

# Disparity Study for the Minority/Women Business Enterprise Program



## Final Report

June 14, 2012

### Submitted to:

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## FINAL REPORT

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## ***EXECUTIVE SUMMARY***

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## **EXECUTIVE SUMMARY**

In May 2011, MGT of America, Inc. (MGT), was retained to conduct a Minority and Women Business Enterprise Disparity Study for the City of Greensboro (City) to provide current data on the Greensboro Minority and Women Business Enterprise (M/WBE) Program. The city established an M/WBE program in February 1986 and conducted its first disparity study in 1997.

The following findings and recommendations are excerpts from Chapter 8.0 and are highlighted here for your consideration. Chapter 8.0 of this report contains more detailed findings and recommendations. Additional policy options are presented in **Appendix M - Selected Policies of Other M/W/DBE Programs**.

### **E.1 Findings for M/WBE Utilization and Availability**

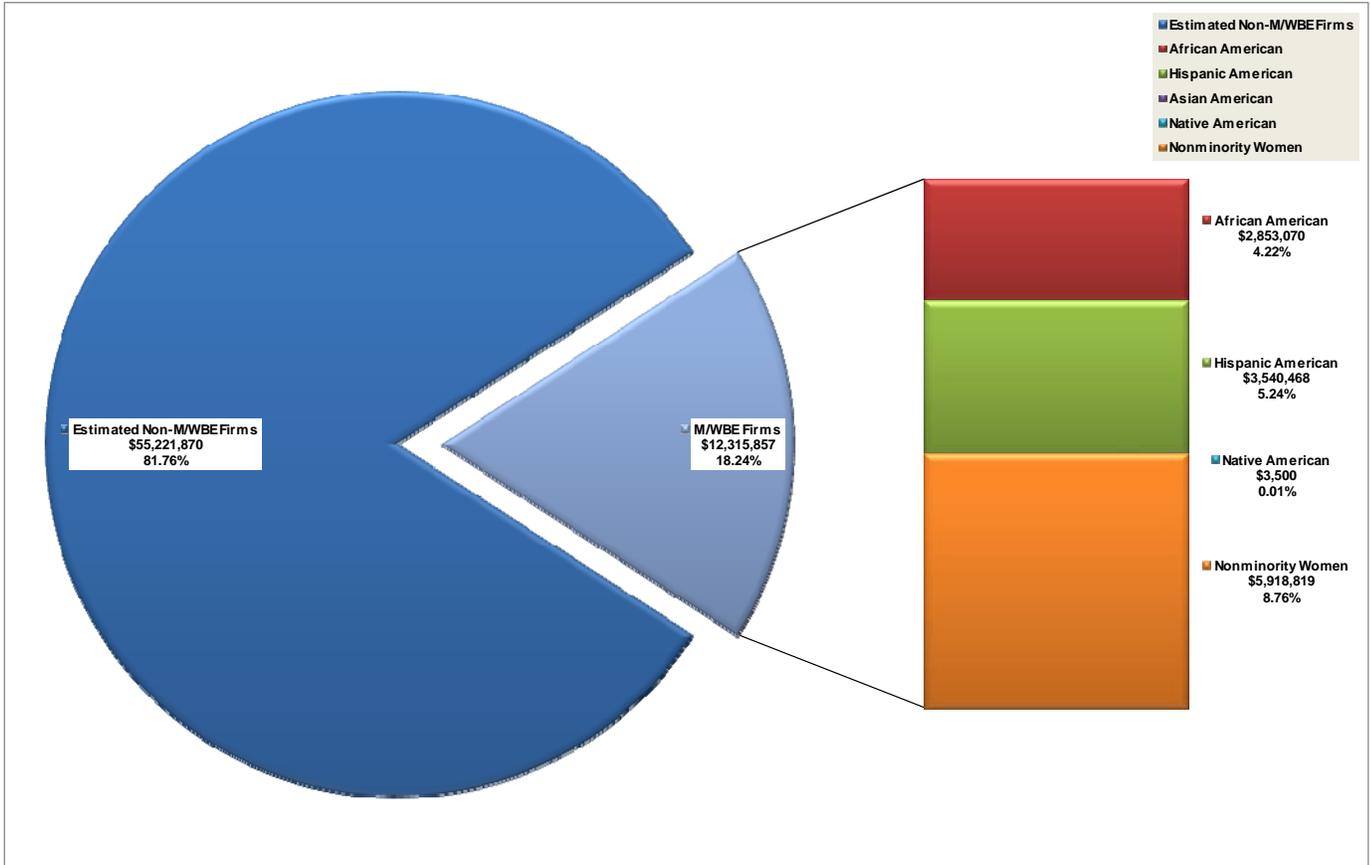
#### **FINDING E-1: M/WBE Subcontractor Utilization, Availability, and Disparity**

The dollar value of non-DBE and DBE subcontractor utilization by Greensboro over the current study period in the relevant market is shown in **Exhibits E-1 and E-2**, respectfully. A summary of utilization, availability, and disparity is provided in **Exhibit E-3**.

- MBEs won construction subcontracts for \$6.39 million (9.47% of the total). WBEs won construction subcontracts for \$5.91 million (18.76% of the total). There was substantial disparity for African American-, Asian American-, Native American- and Nonminority women-owned firms.
- MBE won construction subcontracts for \$2.07 million (9.57% of the total) through the DBE program. WBEs won construction subcontracts for \$2.07 million (9.57% of the total) through the DBE program. There was substantial disparity for all ethnic/gender groups.

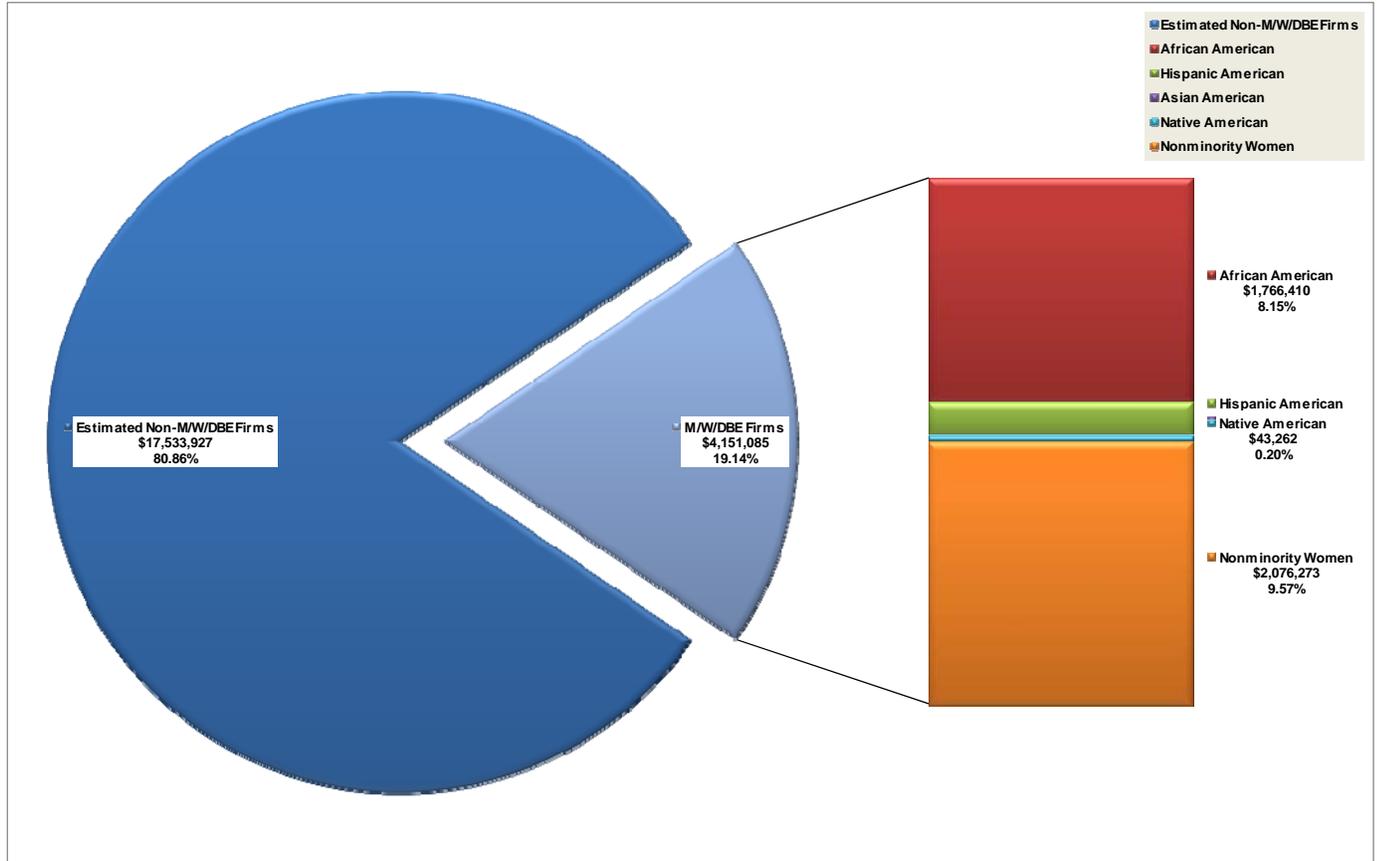
Overall Greensboro spent \$16.47 million with M/WBE subcontractors over the study period.

EXHIBIT E-1  
CITY OF GREENSBORO  
NON-DBE SUBCONTRACTOR UTILIZATION  
FY 2006 THROUGH FY 2010



Source: MGT developed a subcontract database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

EXHIBIT E-2  
CITY OF GREENSBORO  
DBE SUBCONTRACTOR UTILIZATION  
FY 2006 THROUGH FY 2010



Source: MGT developed a subcontract database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

**EXHIBIT E-3  
CITY OF GREENSBORO  
M/WBE SUBCONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY  
FY 2006 THROUGH FY 2010**

<b>Business Category by Business Owner Classifications</b>	<b>\$ Dollars</b>	<b>% of Dollars</b>	<b>% of Available Firms</b>
<b>Construction Firms at the Subcontractor Level on Non-DBE Projects</b>			
African Americans	\$2,853,070	4.22%	15.15%
Hispanic Americans	\$3,540,468	5.24%	2.52%
Asian Americans	\$0	0.00%	0.39%
Native Americans	\$3,500	0.01%	0.97%
Nonminority Women	\$5,918,819	8.76%	16.31%
<b>Total MWBE Firms</b>	<b>\$12,315,857</b>	<b>18.24%</b>	<b>35.34%</b>
<b>Construction Firms at the Subcontractor Level on DBE Projects</b>			
African Americans	\$1,766,410	8.15%	15.15%
Hispanic Americans	\$265,140	1.22%	2.52%
Asian Americans	\$0	0.00%	0.39%
Native Americans	\$43,262	0.20%	0.97%
Nonminority Women	\$2,076,273	9.57%	16.31%
<b>Total MWDBE Firms</b>	<b>\$4,151,085</b>	<b>19.14%</b>	<b>35.34%</b>

Source: MGT developed a subcontract database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on vendor availability.

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

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

<sup>3</sup> 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.

\*\* Two asterisks are used to indicate that the ratio of utilization to availability is statistically significant at a 0.05 level

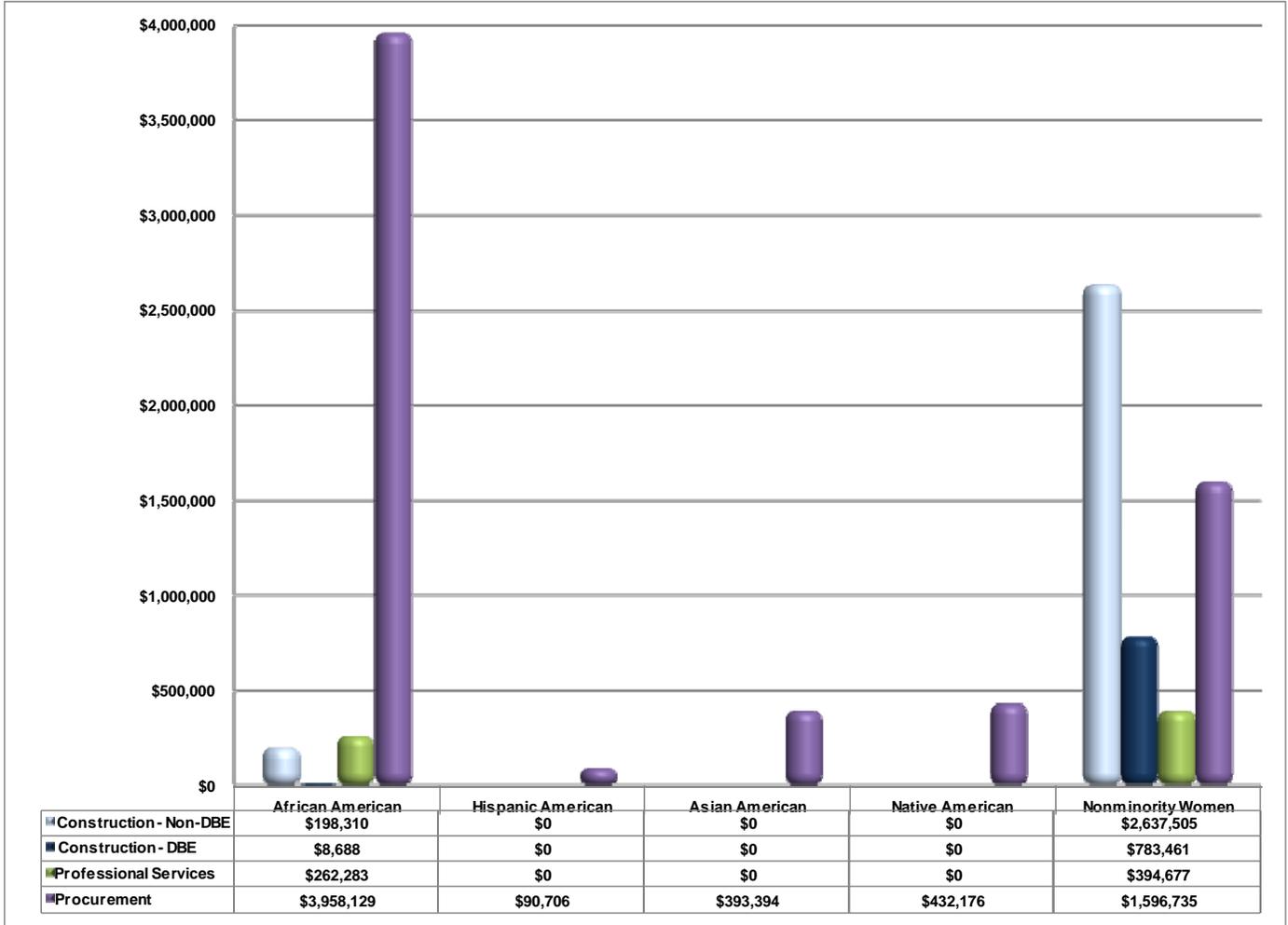
**FINDING E-2: Greensboro M/WBE Prime Utilization and Availability**

The dollar value of M/WBE prime utilization by Greensboro over the current study period in the relevant market is shown in **Exhibit E-4**: A summary of utilization, availability, and disparity is provided in **Exhibit E-5**.

- MBEs won prime construction contracts for \$193,310 (0.21% of the total). WBEs won prime construction contracts for \$2.63 million (2.85% of the total). There was substantial disparity for African American- and Nonminority women-owned firms.
- One MBE won a single prime construction contract for \$8,688 (0.03% of the total) through the DBE program. WBEs won prime construction contracts for \$783,461 (2.54% of the total) through the DBE program. There was substantial disparity for African American- and Nonminority women-owned firms.
- MBEs won professional services contracts for \$262,283 (0.80% of the total). WBEs won professional services contracts for \$394,677 (1.20 % of the total). There was substantial disparity for African American-, Hispanic American-, Native American-, and Nonminority women-owned firms (there was no availability for Asian American–owned firms).
- MBEs won procurement contracts for \$4.87 million (3.75% of the total). WBEs were awarded \$1.59 million (1.23% of the total). There was substantial disparity for African American-, Hispanic American-, and Nonminority women-owned firms and disparity for Native American-owned firms.

Overall, Greensboro spent \$10.8 million with M/WBE prime contractors over the study period in the relevant market area, 3.76% of the total. Of this amount, \$5.41 million was spent with WBEs, 1.89% of the total, and \$5.34 million with MBEs, 1.87 % of the total.

**EXHIBIT E-4  
CITY OF GREENSBORO  
M/WBE PRIME CONTRACTOR UTILIZATION  
FY 2006 THROUGH FY 2010**



Source: MGT developed a prime contract and payment database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

**EXHIBIT E-5  
CITY OF GREENSBORO  
M/WBE PRIME CONTRACTOR UTILIZATION, AVAILABILITY, DISPARITY  
FY 2006 THROUGH FY 2010**

<b>Business Category by Business Owner Classifications</b>	<b>\$ Dollars</b>	<b>% of Dollars</b>	<b>% of Available Firms</b>	<b>Disparity Index</b>	<b>Disparate Impact of Utilization</b>
<b>Non-DBE Construction at the Prime Level</b>					
African Americans	\$198,310	0.21%	12.37%	1.74	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	N/A	N/A
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$2,637,505	2.85%	10.75%	26.55	* Underutilization
<b>Total MWBE Firms</b>	<b>\$2,835,814</b>	<b>3.07%</b>	<b>23.12%</b>		
<b>DBE Construction at the Prime Level</b>					
African Americans	\$8,688	0.03%	12.37%	0.23	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	N/A	N/A
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$783,461	2.54%	10.75%	23.67	* Underutilization
<b>Total MWBE Firms</b>	<b>\$792,149</b>	<b>2.57%</b>	<b>23.12%</b>		
<b>Professional Services Firms</b>					
African Americans	\$262,283	0.80%	8.58%	9.33	* Underutilization
Hispanic Americans	\$0	0.00%	0.27%	0.00	* Underutilization
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	\$394,677	1.20%	6.17%	19.54	* Underutilization
<b>Total MWBE Firms</b>	<b>\$656,960</b>	<b>2.01%</b>	<b>15.28%</b>		
<b>Procurement Firms</b>					
African Americans	\$3,958,129	3.04%	6.72%	45.25	* Underutilization
Hispanic Americans	\$90,706	0.07%	0.43%	16.38	* Underutilization
Asian Americans	\$393,394	0.30%	0.09%	355.30	Overutilization
Native Americans	\$432,176	0.33%	0.34%	97.58	Underutilization
Nonminority Women	\$1,596,735	1.23%	3.83%	32.05	* Underutilization
<b>Total MWBE Firms</b>	<b>\$6,471,140</b>	<b>4.97%</b>	<b>11.40%</b>		

Source: MGT developed a prime contract and payment database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on vendor availability.

