of education, as well as owner's years of experience.

Summary of Survey Findings

Regarding the positive significant effects of the non-race, ethnicity and gender classification 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-owned firms responding to the survey of vendors earned significantly less revenue in 2011 than did their non-M/WBE counterparts, supporting the conclusion that M/WBE status can be negatively related to earnings when compared with earnings for non-M/WBEs.

***Appendix I: City of Pensacola
(PUMS) Regression Analysis***

APPENDIX I: CITY OF PENSACOLA PUMS REGRESSION ANALYSIS

EXHIBIT I-A RESULTS OF LOGISTIC REGRESSION EXPLANATION OF RESULTS AND VARIABLES LOGISTIC REGRESSION OUTPUT

Below, variable names and operational definitions are provided. When interpreting **Exhibits I-1 to I-5**, the third column— Exp (B) — is the most informative index with regard to the influence of the independent variables on the likelihood of being self-employed. From the inverse of this value, we can interpret a likelihood value of its effect on self-employment. For example the Exp (B) for an African American is .519 from **Exhibit I-1**, the inverse of this is 1.93. This means that a nonminority male is 1.93 times more likely to be self-employed than an African American. Columns A and B are reported as a matter of convention to give the reader another indicator of both the magnitude of the variable's effect and the direction of the effect ("-" suggests the greater the negative B value the more it depresses the likelihood of being self-employed, and vice versa for a positive B value. It is noteworthy that theoretically "race-neutral" variables (e.g., marital status) tend to impact the likelihood of self-employment positively and that the race/ethnicity/gender variables, in general, tend to have a negative effect on self-employment.

Variables

Race, ethnicity, and gender indicator variables:

- African Americans
- Asian Americans
- Hispanic Americans
- Native Americans
- Gender: Nonminority woman or not

Other indicator variables:

- Marital Status: Married or not
- Age
- Age2: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
- Disability: Individuals self-reported health-related disabilities.
- Tenure: Owns their own home
- Value: Household property value.
- Mortgage: Monthly total mortgage payments.
- Unearn: Unearned income, such as interests and dividends.
- Resdinc: Household income less individuals' personal income.
- P65: Number of individuals over the age of 65 living in the household.
- P18: Number of children under the age of 18 living in the household.
- Some College: Some college education
- College Graduate: College degree
- More than College: Professional or graduate degree

**EXHIBIT I-1
CITY OF PENSACOLA
RESULTS OF LOGISTIC REGRESSION
OVERALL**

	B	Sig.	Exp (B)
African Americans	-0.655	0.024	0.519
Hispanic Americans	-0.147	0.689	0.863
Asian Americans	0.019	0.954	1.020
Native Americans	-0.328	0.511	0.721
Sex (1=Female)	-0.768	0.000	0.464
Marital Status (1=Married)	0.301	0.055	1.352
Age	0.050	0.189	1.051
Age ²	0.000	0.634	1.000
Disability (1=Yes)	0.055	0.818	1.057
Tenure (1=Yes)	0.209	0.290	1.232
Value	0.000	0.000	1.000
Mortgage	0.000	0.130	1.000
Unem	0.000	0.799	1.000
Resdinc	0.000	0.047	1.000
P65	0.019	0.912	1.019
P18	0.147	0.329	1.159
Some College (1=Yes)	0.476	0.291	1.609
College Graduate (1=Yes)	0.877	0.014	2.405
More than College (1=Yes)	-0.222	0.165	0.801
Number of Observations	2218		
Chi-squared statistic (df=19)	161.393		
Log Likelihood	-1592.7		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

EXHIBIT I-2
CITY OF PENSACOLA
RESULTS OF LOGISTIC REGRESSION
CONSTRUCTION

	B	Sig.	Exp (B)
African Americans	-0.627	0.424	0.534
Hispanic Americans	-0.761	0.337	0.467
Asian Americans	0.660	0.603	1.934
Native Americans	-19.819	0.999	0.000
Sex (1=Female)	-0.222	0.598	0.801
Marital Status (1=Married)	0.129	0.691	1.138
Age	0.010	0.906	1.010
Age ²	0.000	0.844	1.000
Disability (1=Yes)	-0.324	0.555	0.723
Tenure (1=Yes)	0.131	0.742	1.140
Value	0.000	0.128	1.000
Mortgage	0.000	0.128	1.000
Unearn	0.000	0.012	1.000
Resdinc	0.000	0.485	1.000
P65	-0.706	0.199	0.494
P18	0.267	0.374	1.306
Some College (1=Yes)	0.406	0.638	1.501
College Graduate (1=Yes)	0.920	0.104	2.509
More than College (1=Yes)	-0.424	0.174	0.654
Number of Observations	381		
Chi-squared statistic (df=19)	39.992		
Log Likelihood	-361.967		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

EXHIBIT I-3
CITY OF PENSACOLA
RESULTS OF LOGISTIC REGRESSION
PROFESSIONAL SERVICES

	B	Sig.	Exp (B)
African Americans	-1.484	0.063	0.227
Hispanic Americans	-0.108	0.893	0.898
Asian Americans	-0.438	0.557	0.645
Native Americans	0.297	0.746	1.346
Sex (1=Female)	-1.883	0.000	0.152
Marital Status (1=Married)	0.574	0.226	1.775
Age	0.224	0.089	1.251
Age ²	-0.002	0.172	0.998
Disability (1=Yes)	-1.000	0.256	0.368
Tenure (1=Yes)	0.177	0.728	1.193
Value	0.000	0.127	1.000
Mortgage	0.000	0.887	1.000
Unearn	0.000	0.820	1.000
Resdinc	0.000	0.404	1.000
P65	0.656	0.080	1.927
P18	0.417	0.289	1.517
Some College (1=Yes)	3.430	0.028	30.867
College Graduate (1=Yes)	-19.402	0.999	0.000
More than College (1=Yes)	-0.632	0.281	0.531
Number of Observations	624		
Chi-squared statistic (df=19)	83.397		
Log Likelihood	-259.995		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

EXHIBIT I-4
CITY OF PENSACOLA
RESULTS OF LOGISTIC REGRESSION
OTHER SERVICES

	B	Sig.	Exp (B)
African Americans	-0.207	0.602	0.813
Hispanic Americans	-0.299	0.649	0.742
Asian Americans	0.440	0.359	1.553
Native Americans	0.453	0.531	1.573
Sex (1=Female)	-0.112	0.645	0.894
Marital Status (1=Married)	0.226	0.336	1.254
Age	-0.003	0.949	0.997
Age ²	0.000	0.427	1.000
Disability (1=Yes)	0.236	0.492	1.266
Tenure (1=Yes)	0.256	0.421	1.292
Value	0.000	0.000	1.000
Mortgage	0.000	0.838	1.000
Unearn	0.000	0.302	1.000
Resdinc	0.000	0.071	1.000
P65	-0.061	0.818	0.941
P18	0.242	0.306	1.274
Some College (1=Yes)	-0.350	0.655	0.705
College Graduate (1=Yes)	0.698	0.215	2.010
More than College (1=Yes)	-0.243	0.309	0.785
Number of Observations	795		
Chi-squared statistic (df=19)	82.217		
Log Likelihood	-646.332		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT I-5
GOODS AND SUPPLIES
RESULTS OF LOGISTIC REGRESSION
GOODS AND SUPPLIES**

	B	Sig.	Exp (B)
African Americans	0.304	0.716	1.355
Hispanic Americans	1.420	0.151	4.137
Asian Americans	0.699	0.416	2.012
Native Americans	-18.226	0.999	0.000
Sex (1=Female)	-0.360	0.483	0.698
Marital Status (1=Married)	0.749	0.134	2.115
Age	0.275	0.086	1.316
Age ²	-0.002	0.145	0.998
Disability (1=Yes)	-0.238	0.750	0.788
Tenure (1=Yes)	0.131	0.827	1.139
Value	0.000	0.854	1.000
Mortgage	0.000	0.199	1.000
Unearn	0.000	0.224	1.000
Resdinc	0.000	0.921	1.000
P65	0.355	0.538	1.426
P18	-0.985	0.079	0.374
Some College (1=Yes)	0.870	0.509	2.387
College Graduate (1=Yes)	-18.512	0.999	0.000
More than College (1=Yes)	-0.334	0.465	0.716
Number of Observations	418		
Chi-squared statistic (df=19)	37.836		
Log Likelihood	-178.015		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

**EXHIBIT I-B
RESULTS OF LINEAR REGRESSION
EXPLANATION OF RESULTS AND VARIABLES**

Below, variable names and operational definitions are provided. When interpreting the linear regression **Exhibits I-6 to I-10**, the first column— Unstandardized B — is the most informative index with regard to the influence of the independent variables on the earnings of a self-employed individual. Each number in this column represents a percent change in earnings. For example the corresponding number for a nonminority woman is **-.407**, from **Exhibit I-6**, meaning that a nonminority woman will earn 40.7 percent less than a nonminority male. The other four columns are reported in order to give the reader another indicator of both the magnitude of the variable's effect and the direction of the effect. Std. Error reports the standard deviation in the sampling distribution. Standardized B reports the standard deviation change in the dependent variable from on standard deviation increase in the independent variable. The t and Sig. columns simply report the level and strength of a variable's significance.