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

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

<sup>3</sup> 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: Private Sector Commercial Construction**

M/WBE utilization in private sector commercial construction in the Greensboro Metropolitan Statistical Area (MSA) was very low, as measured by data from building permits. From 2006 through 2010 permits issued to M/WBE, prime contractors were valued at \$155,375, representing 0.03% of construction values and 0.1% of the number of building permits. M/WBE subcontractors were issued 0.1 %of all subcontracting permits). Only one MBE and four WBEs were used as subcontractors in the commercial permits data, as compared to 73 M/WBE subcontractors on Greensboro projects (and 29 on Greensboro DBE projects), with an estimated 35.8% of the construction subcontractor dollars used on Greensboro projects.

There was a link between this low private sector M/WBE subcontractor utilization and Greensboro. There were a total of 46 contractors on both the Greensboro projects and private sector commercial projects. Of these 46 firms, 23 used M/WBE subcontractors on Greensboro projects. Of the 23 prime contracting firms that used M/WBE subs on City projects, only two used WBEs subcontractors on commercial construction projects, and none used MBE subcontractors on private sector commercial projects. These results seem consistent with the survey results discussed in **Chapter 8, Finding 8-6**.

### **E.2 Commendations and Recommendations**

The following recommendations focus on combining both race- and gender-neutral (small business) and race- and gender-conscious (M/WBE) methods. In keeping with prevailing case law the priority should be on the implementation of race- and gender-neutral methods.

Commendations and recommendations that follow are broken into race- and gender-neutral and 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**

### **RECOMMENDATION E-1: Professionals Services and Other Services**

Greensboro 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 E-2: Small Business Enterprise (SBE) Program**

A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, Greensboro should focus on increasing M/WBE

utilization through an SBE program. Greensboro does not face constitutional restrictions on its SBE program, only those procurement restrictions imposed by State law.

**RECOMMENDATION E-3: SBE Program for Subcontracts**

Small business programs are an important component of race- and gender-neutral alternatives to address identified disparities in purchasing. Greensboro should consider imposing mandatory subcontracting clauses on contracts where there are subcontracting opportunities and such clauses would promote M/WBE utilization.<sup>1</sup>

**COMMENDATION AND RECOMMENDATION E-4: Business Development Assistance**

Greensboro should be commended for its partnerships with North Carolina A&T, North Carolina State University, and the Small Business and Technology Development Center. Greensboro should consider devoting more resources to business development assistance. Greensboro should review examples of other agencies with substantial business development initiatives. Greensboro should evaluate the impact of these initiatives on M/WBE utilization. In particular, Greensboro 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.

**RECOMMENDATION E-5: Narrowly Tailored M/WBE Program**

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

**RECOMMENDATION E-6: Annual Aspirational M/WBE Goals**

The study provides strong 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.

Possible revised aspirational goals based on M/WBE availability are proposed below in **Exhibit E-6**. These proposed goals are similar in structure to the DBE goal setting

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<sup>1</sup> 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.

process in that the goals are a weighted average of estimated M/WBE availability and prior M/WBE utilization.

**EXHIBIT E-6  
CITY OF GREENSBORO  
PROPOSED M/WBE ASPIRATIONAL GOALS  
BY PROCUREMENT CATEGORY**

<b>Procurement Category</b>	<b>MBE Goal</b>	<b>WBE Goal</b>	<b>Total M/WBE Goal</b>	<b>Current M/WBE Utilization %</b>
Construction Prime Contracting	7%	7%	14%	2.95%
Professional Services	6%	5%	11%	2.01%
Goods & Services	5%	3%	8%	4.97%
Construction Subcontracting*	8%	7%	15%	13.37%

Source: Availability estimates are based on a 50/50 weighted average of current utilization and census availability data in Chapter 6.0.

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

**RECOMMENDATION E-7: M/WBE Subcontractor Plans**

The basis for reestablishing good faith efforts for M/WBE subcontractor requirements is disparities in construction subcontracting, the very low utilization in private sector commercial construction and other evidence of private sector disparities, even after controlling for capacity and other race-neutral variables. 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 must 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.<sup>2</sup>

A stronger M/WBE subcontractor program will require more resources for monitoring contract compliance.

<sup>2</sup> 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. Tippett*, 615 F.3d 233(4<sup>th</sup> Cir 2010).

## **1.0 INTRODUCTION**

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## 1.0 INTRODUCTION

In May 2011, MGT of America, Inc. began work on a disparity study for the City of Greensboro (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 March 28, 2011 the City of Greensboro (City) contracted MGT of America, Inc. (MGT), to conduct a Disparity Study for the Minority-and Woman Business Enterprise (M/WBE) Program, and the Disadvantaged Business Enterprise (DBE) Program for the City-funded transportation related projects. The update study covered five fiscal years beginning July 1, 2005 through June 30, 2010.

Governmental entities like the City of Greensboro have authorized disparity studies in response to the *City of Richmond v. J. A. Croson Co.*<sup>1</sup> (*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/W/DBEs 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/W/DBEs.
- Determine the extent to which any identified disparities in the utilization of available M/W/DBEs might be impacted by discrimination.
- Recommend programs to remedy the effects of any discrimination identified, and to reduce or eliminate any other marketplace barriers that adversely affect the contract participation of such M/W/DBEs.

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<sup>1</sup> *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/W/DBE participation. MGT's approach has been used in over 140 jurisdictions 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 finalizing a 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.
- Collect and analyze anecdotal information.
- Provide information on best practices in small and M/W/DBE 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 July 1, 2005 through June 30, 2010. 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 M/W/DBE programs 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 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**

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## 2.0 LEGAL REVIEW

This chapter provides legal background for the study. The material that follows does not constitute legal advice to the City of Greensboro on minority and women business enterprise (M/WBE) programs, affirmative action, or any other matter. Instead, it provides a context for the statistical and anecdotal analysis that appears in subsequent chapters of this report.

This chapter is organized into the following sections:

- 2.1 Introduction
- 2.2 Standards of Review for Race-Specific and Gender-Specific Programs
- 2.3 To Withstand Strict Scrutiny, an MBE Program Must Be Based on Thorough Evidence Showing a Compelling Governmental Interest
- 2.4 Sufficiently Strong Evidence of Significant Statistical Disparities Between Qualified Minorities Available and Minorities Utilized Will Satisfy Strict Scrutiny and Justify a Narrowly Tailored M/WBE Program
- 2.5 The Governmental Entity or Agency Enacting an M/WBE Program Must Be Shown to Have Actively or Passively Perpetuated the Discrimination
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- 2.7 To Withstand Strict Scrutiny, an M/WBE Program Must Be Narrowly Tailored to Remedy Identified Discrimination
- 2.8 Small Business Procurement Preferences
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### 2.1 Introduction

The Supreme Court decisions in *Richmond v. Croson Company (Croson)*,<sup>1</sup> *Adarand v. Peña (Adarand)*,<sup>2</sup> and later cases have established and applied the constitutional standards for an affirmative action program. This chapter identifies and discusses those decisions, summarizing how courts evaluate the constitutionality of race-specific and gender-specific programs. Decisions of the Fourth Circuit offer the most directly binding authority; in particular, the recent decision involving the North Carolina Department of Transportation (NCDOT) M/WBE program in *H.B. Rowe v. Tippett*.<sup>3</sup> Where the Fourth Circuit has not directly addressed an issue involving MWBE programs since the *Croson* decision, this 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:

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<sup>1</sup> *Richmond v. Croson*, 488 U.S. 469 (1989).

<sup>2</sup> *Adarand v. Peña*, 515 U.S. 200 (1995).

<sup>3</sup> *H.B. Rowe v. Tippett*, 2010 WL 2871076 (4<sup>th</sup> Cir 2010).

- 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 probably cannot stand on its own.
  - Program(s) designed to address the compelling governmental interest must be narrowly tailored to remedy the identified discrimination.
    - \* “Narrow tailoring” means the remedy must fit the findings.
    - \* The evidence showing compelling interest must guide the tailoring very closely.
    - \* 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, the 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-Specific 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 (Council) adopted a Minority Business Utilization Plan (the Plan) following a public hearing in which seven 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 African American, only 0.67 percent of the city's prime construction contracts had been awarded to minority businesses in the five-year period from 1978 to 1983."<sup>4</sup>

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, the state, and around the nation, is one in which race discrimination and exclusion on the basis of race is widespread."<sup>5</sup> 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.<sup>6</sup>

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 enterprises (MBEs). The Plan did not establish any geographic limits for eligibility. Therefore, an otherwise qualified MBE from anywhere in the United States could benefit from the 30 percent set-aside.

J.A. Croson Company, a non-MBE mechanical plumbing and heating contractor, filed a lawsuit against the city of Richmond alleging that the Plan was unconstitutional because it violated the Equal Protection Clause of the Fourteenth Amendment. After a considerable record of litigation and appeals, the Fourth Circuit struck down the Richmond Plan and the Supreme Court affirmed this decision.<sup>7</sup> The Supreme Court determined that strict scrutiny was the appropriate standard of judicial review for MBE programs, which means 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.<sup>8</sup>

### **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."<sup>9</sup>

The Fourth Circuit has ruled that the intermediate scrutiny standard is satisfied by "by showing at least that the classification serves important governmental objectives and

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<sup>4</sup> Id. at 479-80.

<sup>5</sup> Id. at 480.

<sup>6</sup> Id.

<sup>7</sup> Id. at 511.

<sup>8</sup> Id. at 493.

<sup>9</sup> *Mississippi University 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), *Nguyen v. U.S.*, 533 U.S. 53, 60 (2001). For an earlier Fourth Circuit application of intermediate scrutiny see *Adkins v. Rumsfeld*, 464 F.3d 456, 468 (4<sup>th</sup> cir. 2006).

that the discriminatory means employed are substantially related to the achievement of those objectives.”<sup>10</sup> The Fourth Circuit in *H.B. Rowe* agreed with other federal circuits that intermediate scrutiny “can rest safely on something less than the ‘strong basis in evidence’.”<sup>11</sup> This ‘something less’ can mean that the statute must “present [ ] sufficient probative evidence in support of its stated rationale for enacting a gender preference, i.e., . . . the evidence [must be] sufficient to show that the preference rests on evidence-informed analysis rather than on stereotypical generalizations.”<sup>12</sup>

### **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.<sup>13</sup> More recently, in *Petit v. Chicago*, the Seventh Circuit relied on *Grutter v. Bollinger* (*Grutter*) 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.”<sup>14</sup> The recent holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.<sup>15</sup>

*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.<sup>16</sup> Second, “the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,”<sup>17</sup> either actively or at least passively with “the infusion of tax dollars into a discriminatory industry.”<sup>18</sup>

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.

<sup>10</sup> *Hogan*, 458 U.S. at 724 (internal quotation marks omitted).

<sup>11</sup> *H.B. Rowe*, at 10 (citing *Engineering Contractors* at 909).

<sup>12</sup> *Id.* at 10 (citing *Engineering Contractors* at 910, *Concrete Works* at 959).

<sup>13</sup> *Hunter v. Regents of University of California*, 190 F.3d 1061 (9<sup>th</sup> Cir. 1999).

<sup>14</sup> *Petit v. Chicago*, 352 F.3d 1111 (7<sup>th</sup> Cir. 2003).

<sup>15</sup> *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).

<sup>16</sup> *Croson*, 488 U.S. at 492, 509-10.

<sup>17</sup> *Coral Construction v. King County*, 941 F.2d 910, 918 (9<sup>th</sup> Cir 1991).

<sup>18</sup> *Id.* at 922.

### **2.3.1 Post-Enactment Evidence**

The Supreme Court in *Croson* found pre-enactment evidence of discrimination insufficient to justify the program. The defendant in *Croson* did not seek to defend its program based on post-enactment evidence. However, following *Croson*, a number of circuits did defend the use of post-enactment evidence to support the establishment of a local public affirmative action program.<sup>19</sup> Some cases required both pre-enactment and post-enactment evidence.<sup>20</sup>

The Supreme Court case of *Shaw v. Hunt*<sup>21</sup> (*Shaw*) 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.<sup>22</sup> Following the *Shaw* decision, two district courts rejected the use of post-enactment evidence in the evaluation of the constitutionality of local minority business programs.<sup>23</sup> A federal circuit court decision, covering the federal small disadvantaged business enterprise program, stated that, “For evidence to be relevant in a strict scrutiny analysis of the constitutionality of a statute, it must be proven to have been before Congress prior to enactment of the racial classification.”<sup>24</sup> The issue of post-enactment evidence was not directly addressed in *H.B. Rowe*, although the NCDOT M/WBE program was upheld based on studies conducted after the program was enacted.

### **2.3.2 Racial Classifications Subject to Strict Scrutiny**

In *Scott v. Jackson*, the city argued that its disadvantaged business program was not a racial classification subject to strict scrutiny because (1) it was based upon disadvantage, not race, and (2) it was a goals program and not a quota. The Fifth Circuit disagreed with the claim that the Jackson program was not a racial classification because the city used the federal Section 8(d), which grants a rebuttable presumption of social and economic disadvantage to firms owned by minorities.<sup>25</sup> Such a presumption is subject to strict scrutiny. The Fifth Circuit also noted that strict scrutiny applied not simply when race-conscious measures were required, but also when such measures were authorized or encouraged.<sup>26</sup> While this issue was not directly addressed in *H.B. Rowe*, the Fourth Circuit did state in an earlier case that with regard to a claim that an employment affirmative action program was not a racial quota, “In the end, appellees cannot escape the reality that these preferences will deny some persons the opportunity

<sup>19</sup> See, e.g., *Engineering Contractors v. Dade County*, 122 F.3d 895 (11<sup>th</sup> Cir. 1997); *Contractors Association v. Philadelphia*, 6 F.3d 990, 1009 n. 18 (3<sup>rd</sup> Cir. 1993); *Concrete Works v. Denver*, 36 F.3d 1513 (10<sup>th</sup> Cir. 1994).

<sup>20</sup> See, e.g., *Coral Construction*, 941 F.2d 910, 920.

<sup>21</sup> *Shaw v. Hunt*, 517 U.S. 899 (1996).

<sup>22</sup> *Id.* at 910.

<sup>23</sup> *AUC v. Baltimore*, 83 F.Supp.2d 613, 620-22 (D.Md. 2000); *West Tenn. ABC v. Memphis City Schools*, 64 F.Supp.2d 714, 718-21 (W.D. Tenn. 1999).

<sup>24</sup> *Rothe v. U.S. Dept. of Defense*, 413 F.3d 1327, 1328 (Fed Cir 2005).

<sup>25</sup> *Scott v. City of Jackson*, 199 F.3d 206, 216-17 (5<sup>th</sup> 1999).

<sup>26</sup> *Id.* at 215 (quoting *Bras v. California Public Utilities Commission*, 59 F.3d 869, 875 (9<sup>th</sup> Cir. 1995)).

to be a state trooper or to advance as a state trooper solely because they belong to a certain race.”<sup>27</sup>

## **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.”<sup>28</sup> But the statistics must go well beyond comparing the rate of minority presence in the general population to the rate of prime construction contracts awarded to MBEs. The Court in *Croson* objected to such a comparison, indicating that the proper statistical evaluation would compare the percentage of qualified MBEs in the relevant market with the percentage of total municipal construction dollars awarded to them.<sup>29</sup>

The Supreme Court in *Croson* recognized statistical measures of disparity that compared the number of qualified and available M/WBEs with the rate of state construction dollars actually awarded to M/WBEs in order to demonstrate discrimination in a local construction industry.<sup>30</sup> To meet this more precise requirement, courts, including the Fourth Circuit, have accepted the use of a disparity index.<sup>31</sup>

### **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 state and local government. 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.”<sup>32</sup>

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.<sup>33</sup> 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.

<sup>27</sup> *Maryland Troopers Assn v. Evans*, 993 F.2d 1072, 1078 (4<sup>th</sup> Cir 1993).

<sup>28</sup> *Croson*, 488 U.S. at 501, quoting *Hazelwood School Division v. United States*, 433 U.S. 299, 307-308 (1977).

<sup>29</sup> *Id.* at 501.

<sup>30</sup> *Croson*, 488 U.S. at 503-504.

<sup>31</sup> *H.B. Rowe*, at 11. See also, *Engineering Contractors*, 122 F.3d at 914; *Concrete Works IV*, 321 F.3d at 964-69.

<sup>32</sup> *Croson*, 488 U.S. at 509 (emphasis added).

<sup>33</sup> *Id.*, 488 U.S. at 498.

Different forms of data used to measure availability give rise to particular controversies. In *H.B. Rowe* subcontractor availability was estimated using NCDOT-approved subcontractors, subcontractor awardees and prime contractors. The plaintiff's expert argued in the case that subcontractor bidder data should be employed to estimate subcontractor availability rather than a vendor based approach. The Fourth Circuit in *H.B. Rowe* noted that the available subcontractor bidder data did not change the results of the vendor data.<sup>34</sup>

#### **2.4.2 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 are 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, and the relevant market was not directly addressed in *H.B. Rowe*. However, the study in *Rowe* defined the relevant market as the area in which 75 percent of the dollars was spent by the agency with vendors in a particular procurement category.

#### **2.4.3 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."<sup>35</sup> The Court, however, did not define the test for determining whether a firm is qualified. In *H.B. Rowe*, the plaintiff's expert argued that prime contractor assessment of subcontractor qualifications should be used to assess MWBE subcontractor qualification. But the Fourth Circuit noted that there was no data on prime contractor assessment of subcontractor qualifications.<sup>36</sup>

#### **2.4.4 Willingness**

*Croson* requires that an "available" firm must be not only qualified but also willing to provide the required services. In this context, it can be difficult to determine whether a business is willing. The decision in *H.B. Rowe* did not directly address measures of willingness, but implicitly accepted the vendor based measures of availability presented in the NCDOT as a measure of willingness.

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<sup>34</sup> *H.B. Rowe*, at 13. In *Concrete Works*, in the context of plaintiffs' complaint that the city of Denver had not used such information, the Tenth Circuit noted that bid information also has its limits. Firms that bid may not be qualified or able, and firms that do not bid may be qualified and able, to undertake agency contracts. *Concrete Works II*, 36 F.3d at 89-90; *Concrete Works IV*, 321 F.3d at 983-84.

<sup>35</sup> *Croson*, 488 U.S. at 501, quoting *Hazelwood School District v. United States*, 433 U.S. 299, 308, n.13 (1977).

<sup>36</sup> *H.B. Rowe*, at 13.

### **2.4.5 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. In *Rowe* the court noted that capacity does not have the same force for subcontracts which are relatively small. NCDOT study provided evidence that more than 90 percent of subcontracts were less than \$500,000.<sup>37</sup> In addition, the study for NCDOT contained a regression analysis indicating that “African American ownership had a significant negative impact on firm revenue unrelated to firm capacity or experience.”<sup>38</sup>

### **2.4.6 Disparity Index**

In the *Rowe* decision the plaintiff noted that there was not substantial disparity when the percentage of subcontractors were used was compared to their availability. However, the fourth Circuit noted that “the State pointed to evidence that prime contractors used minority businesses for low value work in order to comply with the Department’s goals.”<sup>39</sup> Along these lines the Fourth Circuit noted that the average subcontract awarded to nonminority male subcontractors was more than double the size of subcontracts won by MBE subcontractors.<sup>40</sup>

### **2.4.7 Statistical Significance 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.<sup>41</sup> In *H.B. Rowe* the court noted that the NCDOT study focused on disparity ratios lower than 80 percent and conducted t tests of statistical significance.

### **2.4.8 Non-Goal Evidence**

Another question that has arisen in the case law is whether evidence of a decline in M/WBE utilization following a change in or termination of an M/WBE program is relevant and persuasive evidence of discrimination. The Fourth Circuit in *H.B. Rowe* found that a 38 percent decline in MWBE utilization following the suspension for the program “surely provides a basis for a fact finder to infer that discrimination played some role in prime contractors’ reduced utilization of these groups during the suspension.”<sup>42</sup> Similarly, the Eighth Circuit in *Sherbrooke Turf Inc. v. Minnesota Department of Transportation* and the Tenth Circuit in *Concrete Works IV* found 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.<sup>43</sup>

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<sup>37</sup> Id. at 14-15.

<sup>38</sup> Id. at 14.

<sup>39</sup> Id. at 13.

<sup>40</sup> Id. at 12.

<sup>41</sup> *Contractors Association*, 91 F.3d at 599-601.

<sup>42</sup> *H.B. Rowe*, at 15.

<sup>43</sup> *Concrete Works* at 985; *Sherbrooke Turf*, 345 F.3d 964, 973 (8<sup>th</sup> Cir 2003).

## **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.”<sup>44</sup> *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.”<sup>45</sup> 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.”<sup>46</sup>

In the *H.B. Rowe* case WBEs were over-utilized on NCDOT projects, but evidence was presented of very low MWBE utilization in private sector commercial construction and econometric evidence of disparities in entry into and earnings from self-employment in construction in the Public Use Micro Sample data. The Fourth Circuit criticized the evidence offered by NCDOT for not having a t-test of statistical significance, for not showing that WBEs sought private sector work, and for less anecdotal evidence of private sector discrimination against WBEs than was shown for minorities. The Fourth Circuit contrasted affidavits produced in the *Concrete Works* case of firms testifying they sought private sector work and could not obtain it. The court also stated that NCDOT didn’t establish the overlap between private sector and public sector work in transportation although the court acknowledged that some of the subcontracting was the same in both sectors. There is negligible private sector highway construction. The econometric evidence of self-employment was not addressed. The Fourth Circuit did acknowledge that,

*We do not suggest that the proponent of a gender-conscious program must always tie private discrimination to public action...Rather, we simply hold where, as here, there exists substantial probative evidence of overutilization in the relevant public sector, a state must present something more than generalized private-sector data unsupported by compelling anecdotal evidence to justify a gender-conscious program.*<sup>47</sup>

## **2.6 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, “Evidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader

<sup>44</sup> *Coral Construction*, 941 F.2d at 922 (citing *Croson*, 488 U.S. at 492) (emphasis added).

<sup>45</sup> See *Croson*; see generally I. Ayres and F. Vars, “When Does Private Discrimination Justify Public Affirmative Action?” 98 *Columbia Law Review* 1577 (1998).

<sup>46</sup> *Croson*, 488 U.S. at 492.

<sup>47</sup> *H.B. Rowe*, at 27.

remedial relief is justified.”<sup>48</sup> Although *Croson* did not expressly consider the form or level of specificity required for anecdotal evidence, the Fourth Circuit has addressed both issues.

In *H.B. Rowe* there was evidence from a telephone survey, interviews and focus groups. The Fourth Circuit favorably cited survey evidence of a good old boys network excluding MBEs from work, double standards in qualifications, primes viewing MBEs as less qualified, dropping MBEs after contract award and the firms changing their behavior when not required to use MBEs. This material was affirmed in interviews and focus groups. The Fourth Circuit also seemed to give some weight to the differences in responses between ethnic/gender groups in regarding the aforementioned barriers. The Fourth Circuit concluded that, “The survey in the 2004 study exposed an informal, racially exclusive network that systematically disadvantaged minority subcontractors.”<sup>49</sup>

The plaintiff argued that this data was not verified. To which the Fourth Circuit responded, “a fact finder could very well conclude that anecdotal evidence need not—and indeed cannot—be verified because it “is nothing more than a witness’ narrative of an incident told from the witness’ perspective and including the witness’ perceptions.”<sup>50</sup> The Fourth Circuit also commented favorably on the NCDOT study survey oversampling MBEs as long as the sample was random. The Fourth Circuit did state, citing precedent in *Maryland Troopers*, that it was problematic to infer “discrimination from reports of cronyism absent evidence of racial animus.”<sup>51</sup>

## **2.7 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.<sup>52</sup> The Fourth Circuit has laid out the following factors in determining whether or not a program was narrowly tailored:

*(1) the necessity of the policy and the efficacy of alternative race neutral policies; (2) the planned duration of the policy; (3) the relationship between the numerical goal and the percentage of minority group members in the relevant population; (4) the flexibility of the policy, including the provision of waivers if the goal cannot be met; and (5) the burden of the policy on innocent third parties.*<sup>53</sup>

In *H.B. Rowe* the Fourth Circuit added to this list “overinclusiveness,” defined as the “tendency to benefit particular minority groups that have not been shown to have suffered invidious discrimination.”<sup>54</sup>

<sup>48</sup> *Croson*, 488 U.S. at 509.

<sup>49</sup> *H.B. Row*, at 17.

<sup>50</sup> *H.B. Row*, at 15 (quoting *Concrete Works*, 321 F.3d at 989).

<sup>51</sup> *H.B. Rowe* at 17 (citing *Maryland Troopers*).

<sup>52</sup> *Contractors Association*, 91 F.3d at 605; *Engineering Contractors*, 122 F.3d at 926-929; *Verdi v. DeKalb County School District*, 135 Fed. Appx 262, 2005 WL 38942 (11<sup>th</sup> Cir. 2005).

<sup>53</sup> *H.B. Rowe* at 18 (quoting *Belk v. Charlotte-Mecklenburg Bd. of Educ.*, 269 F.3d 305, 344 (4<sup>th</sup> Cir. 2001))

<sup>54</sup> *H.B. Rowe*, at 18 (quoting *Alexander*, 95 F.3d at 316).

### **2.7.1 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 minority business participation in contracting or purchasing activities. In *H.B. Rowe* the Fourth Circuit noted that NCDOT had a Small Business Enterprise program and had undertaken all the race neutral methods suggested by the DOT DBE program regulations. The Court went on to note that the plaintiff had identified “no viable race-neutral alternatives that North Carolina has *failed* to consider and adopt”<sup>55</sup> (emphasis in the original). The Court further noted that disparities persisted in spite of NCDOT employment of these race neutral initiatives.

### **2.7.2 Duration of the Remedy**

With respect to program duration, in *Adarand 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.”<sup>56</sup> In *H.B. Rowe* the Fourth Circuit stated that “the district court found two facts particularly compelling in establishing that it was narrowly tailored: the statute’s provisions (1) setting a specific expiration date and (2) requiring a new disparity study every 5 years.”... We agree.”<sup>57</sup> Other appellate courts have noted possible mechanisms for limiting program duration: required termination if goals have been met<sup>58</sup> and decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.<sup>59</sup>

### **2.7.3 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.<sup>60</sup>

In *H.B. Rowe* the Fourth Circuit found that NCDOT participation goals were related to percentage MBE availability. First, the NCDOT goals were set project by project. Second, there was a report detailing the type of work likely to be subcontracted. Third, the NCDOT goal setting committee checks its database for availability. Finally, Fourth Circuit noted that 10 percent of the NCDOT projects had a zero M/WBE goal.

### **2.7.4 Flexibility**

In *H.B. Rowe* the Fourth Circuit agreed with the ruling of the federal district court in the case that the NCDOT MWBE program was flexible, stated that,

<sup>55</sup> *H.B. Rowe* at 18.

<sup>56</sup> *Adarand*, 515 U.S. at 238 (internal quotations and citations omitted).

<sup>57</sup> *H.B. Rowe*, at 18 (quoting *H.B. Rowe, Inc.*, 589 F. Supp. 2d at 597).

<sup>58</sup> *Sherbrooke*, 354 F.3d at 972.

<sup>59</sup> *Adarand v. Slater*, 228 F.3d at 1179, 1180.

<sup>60</sup> *Contractors Association*, 91 F.3d at 607 (“The district court also found ... that the ... Ordinance offered only one reference point for the percentages selected for the various set-asides -- the percentages of minorities and women in the general population.”). See also *Builders Association of Greater Chicago*, 256 F.3d at 647.

*The Program contemplates a waiver of project-specific goals when prime contractors make good faith efforts to meet those goals...Good faith efforts essentially require only that the prime contractor solicit and consider bids from minorities. The State does not require or expect the prime contractor to accept any bid from an unqualified bidder, or any bid that is not the lowest bid. Moreover, prime contractors can bank any excess minority participation for use against future goals over the following two years. Given the lenient standard and flexibility of the “good faith” requirement, it comes as little surprise that as of July 2003, only 13 of 878 good faith submissions-including Rowe’s-had failed to demonstrate good faith efforts.*

In contrast, the Third Circuit observed in *Contractors Association* that, “As we have explained, the 15 percent participation goal and the system of presumptions, which in practice require non-black contractors to meet the goal on virtually every contract, result in a 15% set-aside for black contractors in the subcontracting market.”<sup>61</sup>

The Fourth Circuit also noted that,

*The State does not require or expect the prime contractor to accept any bid from an unqualified bidder, or any bid that is not the lowest bid. Moreover, prime contractors can bank any excess minority participation for use against future goals over the following two years.*<sup>62</sup>

It is worth observing that these features of the NCDOT program are more narrowly tailored than the federal DBE program for federally funded transportation projects.<sup>63</sup>

### **2.7.5 Burden on Third Parties**

Narrow tailoring also requires minimizing the burden of the program on third parties. Waivers and good faith compliance are tools that serve this purpose of reducing the burden on third parties.<sup>64</sup> The plaintiff in *H.B. Rowe* argued that the solicitation requirements were burdensome and that it was forced to subcontract out work that could be self-performed. The Fourth Circuit noted that the solicitation requirements could be met with existing staff and the M/WBE program did not require subcontracting out work that could be self-performed.<sup>65</sup>

### **2.7.6 Over-inclusion**

Finally, narrow tailoring involves limiting the number and type of beneficiaries of the program. As noted above, there has to be evidence of discrimination to justify a group-based remedy, and over-inclusion of uninjured individuals or groups can endanger the entire program. However, the statute in question limited relief “those racial or ethnicity classifications . . . that have been subjected to discrimination in the relevant marketplace

<sup>61</sup> *Contractors Association*, 91 F.3d at 606.

<sup>62</sup> *H.B. Rowe*, at 19.

<sup>63</sup> Compare federal regulation 49 CFR Part 26 Appendix A(2) with North Carolina regulation 19NCAC 02d.1109(7).

<sup>64</sup> 49 CFR, Section 26, Part 53.

<sup>65</sup> *H.B. Rowe*, at 20.

and that have been adversely affected in their ability to obtain contracts with the Department.”<sup>66</sup>

## **2.8 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.<sup>67</sup> The SWPC was created to channel war contracts to small business. In 1947, Congress passed the Armed Forces Procurement Act, declaring, “It is the policy of Congress that a fair proportion of the purchases and contracts under this chapter be placed with small business concerns.”<sup>68</sup> Continuing this policy, the 1958 Small Business Act requires that government agencies award a “fair proportion” of procurement contracts to small business concerns.<sup>69</sup> The regulations are designed to implement this general policy.<sup>70</sup>

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.*<sup>71</sup>

Every acquisition of goods and services anticipated to be between \$2,500 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.<sup>72</sup>

There has been only one constitutional challenge to the long-standing federal SBE programs. In *J.H. Rutter Rex Manufacturing v. United States*,<sup>73</sup> a federal vendor unsuccessfully challenged the Army’s small business set-aside 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.<sup>74</sup> The court held

<sup>66</sup> N.C. Gen. Stat. § 136-28.4(c)(2).

<sup>67</sup> See, generally, Thomas J. Hasty III, “Minority Business Enterprise Development and the Small Business Administration’s 8(a) Program: Past, Present, and (Is There a) Future?” *Military Law Review* 145 (Summer 1994): 1-112.

<sup>68</sup> 10 U.S.C. § 2301 (1976).

<sup>69</sup> 15 USC 631(a).

<sup>70</sup> See 32 C.F.R. §§ 1-701.1 to 1-707.7.

<sup>71</sup> 15 U.S.C. § 637(b)(11).

<sup>72</sup> *Federal Acquisition Regulations* 19.502-2.

<sup>73</sup> 706 F.2d 702 (5<sup>th</sup> Cir. 1983), cert. denied, 464 U.S. 1008 (1983).

<sup>74</sup> 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).

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 socioeconomic legislation rationally relates to a legitimate governmental purpose . . . Our previous discussion adequately demonstrates that the procurement statutes and the regulations promulgated there under 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.<sup>75</sup>*

A large number of state and local governments have maintained small business preference programs for many years.<sup>76</sup> No district court cases were found overturning a state and local small business preference program. One reason for the low level of litigation in this area is that there has been no significant organizational opposition to SBE programs. There are no reported cases of litigation against local SBE programs. 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*,<sup>77</sup> 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.

## 2.9 Conclusions

As summarized earlier, when governments develop and implement a contracting program that is sensitive to race and gender, they must understand the case law that has developed in the federal courts. These cases establish specific requirements that must be addressed so that such programs can withstand judicial review for constitutionality and prove to be just and fair. Given current 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, state and local governments must continue to update this information and revise their programs accordingly.

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<sup>75</sup> *J. H. Rutter Rex Manufacturing*, at 706 F.2d at 730 (emphasis added). See also *Dandridge v. Williams*, 397 U.S. 471 (1970).

<sup>76</sup> For example, Florida started a small business preference program in 1985 (FL St Sec. 287); Minnesota, in 1979 (Mn Stat 137.31); New Jersey, in 1993 (N.J.S.A 52:32-17).

<sup>77</sup> *Cleveland Construction v. Cincinnati*, Case No. A0402638 (Ct Comm Pleas, Hamilton County, Ohio 2005).

While the Supreme Court has yet to return to this exact area of law to sort out some of the conflicts, the Fourth Circuit has recently provided some guidance on core standards. Ultimately, MBE and WBE programs can withstand challenges if state and local governments comply with the requirements outlined by the courts.

### ***3.0 REVIEW OF POLICIES, PROCEDURES, AND PROGRAMS***

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## **3.0 REVIEW OF POLICIES, PROCEDURES, AND PROGRAMS**

This chapter focuses on policies and procedures used by the City of Greensboro (Greensboro). It provides a brief description of the remedial efforts undertaken by Greensboro with regard to procurement in the categories of Construction, Professional Services, and Procurement.

This chapter is organized into the following sections:

- 3.1 Methodology
- 3.2 Historical Background of Remedial Programs
- 3.3 Current M/WBE Program
- 3.4 M/WBE Goal Setting
- 3.5 Good Faith Efforts Requirements
- 3.6 Small Purchases
- 3.7 M/WBE Utilization Reporting
- 3.8 M/WBE Certification
- 3.9 M/WBE Program Staffing and Budget
- 3.10 M/WBE Advisory Committee
- 3.11 Small Business Enterprise Program
- 3.12 Disadvantaged Business Enterprise (DBE) Program
- 3.13 Commercial Nondiscrimination Policy
- 3.14 Prompt Payment
- 3.15 Financial Assistance Programs
- 3.16 Bonding Assistance
- 3.17 Management and Technical Assistance
- 3.18 Outreach

### **3.1 Methodology**

This section discusses the steps taken to summarize Greensboro's 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 affect minority and women business enterprise (M/WBE) utilization. The analysis included the following steps:

- Collection, review, and summarization of Greensboro contracting and purchasing policies currently in use. This included discussions with managers 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 Greensboro contracting and purchasing staff and officials to determine how existing contracting and purchasing policies have been implemented. Interviews were conducted with Greensboro 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 Greensboro ordinances, regulations, resolutions, and policies that guide the remedial programs. This included discussing with both Greensboro 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 and M/WBE development in the Greensboro geographic region<sup>1</sup> and performed a comprehensive review of race- and gender-neutral programs.

In all, nine interviews were conducted with current Greensboro staff between April 2011 and July 2011. Greensboro documents collected and reviewed for this portion of the study are itemized in **Exhibit 3-1**.

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<sup>1</sup> The Greensboro geographic region for the M/WBE program is defined as Guilford, Alamance, Davidson, Forsyth, Randolph, Rockingham, Stokes or Yadkin counties.