Variables

Race, ethnicity and gender indicator variables:

- African Americans
- Asian Americans
- Hispanic Americans
- Native Americans
- Nonminority Woman

Other indicator variables:

- Marital Status: Married or not
- Disability: Individuals self-reported health-related disabilities.
- Age
- Age2: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
- Speaks English Well: Person's ability to speak English if not a native speaker.
- Some College: Some college education
- College Graduate: College degree
- More than College: Professional or graduate degree

EXHIBIT I-6
CITY OF PENSACOLA
RESULTS OF LINEAR REGRESSION
OVERALL

	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African Americans	-0.427	0.244	-0.101	-1.754	0.081
Hispanic Americans	-0.141	0.429	-0.028	-0.328	0.743
Asian Americans	0.212	0.271	0.047	0.780	0.436
Native Americans	0.171	0.421	0.024	0.405	0.685
Nonminority Women (1=Female)	-0.407	0.128	-0.184	-3.173	0.002
Marital Status (1=Married)	0.224	0.120	0.108	1.869	0.063
Disability (1=Yes)	-0.093	0.200	-0.029	-0.467	0.641
Age	0.067	0.027	0.884	2.432	0.016
Age ²	-0.001	0.000	-0.949	-2.600	0.010
Speaks English Well (1=Yes)	-0.228	0.304	-0.063	-0.752	0.453
Some College (1=Yes)	-0.128	0.357	-0.021	-0.357	0.721
College Graduate (1=Yes)	-0.571	0.269	-0.122	-2.120	0.035
More than College (1=Yes)	-0.283	0.129	-0.126	-2.189	0.029
Constant	9.043	0.665		13.603	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

EXHIBIT I-7
CITY OF PENSACOLA
RESULTS OF LINEAR REGRESSION
CONSTRUCTION

	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African Americans	-0.676	0.584	-0.123	-1.158	0.251
Hispanic Americans	-0.399	1.044	-0.072	-0.382	0.703
Asian Americans	-0.294	0.865	-0.038	-0.340	0.735
Nonminority Women (1=Female)	-0.056	0.280	-0.022	-0.200	0.842
Marital Status (1=Married)	0.393	0.235	0.208	1.673	0.099
Disability (1=Yes)	-0.570	0.402	-0.161	-1.418	0.161
Age	0.156	0.057	1.944	2.729	0.008
Age ²	-0.002	0.001	-2.087	-2.980	0.004
Speaks English Well (1=Yes)	-0.380	0.813	-0.084	-0.467	0.642
Some College (1=Yes)	-0.009	0.668	-0.002	-0.013	0.990
College Graduate (1=Yes)	-0.433	0.335	-0.143	-1.293	0.200
More than College (1=Yes)	-0.008	0.221	-0.004	-0.035	0.972
Constant	7.163	1.221		5.866	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at p < .05.

EXHIBIT I-8
CITY OF PENSACOLA
RESULTS OF LINEAR REGRESSION
PROFESSIONAL SERVICES

	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African Americans	0.504	0.807	0.088	0.625	0.536
Hispanic Americans	-0.874	1.121	-0.184	-0.779	0.441
Asian Americans	0.879	0.709	0.185	1.240	0.223
Native Americans	-1.308	0.851	-0.227	-1.537	0.133
Nonminority Women (1=Female)	-0.852	0.407	-0.302	-2.096	0.043
Marital Status (1=Married)	0.493	0.492	0.160	1.003	0.323
Disability (1=Yes)	-0.721	1.180	-0.125	-0.612	0.545
Age	0.017	0.143	0.173	0.120	0.905
Age ²	0.000	0.001	-0.256	-0.171	0.865
Speaks English Well (1=Yes)	0.615	0.654	0.189	0.940	0.353
Some College (1=Yes)	-0.767	1.099	-0.133	-0.698	0.490
More than College (1=Yes)	-0.964	0.663	-0.232	-1.453	0.155
Constant	10.753	3.680		2.922	0.006

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

EXHIBIT I-9
CITY OF PENSACOLA
RESULTS OF LINEAR REGRESSION
OTHER SERVICES

	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African Americans	-0.486	0.293	-0.153	-1.660	0.099
Hispanic Americans	0.047	0.607	0.009	0.078	0.938
Asian Americans	0.092	0.346	0.026	0.267	0.790
Native Americans	0.841	0.467	0.157	1.799	0.074
Nonminority Women (1=Female)	-0.371	0.155	-0.215	-2.395	0.018
Marital Status (1=Married)	-0.073	0.146	-0.043	-0.497	0.620
Disability (1=Yes)	0.189	0.237	0.077	0.797	0.427
Age	0.031	0.035	0.505	0.891	0.375
Age ²	0.000	0.000	-0.640	-1.128	0.262
Speaks English Well (1=Yes)	-0.900	0.382	-0.284	-2.353	0.020
Some College (1=Yes)	-0.109	0.580	-0.017	-0.187	0.852
College Graduate (1=Yes)	-0.607	0.367	-0.145	-1.655	0.100
More than College (1=Yes)	-0.254	0.162	-0.137	-1.572	0.118
Constant	10.003	0.867		11.542	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

EXHIBIT I-10
CITY OF PENSACOLA
RESULTS OF LINEAR REGRESSION
GOODS AND SUPPLIES

	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African Americans	-0.883	0.637	-0.294	-1.388	0.181
Asian Americans	-0.102	0.699	-0.034	-0.145	0.886
Nonminority Women (1=Female)	-0.792	0.379	-0.447	-2.089	0.050
Marital Status (1=Married)	0.248	0.398	0.140	0.622	0.541
Disability (1=Yes)	0.321	0.650	0.128	0.493	0.627
Age	0.004	0.116	0.061	0.039	0.970
Age ²	0.000	0.001	-0.285	-0.178	0.860
Speaks English Well (1=Yes)	0.057	0.727	0.019	0.078	0.939
Some College (1=Yes)	-0.842	0.839	-0.202	-1.003	0.328
More than College (1=Yes)	-0.081	0.410	-0.048	-0.199	0.845
Constant	10.886	3.196		3.406	0.003

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

***Appendix J: U.S. Census
Survey of Business Owners
Availability Estimates***

**APPENDIX J:
CITY OF PENSACOLA
U.S. CENSUS SURVEY OF BUSINESS OWNERS
AVAILABILITY ESTIMATES**

U.S. Census, Survey of Business Owners

MGT of America, Inc. (MGT) obtained 2002 U.S. Census Bureau Survey of Business Owners (SBO)¹ data to be used as a measure of firm availability in the private sector. The SBO data was based on North American Industry Classification System (NAICS) code 23, classified as construction and construction-related services; NAICS code 54, classified as professional services; NAICS codes 56 and 81, classified as nonprofessional services; and NAICS codes 44 to 45 and 42, goods and supplies. SBO data can be used as the broadest measure of firm availability.

Availability of Construction Firms within the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area

**EXHIBIT J-1
CONSTRUCTION
CITY OF PENSACOLA
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS
NAICS CODE 23, CONSTRUCTION
NUMBER OF TOTAL FIRMS (EMPLOYER FIRMS)**

	African Americans ^{1 S}		Hispanic Americans ^{1 S}		Asian Americans ^{1 S}		Native Americans ^{1 S}		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	0	0.00%	0	0.00%	0	0.00%	35	2.41%	35	2.41%	1,435	97.59%	1,470

Source: U.S. Bureau of the Census 2002, Survey of Business Owners.

¹ Minority men and women firms are included in their respective minority classifications.

² Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

³ Total Firms is based on the number of All Firms based on the SBO data provided.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

¹ The SBO is a consolidation of two prior surveys, the Surveys of Minority- and Women-Owned Business Enterprises (SMOBE/SWOBE), and includes questions from a survey discontinued in 1992 on Characteristics of Business Owners (CBO). The SBO is part of the Economic Census, which is conducted every five years. SBO findings are based on the characteristics of U.S. businesses by ownership category; by geographic area; by two-digit industry sector based on the 2002 North American Industry Classification System (NAICS); and by size of firm (employment and receipts). It should also be noted that while the 2007 SBO data has been released, data was not available for all race/ethnic and gender groups.

**EXHIBIT J-2
CONSTRUCTION
CITY OF PENSACOLA
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS
NAICS CODE 23, CONSTRUCTION
NUMBER OF TOTAL FIRMS (ALL FIRMS)**

	African Americans ^{1 S}		Hispanic Americans ^{1 S}		Asian Americans ^{1 S}		Native Americans ^{1 S}		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1,027	19.92%	1,027	19.92%	4,129	80.08%	5,156

Source: U.S. Bureau of the Census 2002, Survey of Business Owners.

¹ Minority men and women firms are included in their respective minority classifications.

² Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

³ Total Firms is based on the number of All Firms based on the SBO data provided.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

Availability of Professional Services Firms within the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area

**EXHIBIT J-3
PROFESSIONAL SERVICES
CITY OF PENSACOLA
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS
NAICS CODES 54, PROFESSIONAL SERVICES
NUMBER OF TOTAL FIRMS (EMPLOYER FIRMS)**

	African Americans ^{1 S}		Hispanic Americans ^{1 S}		Asian Americans ^{1 S}		Native Americans ^{1 S}		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	0	0.00%	0	0.00%	0	0.00%	56	5.74%	56	5.74%	920	94.26%	976

Source: U.S. Bureau of the Census 2002, Survey of Business Owners.

¹ Minority men and women firms are included in their respective minority classifications.

² Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

³ Total Firms is based on the number of All Firms based on the SBO data provided.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

**EXHIBIT J-4
PROFESSIONAL SERVICES
CITY OF PENSACOLA
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS
NAICS CODES 54, PROFESSIONAL SERVICES
NUMBER OF TOTAL FIRMS (ALL FIRMS)**

	African Americans ^{1 S}		Hispanic Americans ^{1 S}		Asian Americans ^{1 S}		Native Americans ^{1 S}		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1,133	25.85%	1,133	25.85%	3,249	74.15%	4,382

Source: U.S. Bureau of the Census 2002, Survey of Business Owners.

¹ Minority men and women firms are included in their respective minority classifications.

² Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

³ Total Firms is based on the number of All Firms based on the SBO data provided.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

Availability of Other Services Firms within the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area

**EXHIBIT J-5
OTHER SERVICES
CITY OF PENSACOLA
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS
NAICS CODES 56 AND 81, NONPROFESSIONAL SERVICES
NUMBER OF TOTAL FIRMS (EMPLOYER FIRMS)**

	African Americans ^{1 S}		Hispanic Americans ¹		Asian Americans ^{1 S}		Native Americans ^{1 S}		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	9	0.87%	0	0.00%	0	0.00%	118	11.34%	127	12.21%	910	87.79%	1,037

Source: U.S. Bureau of the Census 2002, Survey of Business Owners.

¹ Minority men and women firms are included in their respective minority classifications.

² Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

³ Total Firms is based on the number of All Firms based on the SBO data provided.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

**EXHIBIT J-6
OTHER SERVICES
CITY OF PENSACOLA
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS
NAICS CODES 56 AND 81, NONPROFESSIONAL SERVICES
NUMBER OF TOTAL FIRMS (ALL FIRMS)**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ^{1 S}		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	789	10.08%	109	1.39%	418	5.34%	0	0.00%	144	1.84%	1,460	18.66%	6,364	81.34%	7,824

Source: U.S. Bureau of the Census 2002, Survey of Business Owners.

¹ Minority men and women firms are included in their respective minority classifications.

² Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

³ Total Firms is based on the number of All Firms based on the SBO data provided.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

Availability of Goods & Supplies Firms within the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area

**EXHIBIT J-7
GOODS & SUPPLIES
CITY OF PENSACOLA
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS
NAICS CODES 44, 45, AND 42, GOODS AND SUPPLIES
NUMBER OF TOTAL FIRMS (EMPLOYER FIRMS)**

	African Americans ^{1 S}		Hispanic Americans ^{1 S}		Asian Americans ^{1 S}		Native Americans ¹		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	0	0.00%	0	0.00%	9	0.62%	83	5.76%	92	6.39%	1,349	93.61%	1,441

Source: U.S. Bureau of the Census 2002, Survey of Business Owners.

¹ Minority men and women firms are included in their respective minority classifications.

² Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

³ Total Firms is based on the number of All Firms based on the SBO data provided.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

**EXHIBIT J-8
GOODS & SUPPLIES
CITY OF PENSACOLA
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS
NAICS CODES 44, 45, AND 42, GOODS AND SUPPLIES
NUMBER OF TOTAL FIRMS (ALL FIRMS)**

	African Americans ^{1 S}		Hispanic Americans ^{1 S}		Asian Americans ^{1 S}		Native Americans ¹		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	0	0.00%	0	0.00%	33	0.66%	675	13.57%	708	14.23%	4,268	85.77%	4,976

Source: U.S. Bureau of the Census 2002, Survey of Business Owners.

¹ Minority men and women firms are included in their respective minority classifications.

² Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

³ Total Firms is based on the number of All Firms based on the SBO data provided.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

***Appendix K: Overall Market Area
Analysis, Utilization by Airport
Fund and Hurricane Damage
Fund***

APPENDIX K:
OVERALL MARKET AREA ANALYSIS, UTILIZATION BY
AIRPORT FUND AND HURRICANE DAMAGE FUND

EXHIBIT K - 1
CONSTRUCTION EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
ESCAMBIA, FL	\$36,286,645	73.79%	73.79%
SANTA ROSA, FL	\$3,952,813	8.04%	81.83%
OKALOOSA, FL	\$3,719,978	7.56%	89.39%
WALTON, FL	\$17,286	0.04%	89.43%
MOBILE, AL	\$1,431,625	2.91%	92.34% ²
FULTON, GA	\$1,389,294	2.83%	95.16%
SHELBY, AL	\$473,531	0.96%	96.12%
SAINT LOUIS, MO	\$429,698	0.87%	97.00%
VOLUSIA, FL	\$283,685	0.58%	97.58%
DALLAS, TX	\$173,022	0.35%	97.93%
JEFFERSON, AL	\$161,445	0.33%	98.26%
HILLSBOROUGH, FL	\$130,334	0.27%	98.52%
PHILADELPHIA, PA	\$129,695	0.26%	98.78%
LEON, FL	\$88,870	0.18%	98.96%
JACKSON, FL	\$73,618	0.15%	99.11%
ORANGE, FL	\$61,204	0.12%	99.24%
HARRIS, TX	\$58,969	0.12%	99.36%
HENNEPIN, MN	\$55,433	0.11%	99.47%
MORGAN, AL	\$53,760	0.11%	99.58%
MULTNOMAH, OR	\$36,712	0.07%	99.66%
SHELBY, TN	\$33,017	0.07%	99.72%
CALVERT, MD	\$26,649	0.05%	99.78%
DUVAL, FL	\$19,420	0.04%	99.82%
LEE, AL	\$18,950	0.04%	99.85%
SEMINOLE, FL	\$14,887	0.03%	99.89%
MADISON, AL	\$12,283	0.02%	99.91%
COOK, IL	\$11,893	0.02%	99.93%
SAINT LOUIS CITY, MO	\$8,719	0.02%	99.95%
BOULDER, CO	\$7,419	0.02%	99.97%
UTAH, UT	\$5,180	0.01%	99.98%
BALDWIN, AL	\$2,841	0.01%	99.98%
WINNEBAGO, WI	\$2,459	0.01%	99.99%
FAIRFIELD, CT	\$1,214	0.00%	99.99%
MARICOPA, AZ	\$1,086	0.00%	99.99%
MARION, IN	\$760	0.00%	99.99%
POLK, FL	\$705	0.00%	100.00%
PASCO, FL	\$700	0.00%	100.00%
MECKLENBURG, NC	\$481	0.00%	100.00%
MARION, FL	\$404	0.00%	100.00%
LAKE, IL	\$401	0.00%	100.00%
Total - Overall Market Area	\$49,177,083	100.00%	

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

**EXHIBIT K – 2
CONSTRUCTION EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OVERALL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$191,241	3.95%	\$139	0.00%	\$3,292	0.07%	\$0	0.00%	\$0	0.00%	\$194,672	4.02%	\$4,643,581	95.98%	\$4,838,252
2007	\$61,068	0.79%	\$0	0.00%	\$1,410	0.02%	\$0	0.00%	\$160,975	2.08%	\$223,453	2.88%	\$7,522,547	97.12%	\$7,745,999
2008	\$105,624	1.44%	\$0	0.00%	\$1,956	0.03%	\$0	0.00%	\$0	0.00%	\$107,580	1.47%	\$7,231,370	98.53%	\$7,338,949
2009	\$237,088	2.69%	\$0	0.00%	\$226	0.00%	\$0	0.00%	\$0	0.00%	\$237,314	2.69%	\$8,586,034	97.31%	\$8,823,348
2010	\$2,380,669	24.33%	\$0	0.00%	\$91	0.00%	\$0	0.00%	\$814	0.01%	\$2,381,574	24.34%	\$7,403,741	75.66%	\$9,785,314
2011	\$1,184,624	11.13%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$5,940	0.06%	\$1,190,564	11.18%	\$9,454,656	88.82%	\$10,645,220
Total	\$4,160,312	8.46%	\$139	0.00%	\$6,975	0.01%	\$0	0.00%	\$167,729	0.34%	\$4,335,155	8.82%	\$44,841,928	91.18%	\$49,177,083

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

**EXHIBIT K – 3
CONSTRUCTION HURRICANE DAMAGE FUND ONLY
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$19,282	0.20%	\$0	0.00%	\$2,376	0.03%	\$0	0.00%	\$0	0.00%	\$21,658	0.23%	\$9,399,139	99.77%	\$9,420,797
2007	\$6,700	0.16%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$6,700	0.16%	\$4,088,791	99.84%	\$4,095,491
2008	\$45,684	1.94%	\$0	0.00%	\$3,344	0.14%	\$0	0.00%	\$0	0.00%	\$49,028	2.08%	\$2,309,878	97.92%	\$2,358,906
2009	\$77,399	1.95%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$77,399	1.95%	\$3,882,854	98.05%	\$3,960,253
2010	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$117,241	0.00%	\$117,241
2011	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
Total	\$149,065	0.75%	\$0	0.00%	\$5,720	0.03%	\$0	0.00%	\$0	0.00%	\$154,785	0.78%	\$19,797,904	99.22%	\$19,952,689

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

**EXHIBIT K – 4
CONSTRUCTION AIRPORT FUND ONLY
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,712	0.22%	\$1,712	0.22%	\$792,640	99.78%	\$794,352
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,882,375	100.00%	\$1,882,375
2008	\$12,000	0.15%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$12,000	0.15%	\$7,906,847	99.85%	\$7,918,847
2009	\$6,150	0.03%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$6,150	0.03%	\$23,158,384	99.97%	\$23,164,534
2010	\$7,070	0.06%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$7,070	0.06%	\$12,213,767	99.94%	\$12,220,837
2011	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$4,004	0.05%	\$4,004	0.05%	\$8,255,424	99.95%	\$8,259,428
Total	\$25,220	0.05%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$5,716	0.01%	\$30,936	0.06%	\$54,209,436	99.94%	\$54,240,372

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

**EXHIBIT K – 5
CONSTRUCTION AIRPORT FUND ONLY (FEDERAL VS NON-FEDERAL)
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Airport Fund Construction	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Non-Federal Construction	\$25,220	0.05%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$5,716	0.01%	\$30,936	0.07%	\$47,403,752	99.93%	\$47,434,688
Federal Construction	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$6,805,684	100.00%	\$6,805,684
Total	\$25,220	0.05%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$5,716	0.01%	\$30,936	0.06%	\$54,209,436	99.94%	\$54,240,372

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

EXHIBIT K - 6
PROFESSIONAL SERVICES EXCLUDES AIRPORT AND HURRICANE DAMAGE
FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
ESCAMBIA, FL	\$6,393,511	60.78%	60.78%
OKALOOSA, FL	\$1,136,533	10.80%	71.58%
MOBILE, AL	\$191,339	1.82%	73.40%
SANTA ROSA, FL	\$82,266	0.78%	74.18% ²
FULTON, GA	\$467,121	4.44%	78.62%
LEON, FL	\$437,790	4.16%	82.78%
PHILADELPHIA, PA	\$432,771	4.11%	86.90%
MIAMI-DADE, FL	\$259,298	2.46%	89.36%
DISTRICT OF COLUMBIA, DC	\$180,946	1.72%	91.08%
WAYNE, MI	\$180,591	1.72%	92.80%
DALLAS, TX	\$152,648	1.45%	94.25%
COOK, IL	\$101,629	0.97%	95.21%
DOUGLAS, NE	\$90,878	0.86%	96.08%
SARASOTA, FL	\$90,000	0.86%	96.93%
ORANGE, FL	\$88,419	0.84%	97.77%
ALLEGHENY, PA	\$63,113	0.60%	98.37%
HILLSBOROUGH, FL	\$33,768	0.32%	98.69%
JOHNSON, IN	\$31,104	0.30%	98.99%
HUNTERDON, NJ	\$24,408	0.23%	99.22%
PASCO, FL	\$16,325	0.16%	99.38%

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

EXHIBIT K – 6 (CONTINUED)
PROFESSIONAL SERVICES EXCLUDES AIRPORT AND HURRICANE DAMAGE
FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
(Cont'd)			
NEW YORK, NY	\$15,187	0.14%	99.52%
BOULDER, CO	\$8,384	0.08%	99.60%
RICHMOND CITY, VA	\$7,542	0.07%	99.67%
DUVAL, FL	\$7,500	0.07%	99.74%
JEFFERSON, AL	\$6,394	0.06%	99.81%
KING, WA	\$4,000	0.04%	99.84%
COBB, GA	\$3,806	0.04%	99.88%
HARRIS, TX	\$3,800	0.04%	99.92%
DUPAGE, IL	\$2,660	0.03%	99.94%
ORLEANS, LA	\$1,499	0.01%	99.96%
JASPER, IA	\$1,408	0.01%	99.97%
LAKE, FL	\$895	0.01%	99.98%
BALTIMORE, MD	\$800	0.01%	99.98%
JEFFERSON, KY	\$688	0.01%	99.99%
WINNEBAGO, WI	\$184	0.00%	99.99%
MARICOPA, AZ	\$145	0.00%	99.99%
MARION, IN	\$128	0.00%	100.00%
HARTFORD, CT	\$128	0.00%	100.00%
LYCOMING, PA	\$58	0.00%	100.00%
BREVARD, FL	\$54	0.00%	100.00%
IOWA, WI	\$46	0.00%	100.00%
BALDWIN, AL	\$41	0.00%	100.00%
DANE, WI	\$40	0.00%	100.00%
HAMILTON, OH	\$31	0.00%	100.00%
ESCAMBIA, AL	\$24	0.00%	100.00%
HOUSTON, AL	\$20	0.00%	100.00%
Total - Overall Market Area	\$10,519,921	100.00%	