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

INDEX	DESCRIPTION
<b>PROCUREMENT DOCUMENTS</b>	
1.	Greensboro Ordinance, Subchapter D, Article 1. Contracting, Purchasing and Property Management Procedure.
2.	City of Greensboro Contract Manual, 2006
3.	City of Greensboro Organizational Chart, 4/07, 2011
4.	4-21-11 Final BetterBuildings QA RFP
<b>S/M/WBE DOCUMENTS</b>	
5.	City of Greensboro, Minority and Women Business Enterprise (M/WBE) Program Plan for Construction, Procurement and Professional Services, Amended December 15, 2009
6.	Greensboro's Small Business Resources: Types and Amounts of Assistance
7.	Small Business Assistance Guide
8.	Special Instructions to Bidders Regarding Compliance with The City of Greensboro Minority and Women Business Enterprise (M/WBE) Program, Amended December 15, 2009
9.	Greensboro M/WBE Certification Report 2005-2006
10.	Greensboro M/WBE Certification Report 2006-2007
11.	Greensboro M/WBE Certification Report 2007-2008
12.	Greensboro M/WBE Certification Report 2008-2009
13.	Greensboro M/WBE Certification Report 2009-2010
14.	Contracts Awarded with M/WBE Information FY 05-06
15.	Contracts Awarded with M/WBE Information FY 06-07
16.	Contracts Awarded with M/WBE Information FY 07-08
17.	Contracts Awarded with M/WBE Information FY 08-09
18.	Contracts Awarded with M/WBE Information FY 09-10
19.	Memorandum, John Shoffner, Re Regional loan Pool Article in The Business Journal, September 9, 2010
20.	City of Greensboro – M/WBE 2005-06 Annual Report
21.	City of Greensboro – M/WBE 2006-07 Annual Report
22.	City of Greensboro – M/WBE 2007-08 Annual Report
23.	City of Greensboro – M/WBE 2008-09 Annual Report
24.	North Carolina Institute of Minority of Economic Development, City of Greensboro, Minority and Women's Business Enterprise Program, Disparity Study, July 1992
25.	North Carolina Institute of Minority of Economic Development, City of Greensboro, Minority and Women's Business Enterprise Program, Disparity Study Update, 1997
26.	City of Greensboro, Adopted FY 2011-12 Budget, Minority And Women Business Enterprise Program
27.	Greensboro Code of Ordinances, Chapter 2, Article IV, Division 2, Section 2-117.
28.	Greensboro Code of Ordinances, Chapter 12, Article II, Section 12.2(2).
29.	City of Greensboro, Policy Statement, Disadvantaged Business Enterprise

### **3.2 Historical Background of Remedial Programs**

Greensboro established an M/WBE program in February 1986. The program was amended in 1990. The original Greensboro M/WBE program requested that primes subcontract:

- 10% of construction, professional services and procurement with minority business enterprises (MBEs), and
- 10% of construction and procurement and 2% of professional services with woman business enterprises (WBEs).

The M/WBE program had provisions for good faith efforts, including a Good Faith Efforts Committee established to monitor program compliance. Failure to make good faith efforts would result in the bid being deemed non-responsive. Bidders were given ten days to correct a finding of nonresponsiveness. The M/WBE program stated that, "[n]othing in this plan is to be constructed to require contractors to award subcontract to, or make significant materials purchases from M/WBEs who do not submit the lowest responsive sub-bid."<sup>2</sup> The M/WBE program also included a grievance procedure.

Greensboro hired the North Carolina Institute of Minority Economic Development to conduct a disparity study that was released in July 1992 and update study was conducted in 1997. There were 427 certified M/WBEs at the time of the first disparity study. Minority was defined at the time as:

- Black American
- Hispanic American
- Native American
- Asian Pacific American
- Asian Indian American

**Exhibit 3-2** summarizes the utilization findings in the 1997 disparity study update. MBEs receive \$24.2 million across all categories, 6.2% of total spending. WBEs received \$29.1 million, 7.3% of total spending. The strongest utilization in dollar and percentage terms for MBEs was in construction (\$14.4 million). The strongest utilization in dollars and percentage terms for WBEs was in procurement (\$13.0 million).

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<sup>2</sup> 1990 Greensboro M/WBE Plan, at 20.

**EXHIBIT 3-2  
GREENSBORO M/WBE SPENDING  
DOLLAR AND PERCENTAGE UTILIZATION  
FY 1990-91 THROUGH FY 1995-96**

	Construction		Professional Services		Procurement	
	Dollars	Percent	Dollars	Percent	Dollars	Percent
<b>MBE</b>	\$14,478,278	7.3%	\$4,011,837	4.7%	\$5,752,439	5.1%
<b>WBE</b>	\$14,616,924	7.3%	\$1,482,141	1.7%	\$13,079,798	11.6%
<b>M/WBE</b>	\$29,095,202	14.6%	\$5,493,978	6.4%	\$18,832,236	16.7%
<b>Total</b>	\$199,517,872		\$85,420,656		\$112,579,455	

Source: North Carolina Institute of Minority of Economic Development, City of Greensboro, Minority and Women's Business Enterprise Program, Disparity Study Update, 1997

**3.3 Current M/WBE Program**

The Greensboro Code of Ordinances section 2-117(a) states that Greensboro's policy is to "provide minorities and women equal opportunity to participate in all aspects of city contracting and purchasing programs..." The current Greensboro M/WBE Plan states the objective of the M/WBE program as follows:

1. To provide minorities, women, persons with disabilities, and persons who are socially or economically disadvantaged an equal opportunity for participating in City construction, contracting, professional services and procurement programs;
2. To provide procedures that will enable the City to fulfill requirements of the federal and state governments related to minority and women business enterprise participation in its construction and procurement programs;
3. To increase the City's knowledge of minority and women business enterprises and become familiar with their product lines;
4. To assist eligible firms in becoming certified and keep such firms informed of professional service needs, procurement needs, purchasing procedures, and potential construction projects;
5. To sponsor special seminars and training programs to assist M/WBEs in becoming actively involved both in procurement and subcontracting in large contract projects; and
6. To provide procedures for monitoring compliance with the M/WBE program and to provide procedures for the resolution of complaints of discrimination against businesses holding construction or equipment/services contracts with the City.

**3.4 M/WBE Goal Setting**

Greensboro’s current overall M/WBE participation goal is 24%. The current M/WBE goals by procurement type are shown in **Exhibit 3-3** below. The M/WBE Plan calls for these M/WBE goals to be reviewed annually and updated if necessary.<sup>3</sup>

**EXHIBIT 3-3  
CITY OF GREENSBORO  
M/WBE GOALS**

<b>Demographic Groups</b>	<b>Construction Goals</b>	<b>City Procurement</b>	<b>Professional, Consultative Services</b>
African Americans	10%	10%	10%
Hispanic Americans	2%	2%	2%
Native Americans	2%	2%	2%
Women	10%	10%	10%

Source: Greensboro M/WBE Plan

Greensboro’s M/WBE policy also provides that “[u]tilization of any firm certified as a historically underutilized business by the North Carolina Secretary of Administration, but not listed above shall be credited toward a contractor’s good faith efforts in achieving M/WBE participation.”<sup>4</sup>

Greensboro has used project specific M/WBE goals. Typically, there is a MBE project goal and a WBE project goal. In a review of forty construction projects from FY 2008-09 through FY 2009-10 the median M/WBE project goal was 12.4%. Greensboro does not place project specific goals on professional services contracts, but does encourage the solicitation of M/WBEs for professional services contracts and provides a list of M/WBEs to solicit. On occasion Greensboro has awarded points for M/WBE subcontracting for professional services contracts.

Greensboro has also set goals on private contracts using Greensboro funds. The 2009-10 M/WBE Annual report indicated two of three such private projects had M/WBE goals of 7% and 12%. M/WBE subcontractor awards on the three projects totaled \$151,494, 12.0% of the total.<sup>5</sup>

<sup>3</sup> Greensboro M/WBE Plan, Section VIII.C.

<sup>4</sup> Special Instructions to Bidders Regarding Compliance with The City of Greensboro Minority and Women Business Enterprise (M/WBE) Program, Amended December 15, 2009, at 7.

<sup>5</sup> Greensboro M/WBE Annual Report, 2009-10.

### **3.5 Good Faith Efforts Requirements**

Greensboro defines contractor responsibilities with regard to the M/WBE policy as follows:

Contractors will take affirmative steps prior to submission of bids to encourage participation in projects by M/WBEs. Such efforts shall include:

1. *Segmenting total work requirements to permit maximum M/WBE participation;*
2. *Assuring that M/WBEs are solicited whenever they are potential sources of goods and services. This may include sending letters or making personal contacts with M/WBEs within a reasonable time prior to bid submission. Such letters and contacts should communicate the following:*
  - a. *Specific and accurate description of the work to be subcontracted;*
  - b. *How and where to obtain a copy of plans and specifications or other detailed price quotation information;*
  - c. *Date the quotation is due to the contractor for preparation of the bid; and*
  - d. *Name, address and phone number of person in the contractor's firm whom the prospective subcontractor should contact for additional information;*
3. *Sending letters or making local personal contact with local, state, federal, and private agencies and M/WBE associations relevant to the project. Such contacts should provide the same information provided in the direct contact to M/WBE firms;*
4. *Where feasible, establishing delivery schedules which will encourage participation by M/WBEs;*
5. *In determining the availability of M/WBEs, the relevant areas shall be the same as that used to solicit prime contractors and includes Guilford, Alamance, Davidson, Forsyth, Randolph, Rockingham, Stokes and Yadkin counties;*
6. *Attending the pre-bid conference;*
7. *Advertising in minority/women trade publications and minority/women owned media and other media formatted towards women and minorities within a reasonable time prior to bid submission. The publication should be one, which reasonably covers the area of the project. The advertisement should be for specific subcontracts described in reasonable detail;*

8. *Providing bonding and insurance for M/WBEs who are unable to secure the bonding and insurance required by the contractor;*
9. *To demonstrate compliance with the above, the contractor should keep detailed records of all correspondence, responses to the aforementioned correspondence, logs of all telephone calls made and received regarding the project; and the copies of all advertisements in minority and women-owned publications and media, as well as media formatted towards women and minorities; and*
10. *Required submission of a Contract M/WBE Utilization Report (Payment Certificate) included as Appendix H in the Special Instructions to Bidders, along with each request for payment. This document certifies payments made to M/WBE subcontractors included on or added to Appendix C, D, and/or Appendix E contained in bid documents. Contractors are required to pay subcontractors within the time constraints established by N.C.G.S. 143-134.1.<sup>6</sup>*

Contractor's good faith efforts are defined as follows:

1. *Using the source list provided by the North Carolina Secretary of Administration, the bidder, including those certified as M/WBEs, shall solicit sub-bids and material quotes from individual certified M/WBEs having their principal place of business located in Guilford, Alamance, Davidson, Forsyth, Randolph, Rockingham, Stokes or Yadkin counties. The bidder shall solicit bids and quotes from M/WBEs with reasonable advance notice to ensure that M/WBEs will have an adequate opportunity to respond. In soliciting sub-bids and quotes, the bidder shall furnish at least the following information:*
  - a. *Bidder's name, address and telephone number;*
  - b. *Project location and description;*
  - c. *Work to be subcontracted or materials purchased, including a specific description of the work involved;*
  - d. *Location and availability of plans, drawings and specifications for review;*
  - e. *The identity and contact information of the bidders' contracting representative; and*
  - f. *Location, date and time when sub-bids and quotes must be received by the bidder.*
  - g. *If the bidder does not receive a response from an M/WBE, he/she must advise the City that no response was received.*
2. *A contractor will consider all sub-bids and quotes received from M/WBEs, not rejecting M/WBEs as unqualified without sound reasons based on a thorough understanding of their capabilities. If a*

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<sup>6</sup> Greensboro M/WBE Plan, Section VII.D.

*subcontract is not awarded to an M/WBE, the contractor must document why. This requirement also applies to contractors and subcontractors, regardless of tier, who are themselves, certified by the North Carolina Secretary of Administration as an M/WBE or joint venture at least 51% owned and controlled by M/WBEs. A contractor at any tier shall include this requirement and all other requirements of this plan in any subcontract it may use to fulfill contractual obligations with the City.*

- 3 A contractor will not reject the proposal of an M/WBE on the basis that the M/WBE is unable to secure the necessary bonding. Rather, the contractor must either waive the requirement of bonding or provide the necessary bonding on behalf of the M/WBE.<sup>7</sup>*

In making a good faith efforts determination, Greensboro also considers:

- 1. Whether the contractor attended any pre-solicitation or pre-bid meetings that were scheduled by the City;*
- 2. Whether the contractor advertised in general circulation, trade association, and minority-focused media concerning the subcontracting opportunities;*
- 3. Whether the contractor provided written notice to a reasonable number of specific M/WBEs that their interest in the contract was being solicited in sufficient time to allow the M/WBEs to participate effectively;*
- 4. Whether the contractor followed up initial solicitations of interest by contacting M/WBEs to determine with certainty whether the M/WBEs were interested;*
- 5. Whether the contractor selected portions of the work to be performed by M/WBEs in order to increase the likelihood of meeting M/WBE goals (including, where appropriate, breaking down contracts into economically feasible units to facilitate M/WBE participation);*
- 6. Whether the contractor provided interested M/WBEs with adequate information about the plans, specifications, and requirements of the contract;*
- 7. Whether the contractor negotiated in good faith with interested M/WBEs, not rejecting M/WBEs as unqualified without sound reasons based on a thorough investigation of their capabilities;*
- 8. Whether the contractor effectively used the services of the City's available minority community organizations, minority contractors' groups, local, state and federal minority business assistance offices, and other organizations that provide assistance in the recruitment and replacement of M/WBEs; and*

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<sup>7</sup> Greensboro M/WBE Plan, Section IX.B.

9. *Whether “other” North Carolina Secretary of the Administration HUB categories were utilized in addition to M/WBE categories that are recognized by the City of Greensboro (African Americans, Hispanic Americans, Native Americans and Women).<sup>8</sup>*

The Greensboro good faith efforts requirements go on to state that, “[n]othing in this plan is to be construed to require contractors to award subcontractors to, or make significant material purchases from M/WBEs who do not submit the lowest responsive sub-bid.”<sup>9</sup>

Greensboro M/WBE policy has several remedies for failure to satisfy good faith efforts requirements:

1. *Failure by the contractor to adequately document good faith efforts to subcontract with M/WBEs will subject the bid to rejection as being non-responsive.*
2. *If the contractor is found to be in non-compliance and fails to correct such noncompliance within ten (10) working days after notification, the City will withhold 5% of the amount of 24 completed work on all monthly payments until good faith effort requirements are satisfied. (The ten (10) working days to correct non-compliance is not applicable to bid rejection for failure of the contractor to document good faith efforts to utilize M/WBEs prior to submission of bids).*
3. *The contractor shall pay monetary damages to the City of Greensboro in an amount set by the “Good Faith” Committee of up to five percent (5%) of the contract price, including any change orders, sales taxes and contingency;*
4. *This shall be deemed an element of “poor performance” and grounds to suspend the contractor from bidding on future City contracts for a specified period of time; and*
5. *Termination for breach of contract for noncompliance, provided a reasonable time shall be given the contractor to comply.<sup>10</sup>*

Greensboro has preferred to impose penalties instead of rejecting bids for failure to comply with good faith efforts. There sanctions can be up to 5% of the contract. Nine bidders failed good faith effort requirements from January 2006 through April 2010. Of those nine bids, five bids were awarded with penalties, two bids were submitted to City Council with the recommendation to reject the bid and for two bids the challenge was either mediated or withdrawn.

Greensboro has a good faith hearing for bidders dissatisfied with evaluation of their good faith efforts. These hearings are recorded, although they are not quasi-judicial hearings. The Purchasing Manager serves on Good Faith Efforts committee.

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<sup>8</sup> Greensboro M/WBE Plan, IX.C.

<sup>9</sup> Greensboro M/WBE Plan, IX.E.

<sup>10</sup> Greensboro M/WBE Plan, Section IX.G.

### **3.6 Small Purchases**

Greensboro does have certain policies on small purchases that affect M/WBE vendors. Greensboro uses a “Rule of 3,” in which if there are at least three M/WBEs available for a commodity then Greensboro solicits them.

For construction projects less than \$30,000.00, the M/WBE Plan requires that the M/WBE Program Coordinator provide to Greensboro departments a listing of all certified M/WBEs, with the capabilities relevant to the project and having their principal place of business located in M/WBE program geographic areas, if requested.<sup>11</sup> The M/WBE Program Coordinator has the same responsibilities for professional services contracts less than \$20,000.<sup>12</sup>

### **3.7 M/WBE Utilization Reporting**

Greensboro’s Protrack system collects data on utilization of M/WBEs, contact names and numbers, dollar amounts, total project costs, change orders and payments. The Lawson procurement system used by Greensboro does not track subcontractor utilization. Greensboro only tracks information on M/WBE subcontractors for the prime contractor that was awarded the contract. Greensboro reports M/WBE construction prime utilization when there is data.

M/WBE utilization reported by Greensboro is presented in **Exhibit 3-4** below. Some highlights are as follows:

- Greensboro utilization of M/WBEs ranged from \$6.8 million to \$18.0 million and from 8.9% to 18.7% of total spending;
- Greensboro utilization of MBEs ranged from \$2.9 million to \$5.6 million and from 2.9% to 8.8% of total spending;
- Greensboro utilization of WBEs ranged from \$2.1 million to \$12.7 million and from 2.7% to 10.5% of total spending;
- Greensboro utilization of M/WBEs in construction ranged from \$2.9 million to \$9.1 million and from 10.5% to 17.8% of construction spending;
- Greensboro utilization of M/WBEs in procurement ranged from 0 to \$1.3 million and \$4.5 million and from 1.8% to 9.2% of construction spending; and
- Greensboro utilization of M/WBEs in professional services ranged from zero to \$3.7 million and from zero to 25.6% of construction spending.

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<sup>11</sup> Greensboro M/WBE Plan Section VII.A.6.

<sup>12</sup> Greensboro M/WBE Plan Section VII.C.1.

**EXHIBIT 3-4  
CITY OF GREENSBORO  
REPORTED M/WBE UTILIZATION  
BY PROCUREMENT CATEGORY  
FY 2003-04 THROUGH FY 2009-10**

<b>FY</b>	<b>Construction</b>	<b>Percent</b>	<b>Procurement</b>	<b>Percent</b>	<b>Professional Services</b>	<b>Percent</b>	<b>MBE</b>	<b>Percent</b>	<b>WBE</b>	<b>Percent</b>	<b>Total M/WBE</b>	<b>Percent</b>
2003-04	\$2,929,680	10.6%	\$2,631,239	7.1%	\$1,257,799	7.6%	\$4,645,708	5.7%	\$2,173,010	2.7%	\$6,818,718	8.4%
2004-05	\$4,837,441	10.5%	\$4,181,031	9.2%	\$574,765	3.2%	\$4,063,384	3.9%	\$5,529,853	5.3%	\$9,593,237	9.2%
2005-06	\$9,647,469	16.7%	\$3,290,121	8.5%	\$0.0	0.0%	\$2,956,316	2.9%	\$9,981,274	9.9%	\$12,937,590	12.9%
2006-07	\$8,273,616	17.8%	\$2,213,892	4.7%	\$327,347	2.2%	\$3,371,659	3.1%	\$7,443,196	6.8%	\$10,814,855	9.9%
2007-08	\$5,315,534	14.8%	\$1,310,869	1.8%	\$152,213	1.8%	\$3,917,035	8.8%	\$14,129,586	10.5%	\$18,046,621	18.7%
2008-09	\$6,033,902	13.0%	\$1,490,894	2.8%	\$3,420,913	22.1%	\$5,615,295	4.9%	\$5,330,414	4.6%	\$10,945,709	9.5%
2009-10	\$9,136,755	10.5%	\$4,579,224	9.5%	\$3,785,755	25.6%	\$4,785,942	3.2%	\$12,715,822	8.5%	\$17,501,764	11.6%

Source: Greensboro M/WBE Annual Reports

Greensboro uses the Bank of America for its procurement card. Bank of America does produce a socio-economic report, but Greensboro goes by certified HUB vendors.