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

**EXHIBIT K – 7
PROFESSIONAL SERVICES EXCLUDES AIRPORT AND HURRICANE DAMAGE
FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OVERALL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$350	0.02%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$22,237	1.42%	\$22,587	1.44%	\$1,544,734	98.56%	\$1,567,321
2007	\$698	0.03%	\$0	0.00%	\$6,428	0.29%	\$0	0.00%	\$40,715	1.87%	\$47,840	2.20%	\$2,131,394	97.80%	\$2,179,234
2008	\$14,123	0.99%	\$0	0.00%	\$26,817	1.87%	\$0	0.00%	\$34,482	2.41%	\$75,423	5.27%	\$1,356,632	94.73%	\$1,432,054
2009	\$35,767	2.13%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$55,888	3.32%	\$91,655	5.45%	\$1,589,605	94.55%	\$1,681,260
2010	\$25,977	1.45%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$52,063	2.90%	\$78,041	4.34%	\$1,718,654	95.66%	\$1,796,695
2011	\$32,875	1.76%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$41,177	2.21%	\$74,052	3.97%	\$1,789,304	96.03%	\$1,863,356
Total	\$109,791	1.04%	\$0	0.00%	\$33,245	0.32%	\$0	0.00%	\$246,561	2.34%	\$389,597	3.70%	\$10,130,324	96.30%	\$10,519,921

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

**EXHIBIT K – 8
PROFESSIONAL SERVICES HURRICANE DAMAGE FUND ONLY
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$657,205	100.00%	\$657,205
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$408,985	100.00%	\$408,985
2008	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$73,137	100.00%	\$73,137
2009	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$63,315	100.00%	\$63,315
2010	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
2011	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
Total	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,202,643	100.00%	\$1,202,643

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

**EXHIBIT K – 9
PROFESSIONAL SERVICES AIRPORT FUND ONLY
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$0	0.00%	\$1,951	0.69%	\$0	0.00%	\$0	0.00%	\$481	0.17%	\$2,432	0.86%	\$281,314	99.14%	\$283,746
2007	\$250	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$250	0.00%	\$5,514,396	100.00%	\$5,514,646
2008	\$0	0.00%	\$311	0.00%	\$0	0.00%	\$0	0.00%	\$25,991	0.41%	\$26,302	0.41%	\$6,347,349	99.59%	\$6,373,652
2009	\$0	0.00%	\$1,561	0.03%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,561	0.03%	\$4,974,740	99.97%	\$4,976,302
2010	\$15,382	0.91%	\$1,590	0.09%	\$0	0.00%	\$0	0.00%	\$458	0.03%	\$17,430	1.03%	\$1,674,219	98.97%	\$1,691,649
2011	\$54,164	3.68%	\$448	0.03%	\$0	0.00%	\$0	0.00%	\$1,207	0.08%	\$55,818	3.79%	\$1,417,608	96.21%	\$1,473,427
Total	\$69,796	0.34%	\$5,862	0.03%	\$0	0.00%	\$0	0.00%	\$28,137	0.14%	\$103,795	0.51%	\$20,209,626	99.49%	\$20,313,421

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

EXHIBIT K - 10
GOODS EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
ESCAMBIA, FL	\$10,173,664	25.96%	25.96%
SANTA ROSA, FL	\$3,344,626	8.53%	34.50%
MOBILE, AL	\$1,903,022	4.86%	39.35%
OKALOOSA, FL	\$169,488	0.43%	39.78%
FULTON, GA	\$4,659,445	11.89%	51.67%
COOK, IL	\$4,423,733	11.29%	62.96%
JEFFERSON, AL	\$2,804,331	7.16%	70.12%
DALLAS, TX	\$1,459,434	3.72%	73.84%
DUPAGE, IL	\$1,407,373	3.59%	77.43% ²
LYCOMING, PA	\$1,080,642	2.76%	80.19%
HILLSBOROUGH, FL	\$874,882	2.23%	82.43%
GWINNETT, GA	\$683,561	1.74%	84.17%
MILWAUKEE, WI	\$566,038	1.44%	85.61%
ALLEGHENY, PA	\$509,113	1.30%	86.91%
ORANGE, FL	\$469,555	1.20%	88.11%
BALDWIN, AL	\$366,559	0.94%	89.05%
CLAY, FL	\$311,286	0.79%	89.84%
SEMINOLE, FL	\$221,668	0.57%	90.41%
BALTIMORE CITY, MD	\$200,622	0.51%	90.92%
POLK, FL	\$192,792	0.49%	91.41%
MCLENNAN, TX	\$183,999	0.47%	91.88%
RICHMOND CITY, VA	\$182,550	0.47%	92.35%
DUVAL, FL	\$161,804	0.41%	92.76%
CHEROKEE, GA	\$141,521	0.36%	93.12%
PHILADELPHIA, PA	\$130,526	0.33%	93.45%
LUCAS, OH	\$120,736	0.31%	93.76%
LEE, FL	\$103,384	0.26%	94.02%
INDIAN RIVER, FL	\$99,621	0.25%	94.28%
POLK, IA	\$90,355	0.23%	94.51%
LEON, FL	\$89,111	0.23%	94.74%
HARRIS, TX	\$89,052	0.23%	94.96%
PALM BEACH, FL	\$87,151	0.22%	95.19%
PINELLAS, FL	\$86,841	0.22%	95.41%
HINDS, MS	\$67,419	0.17%	95.58%
NEW YORK, NY	\$66,479	0.17%	95.75%
LOS ANGELES, CA	\$62,167	0.16%	95.91%
SALINE, KS	\$51,339	0.13%	96.04%
GLYNN, GA	\$51,097	0.13%	96.17%

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

EXHIBIT K – 10 (CONTINUED)
GOODS EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
<i>(Cont'd)</i>			
FORREST, MS	\$49,446	0.13%	96.30%
DANE, WI	\$48,755	0.12%	96.42%
SUFFOLK, MA	\$48,277	0.12%	96.54%
COBB, GA	\$48,107	0.12%	96.67%
WINDHAM, VT	\$45,242	0.12%	96.78%
HARTFORD, CT	\$44,986	0.11%	96.90%
UTAH, UT	\$43,378	0.11%	97.01%
JASPER, IA	\$42,866	0.11%	97.12%
MANATEE, FL	\$42,592	0.11%	97.23%
SAINT LUCIE, FL	\$42,330	0.11%	97.33%
GREENE, MO	\$42,000	0.11%	97.44%
KNOX, TN	\$39,984	0.10%	97.54%
WAKE, NC	\$36,273	0.09%	97.64%
FLORENCE, SC	\$35,728	0.09%	97.73%
FAIRFIELD, OH	\$28,076	0.07%	97.80%
HIGHLANDS, FL	\$27,758	0.07%	97.87%
PORTER, IN	\$27,546	0.07%	97.94%
KANE, IL	\$27,372	0.07%	98.01%
GREENVILLE, SC	\$25,372	0.06%	98.07%
MONTGOMERY, VA	\$24,750	0.06%	98.14%
TULSA, OK	\$23,839	0.06%	98.20%
BERGEN, NJ	\$23,190	0.06%	98.26%
BARROW, GA	\$21,375	0.05%	98.31%
SAINT LOUIS CITY, MO	\$21,092	0.05%	98.37%
ALLEN, KY	\$19,500	0.05%	98.42%
FAIRFIELD, CT	\$19,201	0.05%	98.46%
WORCESTER, MA	\$19,162	0.05%	98.51%
MARICOPA, AZ	\$19,084	0.05%	98.56%
BROWARD, FL	\$18,885	0.05%	98.61%
COLQUITT, GA	\$17,725	0.05%	98.66%
CALVERT, MD	\$17,587	0.04%	98.70%
WICHITA, TX	\$16,832	0.04%	98.74%
MONTGOMERY, AL	\$16,654	0.04%	98.79%
JOHNSON, KS	\$16,622	0.04%	98.83%
JEFFERSON, KY	\$15,570	0.04%	98.87%
BURLINGTON, NJ	\$15,362	0.04%	98.91%
WALDO, ME	\$14,376	0.04%	98.94%
TAYLOR, FL	\$14,051	0.04%	98.98%
MADISON, IL	\$13,862	0.04%	99.01%
NORFOLK, MA	\$13,774	0.04%	99.05%
VOLUSIA, FL	\$12,720	0.03%	99.08%