### **3.8 M/WBE Certification**

On the Greensboro website a certified M/WBE is defined as a firm than can “[d]emonstrate at least 51 percent ownership and control on a day-to-day basis by a woman or minority, including African-American, Hispanic, Native American, Asian American, disabled, or socially or economically disadvantaged.”<sup>13</sup> This is the definition from the state of North Carolina. Similarly, the Greensboro M/WBE Plan defines a Historically Underutilized Business (HUB) as a “business which is certified by the North Carolina Secretary of Administration as a historically underutilized business. However, the business may also be one that is owned and controlled by one or more persons who are not African-American, Native American, Hispanic or female.” The Greensboro M/WBE Plan defines an M/WBE as a “business which is certified by the North Carolina Secretary of Administration as a historically underutilized business.”<sup>14</sup>

In the Greensboro M/WBE policy contractors are encouraged to solicit firms on the state of North Carolina HUB list and “are encouraged to include firms having their principal place of business located in Guilford, Alamance, Davidson, Forsyth, Randolph, Rockingham, Stokes or Yadkin counties.”<sup>15</sup>

**Exhibit 3-5** shows data on M/WBE certification by Greensboro from FY 2005-06 through FY 2008-09. On average, there were 174 recertifications, 38 new certifications and 47 decertifications per year. The largest number of recertifications during the four-year period was 177 in FY 2005-06. The largest number of new certifications was 57 in FY 2007-08.

**EXHIBIT 3-5  
CITY OF GREENSBORO  
RECERTIFICATIONS, NEW CERTIFICATIONS  
AND DECERTIFICATIONS  
FY 2005-06 THROUGH FY 2008-09**

	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>Average</b>
Recertified	177	150	157	212	174
Newly certified	22	26	57	48	38
Decertified	17	58	28	86	47

Source: Greensboro M/WBE Certification Reports

Greensboro no longer certifies M/WBEs, but uses the State of North Carolina HUB list. In October 2011 there were 449 certified firms listed in the North Carolina HUB database from counties covered by the Greensboro M/WBE program.<sup>16</sup>

<sup>13</sup> <http://www.greensboro-nc.gov/index.aspx?page=448>.

<sup>14</sup> Greensboro M/WBE Plan, III.

<sup>15</sup> Special Instructions to Bidders Regarding Compliance with The City of Greensboro Minority and Women Business Enterprise (M/WBE) Program, Amended December 15, 2009, at 5.

<sup>16</sup> <https://www.ips.state.nc.us/ips/vendor/searchvendor.aspx?t=h>.

### **3.9 M/WBE Program Staffing and Budget**

The Greensboro M/WBE Plan provides that City Manager is “hereby authorized to take all usual and legal administrative actions necessary to implement [the M/WBE] program. Notwithstanding any specific assignment contained in the plan, the ultimate responsibility for its administration is assigned to the City Manager. The City Manager will designate a M/WBE Program Coordinator who works directly with City department and division heads to achieve overall M/WBE utilization goals as established by City Council.”<sup>17</sup> The M/WBE Office is currently under Economic Development and Business Support.

The M/WBE Office objectives are:

- Maintain at least 10% of Greensboro contracts with certified Historically Underutilized Business (HUB) firms.
- Promote visibility of M/WBE program and provide exceptional customer service to start-up and expanding business owners.
- Increase the number of available certified HUB firms to do business with the City of Greensboro.
- Expand number of collaborations with Small Business Consortium Partners.<sup>18</sup>

M/WBE Office Effectiveness Measures are:

- Percentage increase of formerly Greensboro certified firms to complete HUB certification: 6.0%.
- Percentage of City funded general- or sub-contracts awarded to HUB firms: 10%.
- Percentage of attendees rating meetings/training sessions as effective or very effective: 70%.<sup>19</sup>

The FY 2011-12 budget for the M/WBE Office is decreasing by \$305,636 or 60.9%. There is currently only one staff person in the M/WBE Office. The decrease in the M/WBE Office budget includes the elimination of two M/WBE Specialists as well as an Administrative Assistant.

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<sup>17</sup> City of Greensboro, MWBE Plan, Section IV..

<sup>18</sup> City of Greensboro, Adopted FY 2011-12 Budget, Minority And Women Business Enterprise Program.

<sup>19</sup> City of Greensboro, Adopted FY 2011-12 Budget, Minority And Women Business Enterprise Program.

### **3.10 M/WBE Advisory Committee**

The Greensboro M/WBE Plan provides that the M/WBE Advisory Committee consist of eleven members appointed for two terms of three each. Members are appointed by the City Manager. The M/WBE Program Coordinator is a non-voting member of the Advisory Committee. The Advisory Committee currently meets quarterly. The M/WBE Advisory Committee is given the following duties:

- 1. To recommend guidelines for the implementation of the M/WBE Program;*
- 2. To monitor goal accomplishments and make recommendations for changes in goals;*
- 3. To maintain contact with the business community and elicit cooperation for economic development of M/WBE firms;*
- 4. To review M/WBE contracting problems and make further recommendations to increase M/WBE participation in City contracting;*
- 5. To select a representative to serve as a voting member of the Good Faith Committee;*
- 6. To recommend training and technical assistance programs for M/WBE firms to enhance the ability of the M/WBE firms to compete for City contracts;*
- 7. To prepare an annual report to be submitted to the City Administration; and*
- 8. To perform such other duties as may be assigned from time to time by the City Manager.*

The Greensboro M/WBE Plan provides that the following organizations may be represented on the Advisory Committee.

- 1. The Center for Entrepreneurship;*
- 2. Small Business and Technology Development Center;*
- 3. Greensboro Chamber of Commerce;*
- 4. Guilford Technical Community College/Small Business Assistance Center;*
- 5. Carolina Associated General Contractors;*
- 6. Certified M/WBE in Construction;*
- 7. Certified M/WBE in Procurement;*

8. *Certified M/WBE in Professional Services;*
9. *General Contractor;*
10. *Professional Services Consultant;*
11. *NAACP;*
12. *Greensboro Commission on Human Relations; and*
13. *Greensboro Commission on the Status of Women.*<sup>20</sup>

### **3.11 Small Business Enterprise Program**

Greensboro does not have a small business procurement program per se. Greensboro website defines small business as those having fewer than 100 employees. The Greensboro website provides a listing of such businesses. There are nearly 3,000 businesses on the list.

### **3.12 Disadvantaged Business Enterprise (DBE) Program**

The City created the Greensboro Transit Authority (GTA) in 1991. The GTA board is appointed by the Greensboro City Council. The GTA budget is approximately \$19.5 million. The current GTA DBE goal is 24%.<sup>21</sup> The 2009-10 M/WBE Annual Report indicated that there were six projects for \$10.1 million with state and federal funding. Five of the six projects had DBE goals, which ranged from 5% to 12%. Total DBE subcontract awards on these projects totaled \$826,056.

### **3.13 Commercial Nondiscrimination Policy**

Greensboro does not have a formal commercial nondiscrimination policy, such as the one adopted by the City of Charlotte. However, the Greensboro M/WBE Ordinance provides that “(i)t is the policy of the city to prohibit discrimination against any person or business in pursuit of these opportunities on the basis of race, color, sex, religion or national origin.”<sup>22</sup> In addition, the Greensboro Human Relations Commission is tasked by Greensboro ordinances:

*To receive and investigate complaints of discrimination based on the provisions of this chapter, particularly with respect to the denial of equal access to and discrimination in public accommodations and employment when such denial and discrimination against either individual or group is based on race, religion, color, national origin or sex, and to act as the*

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<sup>20</sup> City of Greensboro, MWBE Plan, Section VI. The NAACP does not currently have a representative on the MWBE Advisory Committee.

<sup>21</sup> City of Greensboro, Policy Statement, Disadvantaged Business Enterprise, page 7.

<sup>22</sup> Greensboro Code of Ordinances, Chapter 2, Article IV, Division 2, Section 2-117.

*administrative enforcement body to receive and process fair housing complaints filed under division 5 of this chapter.*<sup>23</sup>

### **3.14 Prompt Payment**

It is North Carolina state policy for local governments to make prompt payments on public construction contracts.<sup>24</sup> Interest of 1% per month on the unpaid balance to a prime contractor is to commence 46 days after project completion.<sup>25</sup> Subcontractors are to be paid with seven days of payment to the prime contractor. Interest of 1% per month on the unpaid balance to a subcontractor commences on the eighth day after the prime has been paid.<sup>26</sup> The North Carolina prompt payment statute also regulates the holding of retainage on public construction projects.<sup>27</sup>

Greensboro M/WBE policy provides that “payments for construction contracts and for products and commodities are to be paid within thirty (30) days after receipt of an approved invoice.”<sup>28</sup>

### **3.15 Financial Assistance Programs**

**Targeted Loan Pool (TLP) Program.** The TLP program for small business was formed in 2005 with \$400,000 in Community Development Block Grant funds and \$600,000 from nine area banks. The TLP program made loans from \$25,000 to \$200,000 and focused on businesses in the Greensboro Empowerment Zone. From 2005 through 2010, the program made eight loans for \$1.3 million. The TLP program is currently being revamped. Consequently, Greensboro does not currently maintain a lending assistance program for small or M/WBE firms.

**U.S. Small Business Administration (SBA).** The SBA maintains the 504 Loan Program and the 7(a) Loan Guarantee Program. The SBA’s Community Express program targets MBEs in low- and moderate-income neighborhoods with a high concentration of minority residents. The program provides an 85% guarantee for loans of less than \$150,000 and a 75% guarantee for loans ranging from \$150,000 to \$250,000.

### **3.16 Bonding Assistance**

At present Greensboro does not maintain a bonding assistance program. The SBA Surety Bond Guarantee program is a public-private partnership between the federal government and surety companies that provides bond guarantees. The SBA guarantees bid, payment, performance and for individual contracts and subcontracts up to \$2 million.

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<sup>23</sup> Greensboro Code of Ordinances, Chapter 12, Article II, Section 12.2(2).

<sup>24</sup> NCGS § 143-134-1(a).

<sup>25</sup> NCGS § 143-134-1(a).

<sup>26</sup> NCGS § 143-134-1(b).

<sup>27</sup> NCGS § 143-134-1(b-1).

<sup>28</sup> Greensboro M/WBE Plan, Section VII.A.7.

### **3.17 Management and Technical Assistance**

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

**Nussbaum Center for Entrepreneurship.** The Nussbaum Center is a nonprofit located at North Carolina A&T in Greensboro. The Nussbaum Center operates a small business incubator in Greensboro. The Center's EASE program assists with business plans, mentoring, marketing, finance, human resources, technical, insurance, and legal assessments.

The Center has graduated 120 firms over a twenty-year period. The Nussbaum Center currently has 64 client companies of which 27% are African American and 20% are women owned.

**Guilford Technical Community College (GTCC) Small Business Center.** The Small Business Center provides seminars and classes as well as on-line counseling.

**Procurement Technical Assistance Center.** There are seven branches of the national Procurement Technical Assistance Program (PTAP) in North Carolina, including one in Greensboro at North Carolina A&T. PTAP was started in 1985 to assist businesses selling to the U.S. Department of Defense (DOD). PTAP helps with local government procurement in addition to state and federal procurement.

**Small Business and Technology Development Centers (SBTDC).** The North Carolina SBTDC Network assists small businesses in the areas of start-up, expansion organizational structure, and management. The SBTDC collaborates with the SBA the University of North Carolina system and the North Carolina Chamber of Commerce. There is a SBDC located in Greensboro at North Carolina A&T.

**Triad SCORE.** The Triad SCORE provides counseling and mentoring and a comprehensive business support website.

### **3.18 Outreach**

Greensboro's public notice and outreach efforts have included:

- Posting bids on the State of North Carolina Interactive Purchasing System (IPS) since 2007. Vendors can register on system, chose commodities for notification and submit responses electronically.
- Maintaining the Greensboro website, which contains information on the M/WBE Plan, the resource partners, small business listing, certification forms, links to the North Carolina HUB Directory, and comprehensive Greensboro contracting information.<sup>29</sup>

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<sup>29</sup> Greensboro participated in an effort with Guilford County, Guilford Schools, University of North Carolina (Greensboro), North Carolina A&T, and Guilford Technical Community College, to develop a central website for all projects but the proposal was never implemented.

- Advertising in minority publications, such as The Challenger.
- Planning pre-bid conferences.
- Holding small business briefings. There were 113 participants in FY 2006-07. These briefings have included workshops on winning government contracts, business loans and certification.
- Sponsoring small business breakfast meetings with the GTCC Small Business Center, Greensboro Public Library, Greensboro Chamber of Commerce and Nussbaum Center for Entrepreneurship. Topics have included marketing, small business contracting with Greensboro, GTCC and Guilford County schools and small business loans

## ***4.0 MARKET AREA, UTILIZATION, AND AVAILABILITY ANALYSIS***

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## **4.0 MARKET AREA, UTILIZATION AND AVAILABILITY ANALYSES**

This chapter presents the results of our analysis of the City of Greensboro contracting and procurement activity from July 1, 2005 through June 30, 2010. In this chapter, we define the City of Greensboro's market area<sup>1</sup> and analyze the utilization of firms by the City of Greensboro (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. As mentioned in previous chapters, MGT of America, Inc. (MGT) also examined the utilization and availability of firms for city-funded construction projects awarded through the Disadvantaged Business Enterprise (DBE) program. Thus, this chapter will also examine the utilization of firms on non-DBE construction and DBE construction projects, as well as professional services and procurement.

This chapter is organized into the following sections:

- 4.1 Methodology
- 4.2 Analysis of Subcontracting - Construction
- 4.3 Analysis of Prime Contracting - Construction
- 4.4 Analysis of Professional Services
- 4.5 Analysis of Procurement
- 4.6 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 three business categories: construction (DBE<sup>2</sup> and non-DBE), professional services and procurement. The analyses, as well as the findings and recommendations for this study focus on subcontracting since evidence of subcontracting activity is needed in order to

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<sup>1</sup> The Greensboro-Winston Salem-High Point Combined Statistical Area (CSA), which constitutes the Greensboro market area for this study. The CSA includes the following North Carolina counties: Guilford, Randolph, Rockingham, Alamance, Surry, Davidson, Davie, Forsyth, Stokes and Yadkin.

<sup>2</sup> On March 28, 2011 the City of Greensboro (City) contracted MGT of America, Inc. (MGT), to conduct a Disparity Study for the Minority-and Woman Business Enterprise (M/WBE) Program, and the Disadvantaged Business Enterprise (DBE) Program for the City-funded transportation related projects. The report uses the term DBE to refer to the DBE program. MBE/WBEs refer to minority and women- owned firms. The term M/W/DBE refers minority and women-owned firms utilized and/or available for City-funded DBE construction projects.

establish M/WBE subcontracting goals. The scope of the subcontracting analysis for this study was limited to construction, since that is where the majority of subcontracting activity occurs in City contracts. The scope of the prime analysis was construction, professional services and procurement. 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 highway and 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

**Procurement (which includes Other Services and Goods and Supplies)**

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

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 and/or M/W/DBE Classifications**

In this study, businesses classified as M/WBEs and/or M/W/DBE<sup>3</sup> 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.

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<sup>3</sup> The report uses the term DBE to refer to the DBE program. MBE/WBEs refer to minority and women-owned firms. The term M/W/DBE refers minority and women-owned firms utilized and/or available for City-funded DBE construction projects.

- **Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white females. Minority women were included in their respective minority category.
- **Disadvantaged Business Enterprise:** U.S. citizens or lawfully admitted permanent residents who are socially and economically disadvantaged.

The M/WBE determinations reflected in this report were based on classifications presented in the City-provided data (such as vendor data, contract data)<sup>4</sup>. 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 State of North Carolina Historically Underutilized Business (HUB) certification list, anecdotal responses to the survey of vendors on race, ethnicity and gender classification, Central Contractor Registration). City staff also conducted a thorough review of the business owner classifications of firms and where appropriate, these classifications were reclassified in order to represent the proper business owner classification. 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 data assessment survey was distributed to key City staff. Electronic bidder, contracting and procurement data within the study period was extracted from the City's financial and procurement system, Lawson, as well as the City's contract management database, ProTrack.

**Exhibit 4-1** shows the number of payment or contracting records by business category. A total of 35,045 records were used in the analyses. However, the number of records presented below does not take into account the geographic location of firms or additional transactions<sup>5</sup> that were identified as exclusions from the study.

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<sup>4</sup> The City tracks firms that are HUB-certified. However, the analyses presented are based on the race, ethnicity and gender classification and not certification. Thus, the analysis includes firms that are certified and non-certified.

<sup>5</sup> 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.

**EXHIBIT 4-1  
CITY OF GREENSBORO  
NUMBER OF RECORDS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>BUSINESS CATEGORY</b>	<b># OF RECORDS</b>
Construction <sup>1</sup> , Prime Level	229
Construction, Subcontractor Level	1,857
Professional Services	1,856
Procurement	31,103
<b>Total # of Records</b>	<b>35,045</b>

Sources: Prime payment activity compiled from the City's Lawson data from July 1, 2005 through June 30, 2010. Construction activity compiled from the City's ProTrack data from July 1, 2005 through June 30, 2010. 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.

<sup>1</sup> The number of records for the construction business category includes both non-DBE and DBE.

For the analysis at the prime level, the study relied on data obtained from Lawson for professional services and procurement, as well as the electronic data from ProTrack for construction contracting.

Once all of the prime data was collected and transferred into the MGT master database, the prime 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; administrative items; salary and fringe benefits; government entities including nonprofit local organizations, state agencies, and federal agencies; and land purchases, etc.
- 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 it was determined that the construction subcontract award and payments data would be extracted from the City's contract management database, ProTrack. Thus, City staff extracted both prime contract award and subcontract award and payments data from ProTrack.

Once MGT received the data, follow-up data assessments and follow-up interviews were conducted. As a part of the follow-up assessment, MGT identified prime contracts that did not have M/WBE subcontractor payments and requested that the City review and

confirm these findings. City staff reviewed these findings and was able to provide M/WBE subcontractor payments data via hard copy Contract M/WBE Utilization Reports for approximately eight prime contracts. All M/WBE subcontract data was provided via ProTrack. Therefore, MGT would not need to conduct onsite data collection. 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; 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**

The following presents a list of the data collected for the purposes of this study:

- **Prime Payment Data:** electronic files extracted from Lawson containing payments made to firms from July 1, 2005 through June 30, 2010.
- **Prime Contract Data:** electronic files extracted from ProTrack containing prime contract activity from July 1, 2005 through June 30, 2010.
- **Subcontract Data:** electronic files extracted from ProTrack containing subcontract activity from July 1, 2005 through June 30, 2010. Electronically scanned Contract M/WBE Utilization Reports.
- **Vendor List:** an electronic file extracted from the City's procurement system (Lawson) containing vendors that were paid and/or have registered to do business with the City.
- **Bidder Data:** electronic files extracted from ProTrack and Lawson containing bidder activity from July 1, 2005 through June 30, 2010.
- **Building Permits:** electronic files containing commercial construction permits (such as building, electrical, mechanical) let to firms from July 1, 2005 through June 30, 2010<sup>6</sup>.
- **Central Contractor Registration (CCR)<sup>7</sup> Registrant Database for the U.S. Federal Government:** an electronic file containing firms located in the

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<sup>6</sup> Please refer to **Chapter 6.0** for a detailed discussion of this dataset.

<sup>7</sup> 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

Greensboro-Winston Salem-High Point Combined Statistical Area (CSA) that has registered with CCR.

- **State of North Carolina Historically Underutilized Business (HUB) vendor database:** an electronic file containing a list of firms certified by the State of North Carolina as minority or women-owned firms.

#### **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.

#### **Market Area**

A United States county is the geographical unit of measure selected for determining market area. The use of counties located within a City's Combined Statistical Area (CSA) as geographical units is based on the following considerations: 1) the courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis; 2) county boundaries are externally determined and thus free from any researcher bias that might result from any arbitrary determinations of geographical units of analysis; and 3) the U.S. Census and other federal and state data are routinely collected and reported by county.

The counties that constituted the City's market area were determined by evaluating the total dollars expended by the City in each business category. The results were then summarized by county according to the location of each firm that provided goods or services to the City. **Appendix L - Overall Market Area Analysis** presents the market area analysis by business category. For the purpose of this study, the utilization analysis was based on payments made to M/WBE and non-M/WBE firms located in the ten-county Greensboro-Winston Salem-High Point Combined Statistical Area (CSA), which constitutes the Greensboro relevant market area. The CSA includes the following North Carolina counties: Guilford, Randolph, Rockingham, Alamance, Surry, Davidson, Davie, Forsyth, Stokes and Yadkin. It should be noted the City's program area consists of eight North Carolina counties, which are Guilford, Randolph, Rockingham, Alamance, Davidson, Forsyth, Stokes and Yadkin. Therefore, the analysis included the City's eight-county program area, as well as two additional North Carolina counties (Surry and Davie).

#### **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.<sup>8</sup> 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

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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.

<sup>8</sup> See for example, *Scott v. City Of Jackson*, 199 F.3d 206 (5<sup>th</sup> Cir 1999).

study presents various measures of business availability, including U.S. Census Survey of Business Owners data and 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. 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.<sup>9</sup> 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.

For the purposes of this study, MGT defines availability for procurement and professional services as firms located in the Greensboro-Winston Salem-High Point CSA that (1) have performed direct work for the City and (2) have registered to do business with the City, 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 Greensboro-Winston Salem-High Point CSA.

For the purposes of this study, MGT defines availability for construction at the prime contractor level as firms located in the Greensboro-Winston Salem-High Point CSA that (1) have been paid and/or awarded direct 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) were presented in the City’s plan holders’ lists, but have not performed prime contract work for 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.

MGT defines the availability for construction at the subcontractor level as firms located in the ten-county Greensboro-Winston Salem-High Point CSA that (1) have been paid and/or awarded direct work for the City; (2) have bid as a prime contractor to do

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<sup>9</sup> *H.B.Rowe v. North Carolina DOT*, 589 FSupp.2d 587 (E.D. NC 2008).

business with the City, but have not performed direct work for City during the study period; (3) were presented in the City's plan holders' lists, but have not performed prime contract work for City during the study period; (4) have been paid and/or awarded subcontractor level work for the City; and (5) certified as HUBs with the State of NC. These firms (items 1-4) are considered to be available for construction at the subcontractor level because they have either performed or indicated their willingness to perform direct work for City.

### **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 **Chapter 6.0**. 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.*,<sup>10</sup> 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.

## **4.2 Analysis of Subcontracting- Construction**

The analysis of subcontracting is presented first, since in order to establish M/WBE subcontracting goals there must be a factual basis for those goals. As stated in **Section 4.1.3**, MGT collected subcontract data from electronic data files extracted from ProTrack, as well as electronically scanned Contract M/WBE Utilization Reports. The following utilization analysis is based on data collected from these electronic files and reports. The analysis of subcontractor utilization was based on the payments made to subcontractors within the Greensboro market area, which is the Greensboro-Winston Salem-High Point Combined Statistical Area CSA.

### **4.2.1 Utilization of Firms at the Construction Subcontractor Level**

As stated previously, subcontractor<sup>11</sup> data was extracted from ProTrack which only maintained data on M/WBE subcontractors and did not maintain data on non-M/WBE subcontractors. Thus, if MGT conducted analyses on this data, the analyses would have

<sup>10</sup> *Contractors Association of Eastern Pennsylvania v. Philadelphia*, 91 F.3d 586 (3<sup>rd</sup> Cir 1996).

<sup>11</sup> MGT also examined the utilization of firms for city-funded construction projects awarded through the Disadvantaged Business Enterprise (DBE) program. Thus, this section will also examine the utilization of firms on non-DBE construction and DBE construction projects at the subcontractor level.

been heavily weighted towards M/WBEs because those were the data most readily available.

The City only tracked firms certified as HUBs by the State of North Carolina which explains why the data are so heavily weighted towards M/WBE firms. Therefore, we provide in **Exhibit 4-2** an analysis of subcontracting utilization based on estimated subcontracting. We had the distribution of the subcontract dollars to M/WBE by race, ethnicity and gender classification, but needed to know construction subcontracts granted to non-M/WBEs in order to establish a reasonable basis to determine the relative proportion of construction subcontract dollars to the corresponding prime construction contracts. Please refer to **Appendix K – Subcontractor Estimates** for a discussion on the subcontractor estimates methodology, which also includes exhibits displaying the corresponding prime construction contracts dollars.

Our experience has shown that subcontracting generally represents 20 to 35 percent of the prime construction contract amounts. Census data support the applicability of this rule of thumb for this project. The “2007 Census of Construction – Geographic Area Summary Findings” shows that the cost of construction work subcontracted out in the state of North Carolina was 34.8%. Assuming that the City’s construction spending pattern is similar to the overall patterns in the state of North Carolina, we would conclude that subcontractors received 34.8% of prime level dollars. We then subtracted MWBE subcontract dollars from the estimated total subcontract dollars to estimate non-MWBE subcontract dollars.

Using the corresponding prime dollars on non-DBE construction projects for the five years for which M/WBE subcontracting data were available, we calculate the overall subcontract dollars on non-DBE construction projects to have been \$67.5 million in the market area. Accordingly, **Exhibit 4-2** shows the estimated non-DBE construction subcontracting utilization dollars and percentages under these assumptions. Refer to **Appendix O – Threshold Utilization Analyses by Construction Subcontract Award** for analyses of subcontracts by award dollar ranges.

**Exhibit 4-2** shows that during the study period, an estimated \$67.5 million in payments at the subcontractor level on non-DBE construction projects were made to M/WBE and non-M/WBE firms. Prime contractors spent \$12.3 million, for 18.2% of construction subcontract payments on non-DBE projects, with M/WBE firms. When looking at the spending with M/WBE firms, nonminority women-owned firms were most successful with \$5.9 million (8.8%), followed by Hispanic American-owned firms with \$3.5 million (5.2%), African American-owned firms with \$2.9 million (4.2%) and Native American-owned firms with \$3,500 (0.01%). Asian American-owned firms were not utilized as subcontractors on non-DBE construction projects during the study period. Prime contractors spent an estimated \$55.2 million, for 81.8% of non-DBE construction subcontract dollars, with non-M/WBE firms. As far as by fiscal year and in terms of the percentage of non-DBE construction payments at the subcontractor level, M/WBE firms were most successful in fiscal year 2006 receiving 28.6% of the payments. In terms of payment dollars, M/WBEs were also most successful at the construction subcontractor level on non-DBE projects in fiscal year 2006, receiving \$5.1 million.

**EXHIBIT 4-2  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL  
DOLLARS AND TOTAL ESTIMATED DOLLARS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

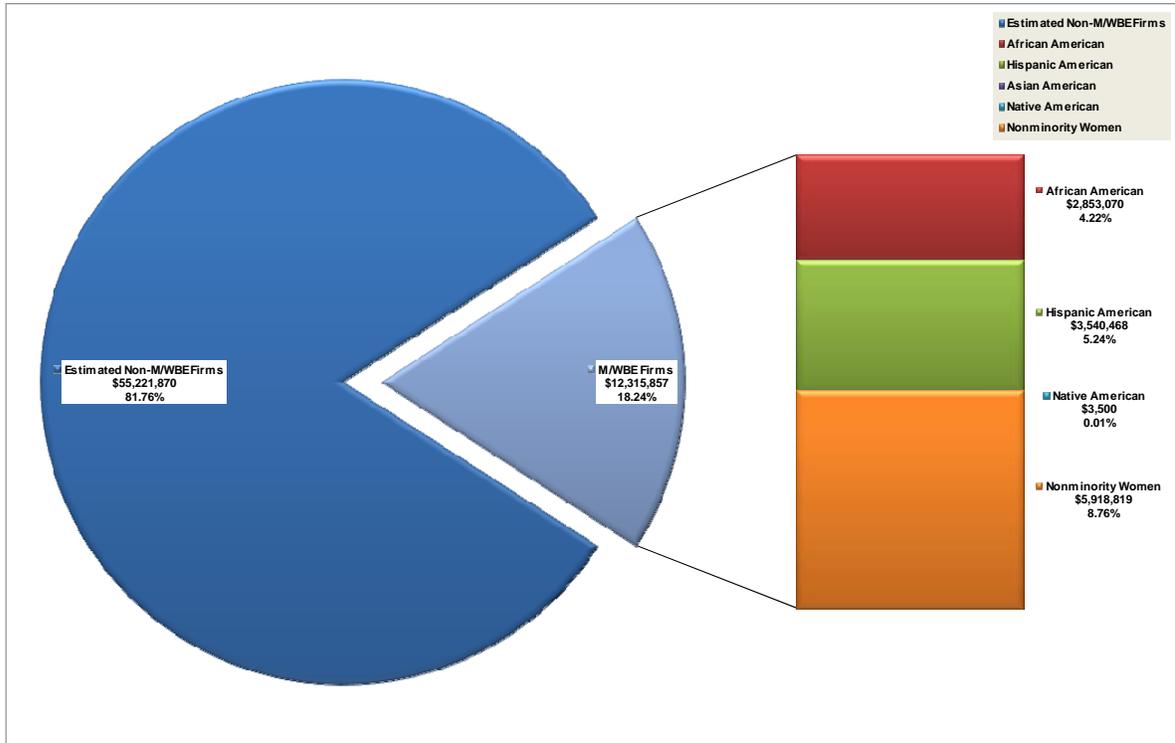
Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Estimated Non-M/WBE Firms		Total Estimated Subcontractor Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$524,146	2.97%	\$3,463,077	19.62%	\$0	0.00%	\$3,500	0.02%	\$1,063,313	6.02%	\$5,054,035	28.63%	\$12,596,758	71.37%	\$17,650,793
2007	\$267,127	2.41%	\$8,550	0.08%	\$0	0.00%	\$0	0.00%	\$2,530,549	22.84%	\$2,806,225	25.33%	\$8,272,214	74.67%	\$11,078,439
2008	\$479,688	8.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$97,498	1.63%	\$577,185	9.63%	\$5,418,328	90.37%	\$5,995,514
2009	\$1,114,234	8.27%	\$18,125	0.13%	\$0	0.00%	\$0	0.00%	\$1,010,698	7.50%	\$2,143,057	15.90%	\$11,337,063	84.10%	\$13,480,120
2010	\$467,875	2.42%	\$50,716	0.26%	\$0	0.00%	\$0	0.00%	\$1,216,763	6.29%	\$1,735,354	8.98%	\$17,597,506	91.02%	\$19,332,860
<b>Total</b>	<b>\$2,853,070</b>	<b>4.22%</b>	<b>\$3,540,468</b>	<b>5.24%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$3,500</b>	<b>0.01%</b>	<b>\$5,918,819</b>	<b>8.76%</b>	<b>\$12,315,857</b>	<b>18.24%</b>	<b>\$55,221,870</b>	<b>81.76%</b>	<b>\$67,537,727</b>

Source: MGT developed a subcontractor payments database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percentage of the total estimated subcontractor dollars paid.

**Exhibit 4-3** provides a graphical illustration of non-DBE construction subcontractor utilization.

**EXHIBIT 4-3  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL  
DOLLARS AND TOTAL ESTIMATED DOLLARS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**



Source: MGT developed a subcontractor payments database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010

In our analysis of subcontracting on DBE projects, we show in **Exhibit 4-4** that during the study period, an estimated \$21.7 million in payments at the subcontractor level on DBE projects were made to M/W/DBE and non-M/W/DBE firms. Prime contractors spent \$4.1 million, for 19.1% of construction subcontract payments on DBE projects with M/W/DBE firms. When looking at the spending with M/W/DBE firms, nonminority women-owned firms were most successful with \$2.1 million (9.6%), followed by African American-owned firms with \$1.8 million (8.2%), Hispanic American-owned firms with \$265,140 (1.2%) and Native American-owned firms with \$43,262 (0.2%). Asian American-owned firms were not utilized as subcontractors on DBE construction projects during the study period. Prime contractors spent an estimated \$17.5 million, for 80.9% of DBE construction subcontract dollars, with non-M/W/DBE firms. By fiscal year and in terms of the percentage of subcontractor payments, M/W/DBE firms were most successful in fiscal year 2008 receiving 43.34% of the payments. However, in terms of dollars paid, M/W/DBEs were most successful at the construction subcontractor level in fiscal year 2010, receiving \$1.4 million.

**EXHIBIT 4-4  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL  
DOLLARS AND TOTAL ESTIMATED DOLLARS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

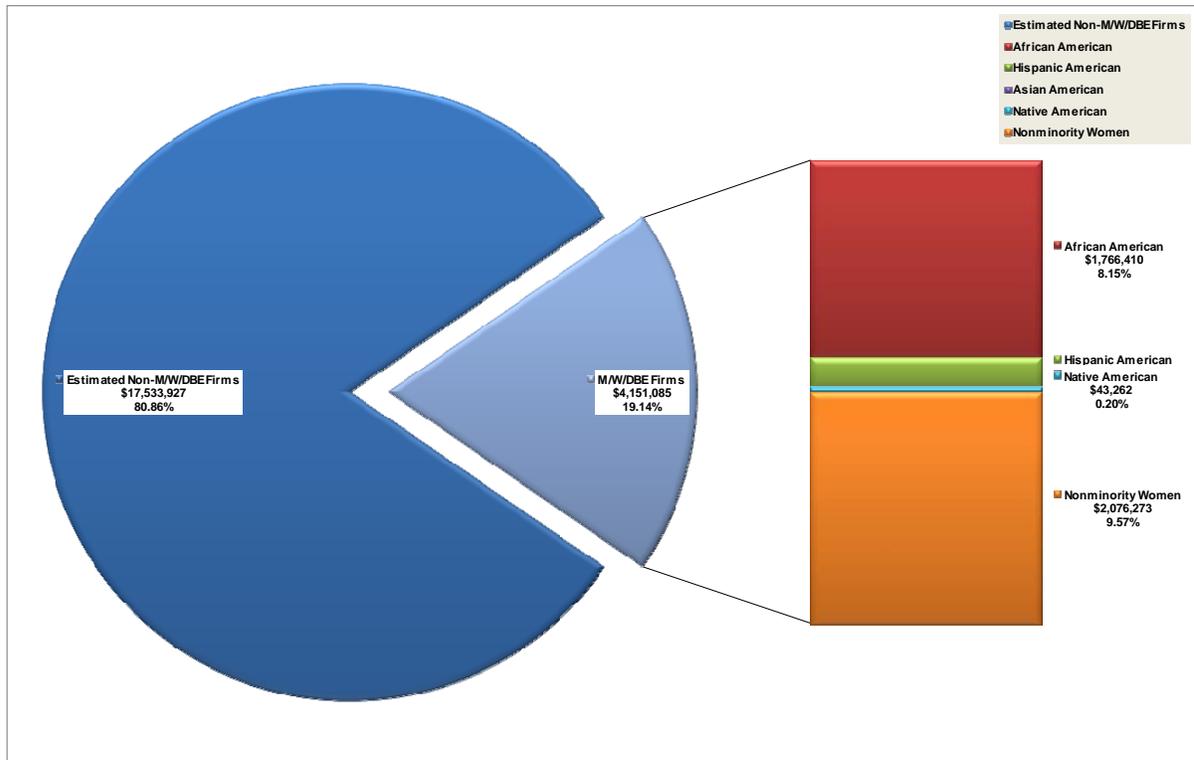
Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Firms		Estimated Non-M/W/DBE Firms		Total Estimated Subcontractor Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$467,566	21.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$147,487	6.63%	\$615,053	27.64%	\$1,610,378	72.36%	\$2,225,431
2007	\$525,322	17.92%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$148,987	5.08%	\$674,309	23.00%	\$2,257,699	77.00%	\$2,932,008
2008	\$324,903	20.67%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$356,932	22.71%	\$681,835	43.39%	\$889,717	56.61%	\$1,571,552
2009	\$104,294	4.98%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$663,981	31.68%	\$768,275	36.66%	\$1,327,297	63.34%	\$2,095,572
2010	\$344,324	2.68%	\$265,140	2.06%	\$0	0.00%	\$43,262	0.34%	\$758,886	5.90%	\$1,411,612	10.98%	\$11,448,837	89.02%	\$12,860,449
<b>Total</b>	<b>\$1,766,410</b>	<b>8.15%</b>	<b>\$265,140</b>	<b>1.22%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$43,262</b>	<b>0.20%</b>	<b>\$2,076,273</b>	<b>9.57%</b>	<b>\$4,151,085</b>	<b>19.14%</b>	<b>\$17,533,927</b>	<b>80.86%</b>	<b>\$21,685,012</b>

Source: MGT developed a subcontractor payments database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percentage of the total estimated subcontractor dollars paid.