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

EXHIBIT K – 10 (CONTINUED)
GOODS EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
<i>(Cont'd)</i>			
SHELBY, TN	\$12,015	0.03%	99.11%
COVINGTON, AL	\$11,188	0.03%	99.14%
HAMILTON, OH	\$10,887	0.03%	99.17%
DENVER, CO	\$10,834	0.03%	99.20%
BREVARD, FL	\$10,597	0.03%	99.22%
MARION, FL	\$10,498	0.03%	99.25%
FRANKLIN, NC	\$10,272	0.03%	99.28%
MARION, IN	\$9,491	0.02%	99.30%
NEW HANOVER, NC	\$9,437	0.02%	99.33%
DOUGLAS, NE	\$9,402	0.02%	99.35%
YORK, PA	\$9,256	0.02%	99.37%
LINN, OR	\$9,210	0.02%	99.40%
ORANGE, CA	\$9,102	0.02%	99.42%
PASSAIC, NJ	\$9,053	0.02%	99.44%
TRAVIS, TX	\$8,746	0.02%	99.47%
HAMPDEN, MA	\$8,714	0.02%	99.49%
MIAMI-DADE, FL	\$8,421	0.02%	99.51%
GENEVA, AL	\$7,830	0.02%	99.53%
FORT BEND, TX	\$7,569	0.02%	99.55%
JACKSON, GA	\$7,046	0.02%	99.57%
JONES, MS	\$6,900	0.02%	99.58%
SHELBY, AL	\$6,260	0.02%	99.60%
ROCK, WI	\$6,258	0.02%	99.62%
ONONDAGA, NY	\$6,114	0.02%	99.63%
MECKLENBURG, NC	\$5,839	0.01%	99.65%
DAVIDSON, NC	\$5,729	0.01%	99.66%
ANOKA, MN	\$5,437	0.01%	99.67%
WESTCHESTER, NY	\$5,342	0.01%	99.69%
BUCKS, PA	\$5,076	0.01%	99.70%
OTTAWA, MI	\$4,655	0.01%	99.71%
PROVIDENCE, RI	\$4,607	0.01%	99.72%
HILLSBOROUGH, NH	\$3,818	0.01%	99.73%
JEFFERSON, CO	\$3,464	0.01%	99.74%
ALACHUA, FL	\$3,330	0.01%	99.75%
RICE, KS	\$3,318	0.01%	99.76%
COLLIER, FL	\$3,214	0.01%	99.77%
FAYETTE, GA	\$3,150	0.01%	99.78%
SULLIVAN, NY	\$3,013	0.01%	99.78%
EL PASO, CO	\$2,962	0.01%	99.79%
MORGAN, AL	\$2,749	0.01%	99.80%
WASHINGTON, PA	\$2,678	0.01%	99.81%

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

EXHIBIT K – 10 (CONTINUED)
GOODS EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
(Cont'd)			
BAY, FL	\$2,607	0.01%	99.81%
KING, WA	\$2,558	0.01%	99.82%
ORLEANS, LA	\$2,418	0.01%	99.83%
FAIRFAX, VA	\$2,324	0.01%	99.83%
SAINT LOUIS, MO	\$2,291	0.01%	99.84%
MONTGOMERY, TX	\$2,259	0.01%	99.84%
JACKSON, MO	\$2,249	0.01%	99.85%
JACKSON, MI	\$2,207	0.01%	99.85%
TISHOMINGO, MS	\$2,206	0.01%	99.86%
CARROLL, MD	\$1,909	0.00%	99.86%
FRANKLIN, VA	\$1,896	0.00%	99.87%
SUFFOLK, NY	\$1,890	0.00%	99.87%
RAMSEY, MN	\$1,815	0.00%	99.88%
LAKE, IL	\$1,661	0.00%	99.88%
POPE, AR	\$1,620	0.00%	99.89%
FRANKLIN, GA	\$1,584	0.00%	99.89%
HENNEPIN, MN	\$1,569	0.00%	99.90%
WILLIAMSON, TN	\$1,479	0.00%	99.90%
SANTA CRUZ, CA	\$1,471	0.00%	99.90%
OCEAN, NJ	\$1,463	0.00%	99.91%
BLAIR, PA	\$1,397	0.00%	99.91%
HARDIN, KY	\$1,380	0.00%	99.91%
OSCEOLA, FL	\$1,337	0.00%	99.92%
LAFAYETTE, LA	\$1,329	0.00%	99.92%
JEFFERSON, WI	\$1,312	0.00%	99.92%
KENT, MI	\$1,309	0.00%	99.93%
GREENWOOD, SC	\$1,305	0.00%	99.93%
UNION, NJ	\$1,140	0.00%	99.93%
PIMA, AZ	\$1,090	0.00%	99.94%
ERIE, NY	\$1,089	0.00%	99.94%
SPOKANE, WA	\$1,086	0.00%	99.94%
COLE, MO	\$1,065	0.00%	99.94%
ADAMS, CO	\$1,060	0.00%	99.95%
DAVIDSON, TN	\$1,054	0.00%	99.95%
DURHAM, NC	\$919	0.00%	99.95%
WESTMORELAND, PA	\$882	0.00%	99.95%
QUEENS, NY	\$869	0.00%	99.96%
CUYAHOGA, OH	\$849	0.00%	99.96%
CARROLL, MS	\$820	0.00%	99.96%
SUMMIT, OH	\$791	0.00%	99.96%
CHILTON, AL	\$740	0.00%	99.96%
BARRY, MO	\$705	0.00%	99.97%

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

EXHIBIT K – 10 (CONTINUED)
GOODS EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
(Cont'd)			
DUBUQUE, IA	\$690	0.00%	99.97%
ONTARIO, NY	\$607	0.00%	99.97%
NASSAU, NY	\$581	0.00%	99.97%
CHATHAM, GA	\$580	0.00%	99.97%
TARRANT, TX	\$551	0.00%	99.97%
ESSEX, NJ	\$530	0.00%	99.98%
TIPPECANOE, IN	\$495	0.00%	99.98%
LAKE, FL	\$489	0.00%	99.98%
OKLAHOMA, OK	\$461	0.00%	99.98%
MONTGOMERY, NY	\$443	0.00%	99.98%
SPARTANBURG, SC	\$438	0.00%	99.98%
SAN DIEGO, CA	\$422	0.00%	99.98%
ITAWAMBA, MS	\$410	0.00%	99.98%
HAMILTON, FL	\$385	0.00%	99.98%
NEWPORT, RI	\$384	0.00%	99.99%
CALHOUN, AL	\$382	0.00%	99.99%
SOMERSET, NJ	\$368	0.00%	99.99%
INGHAM, MI	\$366	0.00%	99.99%
ESCAMBIA, AL	\$358	0.00%	99.99%
SANTA CLARA, CA	\$358	0.00%	99.99%
LANCASTER, NE	\$335	0.00%	99.99%
SALT LAKE, UT	\$305	0.00%	99.99%
MORRIS, NJ	\$294	0.00%	99.99%
PLATTE, MO	\$241	0.00%	99.99%
BRONX, NY	\$236	0.00%	99.99%
HOUSTON, AL	\$230	0.00%	99.99%
SAINT LOUIS, MN	\$224	0.00%	100.00%
WINONA, MN	\$223	0.00%	100.00%
JACKSON, IN	\$209	0.00%	100.00%
NORTHAMPTON, PA	\$199	0.00%	100.00%
PASCO, FL	\$189	0.00%	100.00%
JACKSON, OR	\$173	0.00%	100.00%
SNOHOMISH, WA	\$173	0.00%	100.00%
MARIN, CA	\$152	0.00%	100.00%
MONTGOMERY, MD	\$147	0.00%	100.00%
DISTRICT OF COLUMBIA, DC	\$139	0.00%	100.00%
HAMILTON, TN	\$125	0.00%	100.00%
SUWANNEE, FL	\$98	0.00%	100.00%
WASHOE, NV	\$58	0.00%	100.00%
COMAL, TX	\$55	0.00%	100.00%
BRISTOL, MA	\$10	0.00%	100.00%
CLARKE, GA	\$7	0.00%	100.00%
Total - Overall Market Area	\$39,187,896	100.00%	

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

**EXHIBIT K – 11
GOODS EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OVERALL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$640,066	10.02%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$75,502	1.18%	\$715,568	11.20%	\$5,673,312	88.80%	\$6,388,881
2007	\$1,191,329	16.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$64,019	0.86%	\$1,255,348	16.86%	\$6,189,289	83.14%	\$7,444,637
2008	\$1,019,575	15.64%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$51,158	0.78%	\$1,070,733	16.43%	\$5,447,105	83.57%	\$6,517,838
2009	\$64,387	1.08%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$58,893	0.99%	\$123,279	2.08%	\$5,815,323	97.92%	\$5,938,602
2010	\$29,628	0.45%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$46,775	0.70%	\$76,404	1.15%	\$6,573,838	98.85%	\$6,650,241
2011	\$329	0.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$34,263	0.55%	\$34,592	0.55%	\$6,213,105	99.45%	\$6,247,697
Total	\$2,945,314	7.52%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$330,610	0.84%	\$3,275,924	8.36%	\$35,911,972	91.64%	\$39,187,896

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

**EXHIBIT K – 12
GOODS HURRICANE DAMAGE FUND ONLY
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$10,222	9.58%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,523	1.43%	\$11,745	11.01%	\$94,955	88.99%	\$106,700
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$64,158	100.00%	\$64,158
2008	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$20,543	100.00%	\$20,543
2009	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$245,940	100.00%	\$245,940
2010	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$10,322	0.00%	\$10,322
2011	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$848	0.00%	\$848
Total	\$10,222	2.28%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,523	0.34%	\$11,745	2.62%	\$436,766	97.38%	\$448,511

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

EXHIBIT K – 13
GOODS AIRPORT FUND ONLY
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$64,030	41.36%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$3,265	2.11%	\$67,295	43.47%	\$87,506	56.53%	\$154,802
2007	\$60,723	24.14%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$3,407	1.35%	\$64,130	25.49%	\$187,436	74.51%	\$251,565
2008	\$19,800	14.10%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,872	1.33%	\$21,672	15.43%	\$118,776	84.57%	\$140,447
2009	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$204	0.07%	\$204	0.07%	\$295,887	99.93%	\$296,091
2010	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$447	0.23%	\$447	0.23%	\$191,595	99.77%	\$192,041
2011	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,072	0.87%	\$1,072	0.87%	\$122,445	99.13%	\$123,517
Total	\$144,553	12.48%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$10,266	0.89%	\$154,819	13.36%	\$1,003,644	86.64%	\$1,158,463

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

EXHIBIT K – 14
OTHER SERVICES EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
ESCAMBIA, FL	\$6,782,897	30.60%	30.60%
SANTA ROSA, FL	\$938,977	4.24%	34.83%
MOBILE, AL	\$804,623	3.63%	38.46%
OKALOOSA, FL	\$137,331	0.62%	39.08%
COOK, IL	\$5,734,221	25.87%	64.95%
FULTON, GA	\$2,366,959	10.68%	75.63% ²
JOHNSON, KS	\$598,087	2.70%	78.32%
JEFFERSON, AL	\$527,678	2.38%	80.70%
LEE, FL	\$466,471	2.10%	82.81%
CLARKE, GA	\$319,854	1.44%	84.25%
MECKLENBURG, NC	\$309,118	1.39%	85.65%
LEON, FL	\$302,194	1.36%	87.01%
DALLAS, TX	\$286,379	1.29%	88.30%
UTAH, UT	\$203,536	0.92%	89.22%
SHELBY, TN	\$175,523	0.79%	90.01%
GREENE, MO	\$165,691	0.75%	90.76%
MADISON, AL	\$107,460	0.48%	91.24%
BALDWIN, AL	\$105,036	0.47%	91.72%
LOS ANGELES, CA	\$99,566	0.45%	92.17%
DOUGLAS, NE	\$95,507	0.43%	92.60%
HARRIS, TX	\$94,189	0.42%	93.02%
ORANGE, FL	\$93,725	0.42%	93.44%
SAN FRANCISCO, CA	\$83,600	0.38%	93.82%
MARION, IN	\$80,220	0.36%	94.18%
RICHMOND CITY, VA	\$79,114	0.36%	94.54%
TANGIPAHOA, LA	\$75,259	0.34%	94.88%
PHILADELPHIA, PA	\$62,287	0.28%	95.16%
COBB, GA	\$61,048	0.28%	95.44%
GWINNETT, GA	\$58,045	0.26%	95.70%
MANATEE, FL	\$53,358	0.24%	95.94%
HOUSTON, AL	\$49,924	0.23%	96.16%
WINDSOR, VT	\$49,510	0.22%	96.39%
MONTGOMERY, AL	\$49,485	0.22%	96.61%
DUPAGE, IL	\$46,248	0.21%	96.82%
HILLSBOROUGH, FL	\$44,504	0.20%	97.02%
MONTGOMERY, VA	\$40,400	0.18%	97.20%