Exhibit 4-5 provides a graphical illustration of DBE construction subcontractor utilization.

**EXHIBIT 4-5  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL  
DOLLARS AND TOTAL ESTIMATED DOLLARS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**



Source: MGT developed a subcontractor payments database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010

**4.2.2 Availability Methodology for Subcontracting**

As previously mentioned, for the purposes of this study, 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. The availability estimates were based on firms located in the Greensboro-Winston Salem-High Point CSA.

**Exhibit 4-6** shows the availability estimates of firms at the construction subcontract level<sup>12</sup> based on vendor data, by race, ethnicity, and gender classification. M/WBE firms represented 35.3% of firms at the construction subcontract level, of which nonminority women-owned firms represented 16.3%, African American-owned firms 15.2%, Hispanic American-owned firms 2.5%, Native American-owned firms 0.97% and Asian American-owned firms 0.4%.

<sup>12</sup> The same availability estimates were used for non-DBE and DBE construction at the subcontractor and prime contractor levels.

**EXHIBIT 4-6  
CITY OF GREENSBORO  
CONSTRUCTION  
AVAILABILITY OF FIRMS AT THE SUBCONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
WITHIN THE GREENSBORO-WINSTON SALE-HIGH POINT CSA**

	African Americans <sup>1</sup>		Hispanic Americans <sup>1</sup>		Asian Americans <sup>1</sup>		Native Americans <sup>1</sup>		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Total</b>	<b>78</b>	<b>15.15%</b>	<b>13</b>	<b>2.52%</b>	<b>2</b>	<b>0.39%</b>	<b>5</b>	<b>0.97%</b>	<b>84</b>	<b>16.31%</b>	<b>182</b>	<b>35.34%</b>	<b>333</b>	<b>64.66%</b>	<b>515</b>

Source: MGT developed a vendor database of firms for the City's market area covering July 1, 2005 through June 30, 2011.

<sup>1</sup> 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 on non-DBE and DBE projects. The utilization analysis is based on awards 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 located in the Greensboro-Winston Salem-High Point CSA.

**4.3.1 Utilization Analysis**

The utilization analysis of prime construction contractors on non-DBE projects by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 4-7**. The City awarded \$92.4 million to M/WBE firms and non-M/WBE firms located within the Greensboro-Winston Salem-High Point CSA. Of the \$92.4 million, non-M/WBE firms received \$89.6 million (96.9%). M/WBE firms were awarded \$2.8 million (3.1%) of the City's construction dollars. Of the M/WBE firms, nonminority women-owned firms were the most successful receiving \$2.6 million (2.9%) of the awarded dollars, followed by firms owned by African Americans receiving \$198,310 (0.2%). Firms owned by Hispanic Americans, Asian Americans and Native Americans were not utilized at the prime contractor level on non-DBE construction projects during the study period. In terms of the percentage of non-DBE construction awards at the prime contractor level by fiscal year, M/WBE firms were most successful in fiscal year 2010 receiving 6.3% of the awards. In terms of dollars, M/WBE firms also received the highest share of awards in fiscal year 2010, receiving \$1.9 million. Refer to **Appendix P – Threshold Utilization Analyses by Construction Prime Contract Award** for analyses of prime contracts by award dollar ranges.

**EXHIBIT 4-7  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL  
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS AWARDED  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$25,674,897	100.00%	\$25,674,897
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$21,401	0.43%	\$21,401	0.43%	\$4,936,475	99.57%	\$4,957,876
2008	\$47,694	0.38%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$314,834	2.48%	\$362,528	2.85%	\$12,344,086	97.15%	\$12,706,614
2009	\$28,955	0.16%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$457,884	2.55%	\$486,839	2.71%	\$17,469,641	97.29%	\$17,956,480
2010	\$121,661	0.39%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,843,386	5.93%	\$1,965,046	6.32%	\$29,141,898	93.68%	\$31,106,944
<b>Total</b>	<b>\$198,310</b>	<b>0.21%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$2,637,505</b>	<b>2.85%</b>	<b>\$2,835,814</b>	<b>3.07%</b>	<b>\$89,566,997</b>	<b>96.93%</b>	<b>\$92,402,811</b>

Source: MGT developed a prime awards and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded annually to firms.

**Exhibit 4-8** shows the number and percentage of prime construction firms utilized on non-DBE construction projects over the entire the study period. In **Exhibit 4-8**, MGT shows that out of a total of 75 individual (unduplicated) firms awarded non-DBE construction projects at the prime contractor level, 19 individual (unduplicated) firms were owned by M/WBEs (25.3%). In comparison, 56 individual (unduplicated) non-M/WBE firms (74.7%) were awarded during the same period.

**EXHIBIT 4-8  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL  
NUMBER AND PERCENTAGE OF FIRMS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms <sup>1</sup>
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	12	100.00%	12
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	4.76%	1	4.76%	20	95.24%	21
2008	3	13.04%	0	0.00%	0	0.00%	0	0.00%	1	4.35%	4	17.39%	19	82.61%	23
2009	2	9.09%	0	0.00%	0	0.00%	0	0.00%	2	9.09%	4	18.18%	18	81.82%	22
2010	5	14.71%	0	0.00%	0	0.00%	0	0.00%	8	23.53%	13	38.24%	21	61.76%	34
<b>Individual Firms over Five Years<sup>2</sup></b>	<b>9</b>	<b>12.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>10</b>	<b>13.33%</b>	<b>19</b>	<b>25.33%</b>	<b>56</b>	<b>74.67%</b>	<b>75</b>

Source: MGT developed a prime awards and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percentage of Total Firms by fiscal year.

<sup>2</sup> Individual Firms over Five Years counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the Individual Firms for the entire study period may not equal the sum of all years.

The utilization analysis of prime construction contractors on DBE projects by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 4-9**. The City awarded \$30.8 million to M/W/DBE and non-M/W/DBE firms located with the Greensboro-Winston Salem-High Point CSA. Of the \$30.8 million, non-M/W/DBE firms received \$29.9 million (97.4 %) of the awards. M/W/DBE firms were awarded \$792,149 (2.6%) of the City's DBE construction dollars. Of the M/W/DBE firms, nonminority women-owned firms were the most successful receiving 2.5% of the award dollars, followed by firms owned by African Americans receiving 0.3%. Firms owned by Hispanic Americans, Asian Americans and Native Americans were not utilized at the prime contractor level on DBE construction projects during the study period. In terms of the percentage of DBE construction awards at the prime contractor level by fiscal year, M/W/DBE firms were most successful in fiscal year 2009 receiving 8.9% of the awards. In terms of dollars, M/W/DBE firms also received the highest share of awards in fiscal year 2010, receiving \$548,805.

**EXHIBIT 4-9  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL  
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS AWARDED  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Firms		Non-M/W/DBE Firms		Total Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$3,291,206	100.00%	\$3,291,206
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$7,328,155	100.00%	\$7,328,155
2008	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$2,205,644	100.00%	\$2,205,644
2009	\$8,688	0.14%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$540,117	8.71%	\$548,805	8.85%	\$5,649,640	91.15%	\$6,198,446
2010	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$243,344	2.07%	\$243,344	2.07%	\$11,519,786	97.93%	\$11,763,130
<b>Total</b>	<b>\$8,688</b>	<b>0.03%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$783,461</b>	<b>2.54%</b>	<b>\$792,149</b>	<b>2.57%</b>	<b>\$29,994,430</b>	<b>97.43%</b>	<b>\$30,786,580</b>

Source: MGT developed a prime awards and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded annually to firms.

**Exhibit 4-10** shows the number and percentage of prime construction firms utilized on DBE construction projects over the entire the study period. In **Exhibit 4-10**, MGT shows that out of a total of 12 individual (unduplicated) firms awarded DBE construction projects at the prime contractor level, three individual (unduplicated) firms were owned by M/WBEs (25%). In comparison, nine individual (unduplicated) non-M/WBE firms (75%) were awarded during the same period.

**EXHIBIT 4-10  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL  
NUMBER AND PERCENTAGE OF FIRMS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Firms		Non-M/W/DBE Firms		Total Firms <sup>1</sup>
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
2006	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	100.00%	3
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%	2
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%	2
2009	1	20.00%	0	0.00%	0	0.00%	0	0.00%	1	20.00%	2	40.00%	3	60.00%	5
2010	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	20.00%	1	20.00%	4	80.00%	5
<b>Individual Firms over Five Years<sup>2</sup></b>	<b>1</b>	<b>8.33%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>2</b>	<b>16.67%</b>	<b>3</b>	<b>25.00%</b>	<b>9</b>	<b>75.00%</b>	<b>12</b>

Source: MGT developed a prime awards and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percentage of Total Firms by fiscal year.

<sup>2</sup> Individual Firms over Five Years counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the Individual Firms for the entire study period may not equal the sum of all years.

**4.3.2 Availability Methodology**

As previously mentioned, for the purposes of this study, vendor data was used to calculate availability estimates for construction at the prime contractor. Please refer to **Section 4.1.5, Availability Data and Methodology**, for further discussion on this data. The availability estimates were based on firms located in the Greensboro-Winston Salem-High Point CSA.

**Exhibit 4-11** shows the availability estimates of firms at the prime construction level<sup>13</sup> based on vendor data, by race, ethnicity, and gender classification. The analysis shows that M/WBE firms represented 23.1%, of which nonminority women-owned firms represented 10.8%; African American-owned firms represented 12.4%.

<sup>13</sup> The same availability estimates were used for non-DBE and DBE construction at the subcontractor and prime contractor levels.

**EXHIBIT 4-11  
CITY OF GREENSBORO  
CONSTRUCTION  
AVAILABILITY OF FIRMS AT THE PRIME LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
WITHIN THE GREENSBORO-WINSTON SALEM-HIGH POINT CSA**

	African Americans <sup>1</sup>		Hispanic Americans <sup>1</sup>		Asian Americans <sup>1</sup>		Native Americans <sup>1</sup>		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Total</b>	23	12.37%	0	0.00%	0	0.00%	0	0.00%	20	10.75%	43	23.12%	143	76.88%	186

Source: MGT developed a vendor database of firms for the City's market area covering July 1, 2005 through June 30, 2011.

<sup>1</sup> 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 the professional services business category. The utilization analysis is based on expenditures paid to firms that provided professional services during the study period. **Section 4.4.2** shows the availability analysis of M/WBE and non-M/WBE firms located in the Greensboro-Winston Salem-High Point CSA.

**4.4.1 Utilization Analysis**

The utilization analysis of prime professional services firms by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 4-12**. The City made payments of \$32.8 million to M/WBE and non-M/WBE firms located in the Greensboro-Winston Salem-High Point CSA. Of the \$32.8 million, non-M/WBE firms received \$32.1 million (97.9%) of the payments. M/WBE firms received \$656,960 (2.0%) of the professional services payments. Of the M/WBE firms, nonminority women-owned firms were the most successful with payments of \$394,677 (1.2%), followed by African American-owned firms with \$262,283 (0.8%). Firms owned by Hispanic Americans, Asian Americans and Native Americans were not utilized by the City as professional services firms during the study period. In terms of the percentage of professional services payments, M/WBE firms were most successful in fiscal year 2007 and received 4.91% of the payments. In terms of payment dollars, M/WBE firms were also most successful in fiscal year 2010 and received \$177,242.

**EXHIBIT 4-12  
CITY OF GREENSBORO  
PROFESSIONAL SERVICES  
UTILIZATION ANALYSIS OF FIRMS  
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$2,500	0.07%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$37,353	1.01%	\$39,853	1.08%	\$3,662,242	98.92%	\$3,702,095
2007	\$115,582	3.72%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$37,307	1.20%	\$152,889	4.91%	\$2,958,214	95.09%	\$3,111,103
2008	\$17,885	0.51%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$116,238	3.33%	\$134,123	3.84%	\$3,360,723	96.16%	\$3,494,846
2009	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$152,853	4.09%	\$152,853	4.09%	\$3,587,534	95.91%	\$3,740,387
2010	\$126,316	0.68%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$50,926	0.27%	\$177,242	0.95%	\$18,535,095	99.05%	\$18,712,337
<b>Total</b>	<b>\$262,283</b>	<b>0.80%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$394,677</b>	<b>1.20%</b>	<b>\$656,960</b>	<b>2.01%</b>	<b>\$32,103,808</b>	<b>97.99%</b>	<b>\$32,760,768</b>

Source: MGT developed a prime payments and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars paid annually to firms.

**Exhibit 4-13** shows the number and percentage of professional services firms utilized over the entire study period. **Exhibit 4-13** shows that out of a total of 221 individual (unduplicated) firms paid for professional services, nine individual (unduplicated) firms were owned by M/WBEs (4.1%). In comparison, 212 individual (unduplicated) non-M/WBE firms (95.9%) were paid during the same period.

**EXHIBIT 4-13  
CITY OF GREENSBORO  
PROFESSIONAL SERVICES  
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL  
NUMBER AND PERCENTAGE OF UTILIZED FIRMS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms <sup>1</sup>
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2006	1	1.32%	0	0.00%	0	0.00%	0	0.00%	1	1.32%	2	2.63%	74	97.37%	76
2007	2	2.53%	0	0.00%	0	0.00%	0	0.00%	2	2.53%	4	5.06%	75	94.94%	79
2008	1	1.32%	0	0.00%	0	0.00%	0	0.00%	4	5.26%	5	6.58%	71	93.42%	76
2009	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	4.35%	3	4.35%	66	95.65%	69
2010	2	3.57%	0	0.00%	0	0.00%	0	0.00%	2	3.57%	4	7.14%	52	92.86%	56
<b>Individual Firms over Five Years<sup>2</sup></b>	<b>4</b>	<b>1.81%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>5</b>	<b>2.26%</b>	<b>9</b>	<b>4.07%</b>	<b>212</b>	<b>95.93%</b>	<b>221</b>

Source: MGT developed a prime payments and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percentage of Total Firms by fiscal year

<sup>2</sup> Individual Firms over Five Years counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the Individual Firms for the entire study period may not equal the sum of all years.

**4.4.2 Availability Methodology**

As previously mentioned, for the purposes of this study, 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. The availability estimates were based on firms located in the Greensboro-Winston Salem-High Point CSA.

**Exhibit 4-14** shows the availability estimates of firms for professional services based on vendor data, by race, ethnicity and gender classification. The analysis shows that M/WBE firms accounted for 15.3% availability, of which nonminority women-owned firms accounted for 6.2%; African American-owned firms accounted for 8.6%, Hispanic American-owned firms accounted for 0.3% and Native American-owned firms accounted for 0.3%.

**EXHIBIT 4-14  
CITY OF GREENSBORO  
PROFESSIONAL SERVICES  
AVAILABILITY OF FIRMS AT THE PRIME LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
WITHIN THE GREENSBORO-WINSTON SALEM-HIGH POINT CSA**

	African Americans <sup>1</sup>		Hispanic Americans <sup>1</sup>		Asian Americans <sup>1</sup>		Native Americans <sup>1</sup>		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Total</b>	<b>32</b>	<b>8.58%</b>	<b>1</b>	<b>0.27%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>0.27%</b>	<b>23</b>	<b>6.17%</b>	<b>57</b>	<b>15.28%</b>	<b>316</b>	<b>84.72%</b>	<b>373</b>

Source: MGT developed a vendor database of firms for the City's market area covering July 1, 2005 through June 30, 2011.

<sup>1</sup> Minority men and women firms are included in their respective minority classifications.

**4.5 Analysis of Procurement**

This section presents MGT's analysis for the procurement business category. The utilization analysis is based on expenditures paid to firms that provided procurement during the study period. **Section 4.5.2** presents the availability analysis of M/WBE and non-M/WBE firms located in the Greensboro-Winston Salem-High Point CSA.

**4.5.1 Utilization Analysis**

The utilization analysis of procurement firms by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 4-15**. The City made payments of more than \$130.1 million to M/WBE and non-M/WBE firms located in the Greensboro-Winston Salem-High Point CSA. Of the \$130.1 million, non-M/WBE firms received \$123.6 million (95.0%) of the payments. M/WBE firms received \$6.5 million (4.9%) in procurement payments. Of the M/WBE firms, African American-owned firms were the most successful with 3.0% of the payments, followed by nonminority women-owned firms with 1.2%, Native American-owned firms received 0.3%, Asian American-owned firms received 0.3% and Hispanic American-owned firms received 0.1%. **Exhibit 4-15** also shows that in fiscal year 2010, M/WBE firms received the highest percentage of payments with 9.5% and the largest amount of the payments which was \$1.7 million.

**EXHIBIT 4-15  
CITY OF GREENSBORO  
PROCUREMENT  
UTILIZATION ANALYSIS OF FIRMS  
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$466,437	1.78%	\$50,475	0.19%	\$44,228	0.17%	\$97,376	0.37%	\$291,862	1.11%	\$950,378	3.62%	\$25,284,722	96.38%	\$26,235,100
2007	\$858,441	3.47%	\$30,842	0.12%	\$64,882	0.26%	\$30,621	0.12%	\$455,406	1.84%	\$1,440,192	5.83%	\$23,270,145	94.17%	\$24,710,337
2008	\$794,376	2.68%	\$1,393	0.00%	\$60,067	0.20%	\$83,773	0.28%	\$224,154	0.76%	\$1,163,763	3.93%	\$28,435,884	96.07%	\$29,599,647
2009	\$769,480	2.40%	\$5,743	0.02%	\$83,403	0.26%	\$142,044	0.44%	\$258,120	0.81%	\$1,258,790	3.93%	\$30,743,024	96.07%	\$32,001,814
2010	\$1,069,395	6.09%	\$2,253	0.01%	\$140,814	0.80%	\$78,362	0.45%	\$367,193	2.09%	\$1,658,017	9.45%	\$15,893,687	90.55%	\$17,551,704
<b>Total</b>	<b>\$3,958,129</b>	<b>3.04%</b>	<b>\$90,706</b>	<b>0.07%</b>	<b>\$393,394</b>	<b>0.30%</b>	<b>\$432,176</b>	<b>0.33%</b>	<b>\$1,596,735</b>	<b>1.23%</b>	<b>\$6,471,140</b>	<b>4.97%</b>	<b>\$123,627,462</b>	<b>95.03%</b>	<b>\$130,098,602</b>

Source: MGT developed a prime payments and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars paid annually to firms.