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

EXHIBIT K – 14 (CONTINUED)
OTHER SERVICES EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
<i>(Cont'd)</i>			
COVINGTON, AL	\$35,696	0.16%	97.36%
SAINT LOUIS CITY, MO	\$32,110	0.14%	97.51%
ALLEGHENY, PA	\$31,851	0.14%	97.65%
SHELBY, AL	\$29,871	0.13%	97.79%
HIGHLANDS, FL	\$27,582	0.12%	97.91%
SEMINOLE, FL	\$27,044	0.12%	98.03%
NORFOLK, MA	\$23,876	0.11%	98.14%
HINDS, MS	\$23,481	0.11%	98.25%
PALM BEACH, FL	\$22,172	0.10%	98.35%
WAKE, NC	\$18,708	0.08%	98.43%
BAY, FL	\$18,208	0.08%	98.51%
BURLINGTON, NJ	\$16,762	0.08%	98.59%
DUVAL, FL	\$16,270	0.07%	98.66%
ESCAMBIA, AL	\$16,140	0.07%	98.73%
DAVIDSON, TN	\$15,873	0.07%	98.81%
MULTNOMAH, OR	\$15,340	0.07%	98.87%
JOHNSON, IN	\$13,896	0.06%	98.94%
BROWARD, FL	\$13,876	0.06%	99.00%
POLK, IA	\$13,827	0.06%	99.06%
SAINT LOUIS, MO	\$12,509	0.06%	99.12%
DAVIDSON, NC	\$12,453	0.06%	99.18%
PIMA, AZ	\$11,995	0.05%	99.23%
POLK, FL	\$10,644	0.05%	99.28%
RANKIN, MS	\$10,611	0.05%	99.33%
SALINE, KS	\$9,913	0.04%	99.37%
NEW YORK, NY	\$8,683	0.04%	99.41%
MARICOPA, AZ	\$7,921	0.04%	99.44%
PIERCE, WI	\$7,815	0.04%	99.48%
SACRAMENTO, CA	\$7,500	0.03%	99.51%
DALLAS, IA	\$7,115	0.03%	99.55%
HENNEPIN, MN	\$5,375	0.02%	99.57%
BARRY, MO	\$5,336	0.02%	99.59%
EVANS, GA	\$4,879	0.02%	99.62%
MERCER, NJ	\$4,681	0.02%	99.64%
HAMILTON, OH	\$4,669	0.02%	99.66%
WABASH, IN	\$4,159	0.02%	99.68%
RICHLAND, SC	\$4,093	0.02%	99.70%

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

EXHIBIT K – 14 (CONTINUED)
OTHER SERVICES EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
<i>(Cont'd)</i>			
DOUGLAS, GA	\$3,821	0.02%	99.71%
MORGAN, AL	\$3,813	0.02%	99.73%
VOLUSIA, FL	\$3,234	0.01%	99.74%
GENEVA, AL	\$3,210	0.01%	99.76%
PLATTE, MO	\$3,188	0.01%	99.77%
TAYLOR, FL	\$3,100	0.01%	99.79%
PORTER, IN	\$2,788	0.01%	99.80%
BALTIMORE CITY, MD	\$2,758	0.01%	99.81%
BUCKS, PA	\$2,583	0.01%	99.82%
OUACHITA, LA	\$2,155	0.01%	99.83%
GLYNN, GA	\$2,086	0.01%	99.84%
ORANGE, CA	\$1,905	0.01%	99.85%
HANCOCK, MS	\$1,854	0.01%	99.86%
RIVERSIDE, CA	\$1,494	0.01%	99.87%
TUSCALOOSA, AL	\$1,450	0.01%	99.87%
HARTFORD, CT	\$1,424	0.01%	99.88%
SUFFOLK, NY	\$1,366	0.01%	99.89%
TARRANT, TX	\$1,275	0.01%	99.89%
CLAY, MN	\$1,255	0.01%	99.90%
MADISON, IL	\$1,189	0.01%	99.90%
LINCOLN, MO	\$1,163	0.01%	99.91%
WINNEBAGO, WI	\$1,151	0.01%	99.91%
CLAY, FL	\$1,146	0.01%	99.92%
ALACHUA, FL	\$1,118	0.01%	99.92%
FORREST, MS	\$1,073	0.00%	99.93%
TRAVIS, TX	\$1,038	0.00%	99.93%
NEW HAVEN, CT	\$854	0.00%	99.94%
KNOX, TN	\$854	0.00%	99.94%
BARROW, GA	\$852	0.00%	99.94%
MARION, FL	\$820	0.00%	99.95%
OSCEOLA, FL	\$773	0.00%	99.95%
MUSCOGEE, GA	\$685	0.00%	99.96%
FAIRFIELD, CT	\$655	0.00%	99.96%
TULSA, OK	\$638	0.00%	99.96%
HILLSBOROUGH, NH	\$608	0.00%	99.96%
BREVARD, FL	\$527	0.00%	99.97%
WOOD, OH	\$455	0.00%	99.97%

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

EXHIBIT K – 14 (CONTINUED)
OTHER SERVICES EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
MARKET AREA ANALYSIS
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011

County, State ²	Dollars	% of Dollars	Cum% ¹
<i>(Cont'd)</i>			
FOND DU LAC, WI	\$404	0.00%	99.97%
WICHITA, TX	\$384	0.00%	99.97%
LAKE, FL	\$361	0.00%	99.97%
OCEAN, NJ	\$355	0.00%	99.97%
NEW LONDON, CT	\$339	0.00%	99.98%
FLORENCE, SC	\$300	0.00%	99.98%
PROVIDENCE, RI	\$287	0.00%	99.98%
MIAMI-DADE, FL	\$282	0.00%	99.98%
FRANKLIN, VA	\$276	0.00%	99.98%
WASHOE, NV	\$268	0.00%	99.98%
CALVERT, MD	\$267	0.00%	99.98%
MILWAUKEE, WI	\$265	0.00%	99.99%
SANTA CRUZ, CA	\$264	0.00%	99.99%
DENVER, CO	\$262	0.00%	99.99%
COFFEE, AL	\$261	0.00%	99.99%
OCONEE, GA	\$240	0.00%	99.99%
KANE, IL	\$230	0.00%	99.99%
MONTGOMERY, MD	\$202	0.00%	99.99%
JACKSON, MO	\$190	0.00%	99.99%
KING, WA	\$186	0.00%	99.99%
SAN DIEGO, CA	\$180	0.00%	99.99%
LUZERNE, PA	\$175	0.00%	99.99%
DANE, WI	\$168	0.00%	100.00%
WESTMORELAND, PA	\$159	0.00%	100.00%
FRANKLIN, OH	\$155	0.00%	100.00%
MONTGOMERY, PA	\$109	0.00%	100.00%
WILLIAMSON, TN	\$107	0.00%	100.00%
HARRISON, MS	\$102	0.00%	100.00%
LYCOMING, PA	\$100	0.00%	100.00%
EAST BATON ROUGE, LA	\$72	0.00%	100.00%
FRANKLIN, NC	\$70	0.00%	100.00%
WINONA, MN	\$51	0.00%	100.00%
INDIAN RIVER, FL	\$16	0.00%	100.00%
BRISTOL, MA	\$5	0.00%	100.00%
Total - Overall Market Area	\$22,168,407	100.00%	

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Cumulative total of percent of dollars in market area.

² Counties shaded and/or above the line are included in the relevant market area.

**EXHIBIT K – 15
OTHER SERVICES EXCLUDES AIRPORT AND HURRICANE DAMAGE FUND
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
OVERALL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$12,183	0.31%	\$1,834	0.05%	\$0	0.00%	\$0	0.00%	\$20,826	0.52%	\$34,843	0.87%	\$3,950,731	99.13%	\$3,985,574
2007	\$13,937	0.39%	\$794	0.02%	\$1,850	0.05%	\$0	0.00%	\$17,085	0.48%	\$33,666	0.94%	\$3,537,686	99.06%	\$3,571,353
2008	\$20,739	0.58%	\$425	0.01%	\$6	0.00%	\$0	0.00%	\$40,906	1.14%	\$62,075	1.74%	\$3,510,546	98.26%	\$3,572,622
2009	\$39,003	0.60%	\$789	0.01%	\$0	0.00%	\$0	0.00%	\$19,995	0.31%	\$59,787	0.92%	\$6,415,822	99.08%	\$6,475,609
2010	\$95,303	3.75%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$23,676	0.93%	\$118,979	4.68%	\$2,421,991	95.32%	\$2,540,970
2011	\$29,911	1.48%	\$11	0.00%	\$0	0.00%	\$0	0.00%	\$19,396	0.96%	\$49,317	2.44%	\$1,972,964	97.56%	\$2,022,280
Total	\$211,077	0.95%	\$3,853	0.02%	\$1,856	0.01%	\$0	0.00%	\$141,883	0.64%	\$358,668	1.62%	\$21,809,739	98.38%	\$22,168,407

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

**EXHIBIT K – 16
OTHER SERVICES HURRICANE DAMAGE FUND ONLY
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$324	0.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$2,437	0.08%	\$2,762	0.09%	\$3,152,601	99.91%	\$3,155,363
2007	\$55	0.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$8,237	1.99%	\$8,293	2.01%	\$405,025	97.99%	\$413,318
2008	\$365	10.79%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$365	10.79%	\$3,018	89.21%	\$3,383
2009	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$7,744	100.00%	\$7,744
2010	\$271	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$271	0.00%	\$962	0.00%	\$1,233
2011	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
Total	\$1,016	0.03%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$10,675	0.30%	\$11,691	0.33%	\$3,569,350	99.67%	\$3,581,041

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

**EXHIBIT K – 17
OTHER SERVICES AIRPORT FUND ONLY
CITY OF PENSACOLA
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF TOTAL PRIME DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN 325XX ZIP CODE AND MOBILE, AL
OCTOBER 1, 2005 THROUGH SEPTEMBER 30, 2011**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$929	0.13%	\$5,810	0.83%	\$0	0.00%	\$0	0.00%	\$39,059	5.58%	\$45,798	6.55%	\$653,883	93.45%	\$699,681
2007	\$0	0.00%	\$1,978	0.37%	\$0	0.00%	\$0	0.00%	\$4,264	0.79%	\$6,242	1.16%	\$532,111	98.84%	\$538,353
2008	\$389	0.06%	\$1,628	0.23%	\$0	0.00%	\$0	0.00%	\$2,469	0.35%	\$4,486	0.64%	\$696,633	99.36%	\$701,119
2009	\$159,910	22.93%	\$5,681	0.81%	\$0	0.00%	\$0	0.00%	\$6,567	0.94%	\$172,158	24.68%	\$525,346	75.32%	\$697,504
2010	\$168,306	20.15%	\$5,429	0.65%	\$0	0.00%	\$0	0.00%	\$1,176	0.14%	\$174,911	20.94%	\$660,359	79.06%	\$835,270
2011	\$34,369	4.15%	\$4,891	0.59%	\$0	0.00%	\$0	0.00%	\$4,451	0.54%	\$43,710	5.28%	\$784,067	94.72%	\$827,777
Total	\$363,902	8.46%	\$25,417	0.59%	\$0	0.00%	\$0	0.00%	\$57,986	1.35%	\$447,305	10.40%	\$3,852,400	89.60%	\$4,299,705

Sources: MGT developed a database based on the City of Pensacola's invoice data expended between October 1, 2005 and September 30, 2011.

¹ Percent of total dollars expended annually to firms.

***Appendix L: Custom Census
Survey Instrument and
Availability Estimates***

**APPENDIX L:
CITY OF PENSACOLA
DISPARITY STUDY
CUSTOM CENSUS SURVEY INSTRUMENTS
AND AVAILABILITY ESTIMATES**

Availability estimates for construction at the prime contractor level, construction at the subcontractor level and architecture and engineering at the subconsultant level were based on custom census data. Some court cases have allowed what is known as custom census as a source of business availability¹. Custom census essentially involves using Dun & Bradstreet as a source of business availability. Dun & Bradstreet has the advantage over the U.S. Census Survey of Business Owners data in that the information is current and Dun & Bradstreet contains data on individual firms, including firm revenue, number of employees and specific areas of work.

The limits of Dun & Bradstreet are that: (1) the race, ethnicity, and gender classification are weak, (2) Dun & Bradstreet does not indicate whether the firm is interested in work with the City, and (3) Dun & Bradstreet does not indicate whether a firm is primarily a subcontractor or prime contractor. In order to address those deficiencies, MGT developed a short survey to address the three questions above. A random sample of construction and architecture and engineering firms were supplied by Dun and Bradstreet. Six digit NAICS codes were selected in order to select construction and architecture and engineering firms located in the Pensacola-Ferry Pass-Brent Metropolitan Statistical Area (MSA), which consists of Escambia, Florida and Santa Rosa, Florida. The sample consisted of 3,991 firms in the business categories of construction and professional services. These firms were then surveyed via telephone by Diversity Program Advisors, Inc, a local MBE subcontractor, as well as Oppenheim Research, a Tallahassee-based woman-owned firm. Slightly more than 400 surveys were completed and responded to a series of questions such as:

- Indicate the race, ethnicity and gender classification of the firm,
- Indicate if they bid or considered bidding on projects by the City,
- Indicate if they bid or considered bidding as a prime contractor or subcontractor or both, and
- Indicate if they worked as a prime contractor or subcontractor or both?

¹ *Northern Contracting v. Illinois DOT*, 2005 U.S. Dist. LEXIS 19868 (ND IL 2005).

Custom Census Survey Instrument, Construction

Hello. My name is _____, and I am calling for MGT of America on behalf of the city of Pensacola.

We are conducting a very brief survey of 13 questions to determine the availability of businesses in the Pensacola Regional Area. 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 AND ENTER LOGIN ID (WHICH WILL BE PROVIDED IN THE SAMPLE)**

***** THE LOGIN ID MUST BE ENTERED IN ORDER TO CONDUCT THE SURVEY.*****

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

INTRODUCTION

MGT of America, Inc. has been contracted by the city of Pensacola to contact area businesses to get their opinions about the business climate in the city of Pensacola. The objectives of this very brief survey of 13 questions are to (1) assist in determining the availability of businesses in the Pensacola Regional Area and (2) help the City learn more about local businesses. Your company's information has been provided to us from Dun & Bradstreet. Your opinions are important to us, and all of your responses will be kept confidential. If you have any questions regarding the survey, please send them to Ms. Vernetta Mitchell of MGT of America, Inc. at Vernetta_Mitchell@mgtamer.com. For technical assistance relating to the survey, please contact Ms. Hope Smith of MGT of America, Inc. at Hope_Smith@mgtamer.com. Thank you in advance for your participation.

Q1 What is your title?

- ☐ Owner/CEO/President (1)
- ☐ Manager/Financial Officer (2)
- ☐ Other (Specify) (3) _____

Q2 Please provide the following in case we have any further questions.

Name (First and Last Name) (1)

Email Address (2)

Q3 Let us confirm that, based on information we have from Dun & Bradstreet, this is a for-profit business, as opposed to a nonprofit, foundation or government office?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

[IF THE ANSWER TO QUESTION 3 IS NO OR DON'T KNOW, THEN TERMINATE THE CALL

Disqualification statement

Thank you for your input; however, you do not qualify for this survey.

In the Access Table, in the Disposition column/data field, please select "Disqualified".

Q4 Let us confirm that your company provides construction or construction-related services.

Examples include but are not limited to Highway and street construction Building construction (general contractors or builders) Construction special trade contractors Plumbing, Heating, and air conditioning Painting Electrical work Masonry, stonework, tile setting and plastering Carpentry and floor work Roofing, siding and sheet metal work Concrete work Construction management Excavation work Structural steel erection Demolition Trucking or hauling services Other special trades construction-related

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

[IF THE ANSWER TO QUESTION 4 IS NO TERMINATE THE CALL

Disqualification statement

Thank you for your input; however, you do not qualify for this survey.

In the Access Table, in the Disposition column/data field, please select "Disqualified".

Q5 Based on the NAICS codes provided below, please select from the following that best describes your primary line of business. Please check all that apply.

- ☐ 236210 Industrial Building (1)
- ☐ 236220 Commercial and Institutional Building (2)
- ☐ 237110 Water & Sewer Line and Related Structures (3)
- ☐ 237130 Power and Communication Line and Related Structures (4)
- ☐ 237210 Land Subdivision (5)
- ☐ 237310 Highway, Street, & Bridge (6)
- ☐ 237990 Other Heavy & Civil Engineering (7)
- ☐ 238110 Poured Concrete Foundation & Structure Contractors (8)
- ☐ 238120 Structural Steel and Precast Concrete Contractors (9)
- ☐ 238130 Framing Contractors (10)
- ☐ 238140 Masonry Contractors (11)
- ☐ 238150 Glass & Glazing Contractors (12)
- ☐ 238160 Roofing Contractors (13)
- ☐ 238170 Siding Contractors (14)
- ☐ 238190 Other Foundation, Structure, & Building Exterior Contractors (15)
- ☐ 238210 Electrical Contractors & Other Wiring Installation Contractors (16)
- ☐ 238220 Plumbing, Heating, & Air-Conditioning Contractors (17)
- ☐ 382990 Other Building Equipment Contractors (18)
- ☐ 238310 Drywall and Insulation Contractors (19)
- ☐ 238320 Painting and Wall Covering Contractors (20)
- ☐ 238330 Flooring Contractors (21)
- ☐ 238340 Tile and Terrazzo Contractors (22)
- ☐ 238350 Finish Carpentry Contractors (23)
- ☐ 238390 Other Building Finishing Contractors (24)
- ☐ 238910 Site Preparation Contractors (25)
- ☐ 238990 All Other Specialty Trade Contractors (26)
- ☐ None of the Above (27)
- ☐ Other (please specify by NAICS Code) (28) _____

Q6 Between October 1, 2005 and September 30, 2011 has your company submitted a bid or proposal as a prime contractor or subcontractor, for a contract or project from the city of Pensacola

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q7 Between October 1, 2005 and September 30, 2011 has your company submitted a bid as a prime contractor or subcontractor for a construction contract on a project from a federal, state or other local government agency in the Pensacola Regional Area?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q8 Is your company interested in submitting a bid as a prime contractor or subcontractor, for a construction contract from the city of Pensacola over the next 12 months?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q9 Does your company bid primarily as prime contractor? Subcontractor? or Both?

- | | |
|--|--|
| <input type="radio"/> Prime Contractor (1) | SURVEY WILL SKIP TO Q10 AND THAN Q12 |
| <input type="radio"/> Subcontractor (2) | SURVEY WILL SKIP TO Q11 AND THAN Q12 |
| <input type="radio"/> Both (3) | SURVEY WILL SKIP TO Q10, Q11 AND THAN Q12 |
| <input type="radio"/> Don't Know (4) | SURVEY WILL SKIP TO Q10, Q11 AND THAN Q12 |

Q10 Which of the following categories best approximates your company's largest contract awarded between October 1, 2005 and September 30, 2011? As Prime Contractor

- ☐ Up to \$50,000? (1)
- ☐ \$50,001 to \$100,000? (2)
- ☐ \$100,001 to \$250,000? (3)
- ☐ \$250,001 to \$500,000? (4)
- ☐ \$500,001 to \$1 million? (5)
- ☐ Over \$1 million? (6)
- ☐ Don't Know (7)
- ☐ Not applicable (8)

Q11 Which of the following categories best approximates your company's largest subcontract awarded between October 1, 2005 and September 30, 2011? As a Subcontractor

- ☐ Up to \$50,000? (1)
- ☐ \$50,001 to \$100,000? (2)
- ☐ \$100,001 to \$250,000? (3)
- ☐ \$250,001 to \$500,000? (4)
- ☐ \$500,001 to \$1 million? (5)
- ☐ Over \$1 million? (6)
- ☐ Don't Know (7)
- ☐ Not applicable (8)

Q12 Is more than 50 percent of your company owned and controlled by a woman or women?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q13 Is more than 50 percent of your company owned and controlled by a person or people from one of the following racial or ethnic groups?

- ☐ Anglo/Caucasian (1)
- ☐ African American (2)
- ☐ Asian or Pacific Islander (3)
- ☐ Hispanic American (4)
- ☐ Native American/Alaskan Native (5)
- ☐ Don't Know (6)
- ☐ Other (Specify) (7) _____

You will be directed to the following upon the completion of the survey. Please be sure to state the following to the respondent:

If you would like more information on the Disparity Study, please contact Mr. George Maiberger, City of Pensacola Procurement Manager, at (850) 435-1835.

Custom Census Survey Availability Estimates, Construction

**EXHIBIT L-1
CITY OF PENSACOLA
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA-FERRY PASS-BRENT METROPOLITAN STATISTICAL AREA**

	African Americans ¹	Hispanic Americans ¹	Asian American ¹	Native Americans ¹	Nonminority Women	M/WBE Firms	Non-M/WBE Firms	Total Firms
	%	%	%	%	%	%	%	
Total	5.05%	3.03%	3.03%	5.05%	19.19%	35.35%	64.65%	100.00%

Source: MGT developed a database of firms based on Dunn & Bradstreet data in order to conduct a custom census availability analyses.

¹ Minority men and women firms are included in their respective minority classifications.

**EXHIBIT L-2
CITY OF PENSACOLA
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE SUBCONTRACTOR LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA-FERRY PASS-BRENT METROPOLITAN STATISTICAL AREA**

	African Americans ¹	Hispanic Americans ¹	Asian American ¹	Native Americans ¹	Nonminority Women	M/WBE Firms	Non-M/WBE Firms	Total Firms
	%	%	%	%	%	%	%	%
Total	5.41%	2.70%	4.05%	4.05%	18.92%	35.14%	64.86%	100.00%

Source: MGT developed a database of firms based on Dunn & Bradstreet data in order to conduct a custom census availability analyses.

¹ Minority men and women firms are included in their respective minority classifications.

Custom Census Survey Instrument, Professional Services

Hello. My name is _____, and I am calling for MGT of America on behalf of the city of Pensacola.

We are conducting a very brief survey of 13 questions to determine the availability of businesses in the Pensacola Regional Area. 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 AND ENTER LOGIN ID (WHICH WILL BE PROVIDED IN THE SAMPLE)**

***** THE LOGIN ID MUST BE ENTERED IN ORDER TO CONDUCT THE SURVEY.*****

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

INTRODUCTION

MGT of America, Inc. has been contracted by the city of Pensacola to contact area businesses to get their opinions about the business climate in the city of Pensacola. The objectives of this very brief survey of 13 questions are to (1) assist in determining the availability of businesses in the Pensacola Regional Area and (2) help the City learn more about local businesses. Your company's information has been provided to us from Dun & Bradstreet. Your opinions are important to us, and all of your responses will be kept confidential. If you have any questions regarding the survey, please send them to Ms. Vernetta Mitchell of MGT of America, Inc. at Vernetta_Mitchell@mgtamer.com. For technical assistance relating to the survey, please contact Ms. Hope Smith of MGT of America, Inc. at Hope_Smith@mgtamer.com. Thank you in advance for your participation.

Q1 What is your title?

- ☐ Owner/CEO/President (1)
- ☐ Manager/Financial Officer (2)
- ☐ Other (Specify) (3) _____

Q2 Please provide the following in case we have any further questions.

Name (First and Last Name) (1)

Email Address (2)

Q3 Let us confirm that, based on information we have from Dun & Bradstreet, this is a for-profit business, as opposed to a nonprofit, foundation or government office?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

[IF THE ANSWER TO QUESTION 3 IS NO OR DON'T KNOW, THEN TERMINATE THE CALL

Disqualification statement

Thank you for your input; however, you do not qualify for this survey.

In the Access Table, in the Disposition column/data field, please select "Disqualified".

Q4 Let us confirm that your company provides professional and/or architecture and engineering-related services. Examples include but are not limited to: Any architecture or engineering services, attorney, accounting, management consulting, environmental consulting, inspections, etc.

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

[IF THE ANSWER TO QUESTION 4 IS NO TERMINATE THE CALL AND

Disqualification statement

Thank you for your input; however, you do not qualify for this survey.

In the Access Table, in the Disposition column/data field, please select "Disqualified".

Q5 Based on the NAICS codes provided below, please select from the following that best describes your primary line of business. Please check all that apply.

- ☐ 541110 Offices of Lawyers (1)
- ☐ 541199 Other Legal Services (2)
- ☐ 541211 Offices of Certified Public Accountants (3)
- ☐ 541214 Payroll Services (4)
- ☐ 541219 Other Accounting Services (5)
- ☐ 541310 Architectural Services (6)
- ☐ 541320 Landscape Architectural Services (7)
- ☐ 541330 Engineering Services (8)
- ☐ 541340 Drafting Services (9)
- ☐ 541350 Building Inspection Services (10)
- ☐ 541360 Geophysical Surveying and Mapping Services (11)
- ☐ 541370 Surveying and Mapping (except Geophysical) Services (12)
- ☐ 541380 Testing (13)
- ☐ 541410 Interior Design Services (14)
- ☐ 541420 Industrial Design Services (15)
- ☐ 541490 Other Specialized Design Services (16)
- ☐ 541611 Administrative Management and General Management Consulting (17)
- ☐ 541612 Human Resources Consulting Services (18)
- ☐ 541613 Marketing Consulting Services (19)
- ☐ 541618 Other Management Consulting Services (20)
- ☐ 541620 Environmental Consulting Services (21)
- ☐ 541690 Other Scientific and Technical Consulting Services (22)
- ☐ 541990 All Other Professional, Scientific, and Technical Consulting Services (23)
- ☐ None of the Above (24)
- ☐ Other (please specify by NAICS Code) (25) _____

Q6 Between October 1, 2005 and September 30, 2011 has your company submitted a bid or proposal as a lead service provider/prime or subconsultant for a contract or project from the city of Pensacola?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q7 Between October 1, 2005 and September 30, 2011 has your company submitted a bid or proposal for professional services and/or architecture and engineering-related contract on a project from a federal, state, or other local government agency in the Pensacola Regional Area?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q8 Is your company interested in submitting a bid or proposal as a lead service provider/prime or subconsultant for a contract or project from the city of Pensacola over the next 12 months?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q9 Does your company bid or submit proposals primarily as the lead service provider/prime? Subconsultant? or Both?

- | | |
|---|--|
| <input type="radio"/> Lead service provider/Prime (1) | SURVEY WILL SKIP TO Q10 AND THAN Q12 |
| <input type="radio"/> Subconsultant (2) | SURVEY WILL SKIP TO Q11 AND THAN Q12 |
| <input type="radio"/> Both (3) | SURVEY WILL SKIP TO Q10, Q11 AND THAN Q12 |
| <input type="radio"/> Don't Know (4) | SURVEY WILL SKIP TO Q10, Q11 AND THAN Q12 |

Q10 Which of the following categories best approximates your company's largest contract awarded between October 1, 2005 and September 30, 2011?

As a Lead Service Provider/Prime

- ☐ Up to \$50,000? (1)
- ☐ \$50,001 to \$100,000? (2)
- ☐ \$100,001 to \$250,000? (3)
- ☐ \$250,001 to \$500,000? (4)
- ☐ \$500,001 to \$1 million? (5)
- ☐ Over \$1 million? (6)
- ☐ Don't Know (7)
- ☐ Not applicable (8)

Q11 Which of the following categories best approximates your company's largest subcontract awarded between October 1, 2005 and September 30, 2011?

As a Subconsultant

- ☐ Up to \$50,000? (1)
- ☐ \$50,001 to \$100,000? (2)
- ☐ \$100,001 to \$250,000? (3)
- ☐ \$250,001 to \$500,000? (4)
- ☐ \$500,001 to \$1 million? (5)
- ☐ Over \$1 million? (6)
- ☐ Don't Know (7)
- ☐ Not applicable (8)

Q12 Is more than 50 percent of your company owned and controlled by a woman or women?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q13 Is more than 50 percent of your company owned and controlled by a person or people from one of the following racial or ethnic groups?

- ☐ Anglo/Caucasian (1)
- ☐ African American (2)
- ☐ Asian or Pacific Islander (3)
- ☐ Hispanic American (4)
- ☐ Native American/Alaskan Native (5)
- ☐ Don't Know (6)
- ☐ Other (Specify) (7) _____

You will be directed to the following upon the completion of the survey. Please be sure to state the following to the respondent:

If you would like more information on the Disparity Study, please contact Mr. George Maiberger, City of Pensacola Procurement Manager, at (850) 435-1835.

Custom Census Survey Availability Estimates, Professional Services

**EXHIBIT L-3
CITY OF PENSACOLA
PROFESSIONAL SERVICES
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA-FERRY PASS-BRENT METROPOLITAN STATISTICAL AREA**

	African Americans ¹	Hispanic Americans ¹	Asian American ¹	Native Americans ¹	Nonminority Women	M/WBE Firms	Non-M/WBE Firms	Total Firms
	%	%	%	%	%	%	%	%
Total	6.32%	5.26%	3.16%	1.05%	22.11%	37.89%	62.11%	100.00%

Source: MGT developed a database of firms based on Dunn & Bradstreet data in order to conduct a custom census availability analyses.

¹ Minority men and women firms are included in their respective minority classifications.

**EXHIBIT L-4
CITY OF PENSACOLA
PROFESSIONAL SERVICES
AVAILABILITY OF FIRMS AT THE SUBCONSULTANT LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE PENSACOLA-FERRY PASS-BRENT METROPOLITAN STATISTICAL AREA**

	African Americans ¹	Hispanic Americans ¹	Asian American ¹	Native Americans ¹	Nonminority Women	M/WBE Firms	Non-M/WBE Firms	Total Firms
	%	%	%	%	%	%	%	%
Total	11.11%	5.56%	3.70%	1.85%	24.07%	46.30%	53.70%	100.00%

Source: MGT developed a database of firms based on Dunn & Bradstreet data in order to conduct a custom census availability analyses.

¹ Minority men and women firms are included in their respective minority classifications.