**Exhibit 4-16** shows the number and percentage of procurement firms utilized over the entire study period. **Exhibit 4-16** shows that out of a total of 1,012 individual (unduplicated) firms paid for procurement, 83 individual (unduplicated) firms were owned by M/WBEs (8.2%). In comparison, 929 individual (unduplicated) non-M/WBE firms (91.8%) were paid during the same period.

**EXHIBIT 4-16  
CITY OF GREENSBORO  
PROCUREMENT  
UTILIZATION ANALYSIS OF FIRMS  
NUMBER AND PERCENTAGE OF UTILIZED FIRMS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms <sup>1</sup>
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2006	22	4.04%	4	0.73%	1	0.18%	2	0.37%	20	3.67%	49	8.99%	496	91.01%	545
2007	22	4.38%	2	0.40%	1	0.20%	2	0.40%	15	2.99%	42	8.37%	460	91.63%	502
2008	22	4.97%	1	0.23%	1	0.23%	3	0.68%	12	2.71%	39	8.80%	404	91.20%	443
2009	20	4.69%	2	0.47%	1	0.23%	1	0.23%	15	3.52%	39	9.15%	387	90.85%	426
2010	17	4.06%	1	0.24%	1	0.24%	3	0.72%	17	4.06%	39	9.31%	380	90.69%	419
<b>Individual Firms over Five Years<sup>2</sup></b>	<b>43</b>	<b>4.25%</b>	<b>4</b>	<b>0.40%</b>	<b>1</b>	<b>0.10%</b>	<b>3</b>	<b>0.30%</b>	<b>32</b>	<b>3.16%</b>	<b>83</b>	<b>8.20%</b>	<b>929</b>	<b>91.80%</b>	<b>1,012</b>

Source: MGT developed a prime payments and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010

<sup>1</sup> Percentage of Total Firms by fiscal year.

<sup>2</sup> Individual Firms over Five Years counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the Individual Firms for the entire study period may not equal the sum of all years.

**4.5.2 Availability Methodology**

As previously mentioned, for the purposes of this study, vendor data was used to calculate availability estimates for procurement. Please refer to **Section 4.1.5, Availability Data and Methodology**, for further discussion on this data. The availability estimates were based on firms located in the Greensboro-Winston Salem-High Point CSA.

**Exhibit 4-17** shows the availability estimates of firms for procurement, by race, ethnicity, and gender classification. The analysis shows that M/WBE firms represented 11.4%, of which nonminority women-owned firms accounted for 3.8%, African American-owned firms accounted for 6.7%, Hispanic American-owned firms accounted for 0.4%, Native American-owned firms accounted for 0.3% and Asian American-owned firms accounted for 0.1%.

**EXHIBIT 4-17  
CITY OF GREENSBORO  
PROCUREMENT  
AVAILABILITY OF FIRMS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
WITHIN THE GREENSBORO-WINSTON SALEM-HIGH POINT CSA**

	African Americans <sup>1</sup>		Hispanic Americans <sup>1</sup>		Asian Americans <sup>1</sup>		Native Americans <sup>1</sup>		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Total</b>	79	6.72%	5	0.43%	1	0.09%	4	0.34%	45	3.83%	134	11.40%	1,041	88.60%	1,175

Source: MGT developed a vendor database of firms for the City's market area covering July 1, 2005 through June 30, 2011.

<sup>1</sup> Minority men and women firms are included in their respective minority classifications.

**4.6 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 GREENSBORO  
SUMMARY OF M/WBE SUBCONTRACTOR/SUBCONSULTANT  
UTILIZATION AND AVAILABILITY  
BY BUSINESS CATEGORY AND  
RACE/ETHNICITY/GENDER CLASSIFICATION**

<b>Business Category by Business Owner Classifications</b>	<b>\$ Dollars</b>	<b>% of Dollars</b>	<b>% of Available Firms</b>
<b>Construction Firms at the Subcontractor Level on Non-DBE Projects</b>			
African Americans	\$2,853,070	4.22%	15.15%
Hispanic Americans	\$3,540,468	5.24%	2.52%
Asian Americans	\$0	0.00%	0.39%
Native Americans	\$3,500	0.01%	0.97%
Nonminority Women	\$5,918,819	8.76%	16.31%
<b>Total M/WBE Firms</b>	<b>\$12,315,857</b>	<b>18.24%</b>	<b>35.34%</b>
<b>Construction Firms at the Subcontractor Level on DBE Projects</b>			
African Americans	\$1,766,410	8.15%	15.15%
Hispanic Americans	\$265,140	1.22%	2.52%
Asian Americans	\$0	0.00%	0.39%
Native Americans	\$43,262	0.20%	0.97%
Nonminority Women	\$2,076,273	9.57%	16.31%
<b>Total M/W/DBE Firms</b>	<b>\$4,151,085</b>	<b>19.14%</b>	<b>35.34%</b>

Source: MGT developed a subcontractor payments, awards and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

**EXHIBIT 4-19  
CITY OF GREENSBORO  
SUMMARY OF M/WBE PRIME UTILIZATION AND AVAILABILITY  
BY BUSINESS CATEGORY AND  
RACE/ETHNICITY/GENDER CLASSIFICATION**

<b>Business Category by Business Owner Classifications</b>	<b>\$ Dollars</b>	<b>% of Dollars</b>	<b>% of Available Firms</b>
<b>Construction at the Prime Contractor Level on Non-DBE Projects</b>			
African Americans	\$198,310	0.00%	12.37%
Hispanic Americans	\$0	0.21%	0.00%
Asian Americans	\$0	0.00%	0.00%
Native Americans	\$0	0.00%	0.00%
Nonminority Women	\$2,637,505	0.00%	10.75%
<b>Total M/WBE Firms</b>	<b>\$2,835,814</b>	<b>3.07%</b>	<b>23.12%</b>
<b>Construction at the Prime Contractor Level on DBE Projects</b>			
African Americans	\$8,688	0.03%	12.37%
Hispanic Americans	\$0	0.00%	0.00%
Asian Americans	\$0	0.00%	0.00%
Native Americans	\$0	0.00%	0.00%
Nonminority Women	\$783,461	2.54%	10.75%
<b>Total M/W/DBE Firms</b>	<b>\$792,149</b>	<b>2.57%</b>	<b>23.12%</b>
<b>Professional Services Firms</b>			
African Americans	\$262,283	0.00%	0.00%
Hispanic Americans	\$0	0.80%	8.58%
Asian Americans	\$0	0.00%	0.27%
Native Americans	\$0	0.00%	0.00%
Nonminority Women	\$394,677	0.00%	0.27%
<b>Total M/WBE Firms</b>	<b>\$656,960</b>	<b>2.01%</b>	<b>15.28%</b>
<b>Procurement Firms</b>			
African Americans	\$3,958,129	0.00%	0.00%
Hispanic Americans	\$90,706	3.04%	6.72%
Asian Americans	\$393,394	0.07%	0.43%
Native Americans	\$432,176	0.30%	0.09%
Nonminority Women	\$1,596,735	0.33%	0.34%
<b>Total M/WBE Firms</b>	<b>\$6,471,140</b>	<b>4.97%</b>	<b>11.40%</b>

Source: MGT developed a prime payments, awards and vendor database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

## **5.0 DISPARITY ANALYSIS**

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## 5.0 DISPARITY ANALYSIS

This chapter examines the issue of disparity within contracting and procurement. As mentioned in previous chapters, MGT of America, Inc. (MGT) also examined the utilization and availability of firms for city-funded construction projects awarded through the Disadvantaged Business Enterprise (DBE) program. Thus, this chapter will also examine the issue of disparity within construction on non-DBE and DBE projects, as well as professional services 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 used disparity indices to examine whether M/WBEs received a proportional share of dollars<sup>1</sup> based on the availability of M/WBEs in the Greensboro market area<sup>2</sup>.

This chapter consist 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, 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*.<sup>3</sup> 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.

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<sup>1</sup> As stated in **Chapter 4.0**, the utilization analyses are based on awards at the prime construction level and payments made to firms at the construction subcontractor level, as well as at the prime level for professional services and procurement.

<sup>2</sup> As stated in **Chapter 4.0**, the utilization analysis, as well as the availability analysis is based on firms located within the Greensboro-Winston Salem-High Pointe Combined Statistical Area (CSA).

<sup>3</sup> *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

For this study, the ratio of the percentage of utilization<sup>4</sup> to the percentage of availability multiplied by 100 serves as the measure of choice, as shown in the formula:

$$(1) \text{ Disparity Index} = \frac{\%U_{m_1p_1}}{\%A_{m_1p_1}} \times 100$$

Where:  $U_{m_1p_1}$  = utilization of M/WBE<sub>1</sub> for procurement<sub>1</sub>  
 $A_{m_1p_1}$  = availability of M/WBE<sub>1</sub> for procurement<sub>1</sub>

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.

### **5.1.2 Statistical Significance**

In addition to the disparity index, we conducted standard deviation tests to ascertain the significance of the difference between the availability and utilization. With Standard Deviation analyses, the reviewer can determine whether the disparities are substantial or statistically significant, which lends further statistical support to a finding of discrimination.

Standard Deviation analysis measures the probability that a result is a random deviation from a predicted result: greater the number of standard deviations, the lower the probability the result is a random one. The accepted standard used by the Court is two standard deviations.

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<sup>4</sup> Percentage of utilization is based on payment dollars and the percentage of availability is based on the number of firms.

That is, if there is a result of fewer than two standard deviations, then one can assume that the results are nonsignificant, or that no disparity exists. The t statistic is based on the following formula in.

$$t = \frac{u - a}{\sqrt{\frac{a * (1 - a) * \sum c_i^2}{(\sum c_i)^2}}}$$

Where:  $t$  = the t-statistic;  
 $u$  = the ratio of M/W/DBE contract and subcontract dollars to total contract and subcontract dollars;  
 $a$  = the ratio of M/W/DBE firms to all firms; and  
 $c_i$  = the dollar award or payment amount for contract or subcontract.

In connection with the use of statistical significance in the disparity study context the NCHRP Report 644<sup>5</sup> report note that:

- “. . . for statistical disparities to be taken as legally dispositive in the discrimination context, they should be (a) statistically significant and (b) “substantively” significant. Substantive significance is taken to mean, for example, a DBE utilization measure that is less than or equal to 80% of the corresponding DBE availability measure.” NCHRP Report 644, at 49.
- “In discrimination cases, the courts have usually required p-values of 5% or less to establish statistical significance in a two-sided case.” NCHRP Report 644, at 50.

The use of t-test for disparity ratios was approved by the Fourth Circuit in *H.B. Rowe v. Tippett*, 615 F.3d 233, 243 (4th Cir 2010). The fact that values of both  $u$  and  $c_i$  are calculated based on the estimated subcontract payment amounts<sup>6</sup> reduces the reliability of the t-tests for subcontractor disparity ratios.

## **5.2 Disparity Indices**

**Section 5.2.1** presents the disparity indices for construction at the subcontractor level, as well as t-test results based on the subcontractor and subconsultant disparity findings. Disparity indices were also analyzed for construction at the prime contractor level, professional services (which includes architectural and engineering services) and procurement, which are presented in **Section 5.2.2** of this chapter. As stated previously, the analyses and exhibits are based on the utilization and availability of M/WBEs and non-M/WBEs as shown in **Chapter 4.0**.

<sup>5</sup> National Academy of Sciences, NCHRP Report 644 *Guidelines for Conducting a Disparity and Availability Study for the Federal DBE Program*.

<sup>6</sup> Refer to Chapter 4.0, Section 4.2.1 on subcontract estimates.

**5.2.1 Disparity Findings and Statistical Significance at the Subcontractor Level**

**5.2.1(a) Construction Non-DBE Projects - 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 on non-Disadvantage Business Enterprise (non-DBE) projects. For availability analysis, availability was based on firms that bid, presented on plan holders' lists, awarded and/or paid for construction prime contractor level work, awarded and/or paid for construction subcontractor level and construction firms certified with the State of North Carolina Office of Historically Underutilized Businesses (HUB).

During the study period:

- African American-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with a disparity index of 27.89.
- Hispanic American-owned firms were substantially underutilized from fiscal years 2007 through 2010; however, due to the overutilization of Hispanic American-owned firms in fiscal year 2006, this MBE group had an overall disparity index of 207.67, which resulted in overall overutilization.
- Asian American-owned firms were not utilized in each fiscal year, which resulted in overall substantial underutilization.
- Native American-owned firms were utilized in fiscal year 2006, which resulted in substantial underutilization in fiscal year 2006. Furthermore, Native American-owned firms were not utilized in the subsequent fiscal years of the study period, which resulted in overall substantial underutilization with an overall disparity index of 0.53.
- Nonminority women-owned firms were overutilized in fiscal year 2007; however, due to substantial underutilization in fiscal years 2006, 2008 through 2010, resulted in overall substantial underutilization with an overall disparity index of 53.73.

**EXHIBIT 5-1**  
**CITY OF GREENSBORO**  
**DISPARITY ANALYSIS OF SUBCONTRACTOR CONSTRUCTION**  
**ON NON-DBE CONSTRUCTION PROJECTS**  
**JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>Business Owner Classification</b>	<b>% of Dollars<sup>1</sup></b>	<b>% of Available Firms<sup>2</sup></b>	<b>Disparity Index<sup>3</sup></b>	<b>Disparate Impact of Utilization</b>
<b>2006</b>				
African Americans	2.97%	15.15%	19.61	* Underutilization
Hispanic Americans	19.62%	2.52%	777.25	Overutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.02%	0.97%	2.04	* Underutilization
Nonminority Women	6.02%	16.31%	36.93	* Underutilization
Non-M/WBE Firms	71.37%	64.66%	110.37	Overutilization
<b>2007</b>				
African Americans	2.41%	15.15%	15.92	* Underutilization
Hispanic Americans	0.08%	2.52%	3.06	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.00%	0.97%	0.00	* Underutilization
Nonminority Women	22.84%	16.31%	140.04	Overutilization
Non-M/WBE Firms	74.67%	64.66%	115.48	Overutilization
<b>2008</b>				
African Americans	8.00%	15.15%	52.83	* Underutilization
Hispanic Americans	0.00%	2.52%	0.00	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.00%	0.97%	0.00	* Underutilization
Nonminority Women	1.63%	16.31%	9.97	* Underutilization
Non-M/WBE Firms	90.37%	64.66%	139.77	Overutilization
<b>2009</b>				
African Americans	8.27%	15.15%	54.58	* Underutilization
Hispanic Americans	0.13%	2.52%	5.33	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.00%	0.97%	0.00	* Underutilization
Nonminority Women	7.50%	16.31%	45.97	* Underutilization
Non-M/WBE Firms	84.10%	64.66%	130.07	Overutilization
<b>2010</b>				
African Americans	2.42%	15.15%	15.98	* Underutilization
Hispanic Americans	0.26%	2.52%	10.39	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.00%	0.97%	0.00	* Underutilization
Nonminority Women	6.29%	16.31%	38.59	* Underutilization
Non-M/WBE Firms	91.02%	64.66%	140.77	Overutilization
<b>All Years</b>				
African Americans	4.22%	15.15%	27.89	* Underutilization
Hispanic Americans	5.24%	2.52%	207.67	Overutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.01%	0.97%	0.53	* Underutilization
Nonminority Women	8.76%	16.31%	53.73	* Underutilization
Non-M/WBE Firms	81.76%	64.66%	126.45	Overutilization

Source: MGT developed a subcontractor payment and vendor availability database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

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

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

<sup>3</sup> 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.

In order to determine if the proportion of firms utilized relative to their availability were sufficiently substantial to achieve statistical significance, t-tests were conducted on the disparity results at the subcontractor level. **Exhibit 5-2** shows the overall construction subcontractor disparity results on non-DBE construction projects along with the t-test results, which are indicated with two asterisks. The t-test results indicate that the findings of substantial underutilization of African American-, Asian American-, Native American-owned firms and nonminority women-owned firms, as well as the overutilization of Hispanic American-owned firms were statistically significant. In each of these cases, the t-tests provide another statistical measure accepted by the courts regarding how far the estimated disparity ratio is from parity.

**EXHIBIT 5-2  
CITY OF GREENSBORO  
OVERALL DISPARITY RESULTS AND T-TEST RESULTS  
OF SUBCONTRACTOR CONSTRUCTION  
ON NON-DBE CONSTRUCTION PROJECTS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>Business Owner Classification</b>	<b>% of Dollars<sup>1</sup></b>	<b>% of Available Firms<sup>2</sup></b>	<b>Disparity Index<sup>3</sup></b>	<b>Disparate Impact of Utilization</b>	<b>Statistical Significance</b>
African Americans	4.22%	15.15%	27.89	* Underutilization	**
Hispanic Americans	5.24%	2.52%	207.67	Overutilization	**
Asian Americans	0.00%	0.39%	0.00	* Underutilization	**
Native Americans	0.01%	0.97%	0.53	* Underutilization	**
Nonminority Women	8.76%	16.31%	53.73	* Underutilization	**
Non-MWBE Firms	81.76%	64.66%	126.45	Overutilization	**

Source: MGT developed a subcontractor payment and vendor availability database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

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

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

<sup>3</sup> 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.

\*\* Two asterisks are used to indicate that the ratio of utilization to availability is statistically significant at a 0.05 level.

**5.2.1(b) Construction DBE<sup>7</sup> Projects - Subcontractor Level**

**Exhibit 5-3** shows the disparity indices for DBE construction at the subcontractor level by business owner classification (race, ethnicity and gender classification) and fiscal year. For availability analysis, availability was based on vendor availability which consists of firms that bid, presented on plan holders' lists, awarded and/or paid for construction prime contractor level work, awarded and/or paid for construction subcontractor level and construction firms certified with the State of North Carolina Office of Historically Underutilized Businesses (HUB).

During the study period:

- African American-owned firms were overutilized from fiscal years 2006 through 2008; however, were substantially underutilized from fiscal years 2009 through 2010, which resulted in overall substantial underutilization with a disparity index of 53.78.
- Hispanic American- owned firms were either underutilized or substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with disparity index of 48.44.
- Asian American-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with disparity index of 0.00.
- Native American-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with disparity index of 20.55.
- Nonminority women-owned firms were overutilized from fiscal years 2008 and 2009, but were substantially underutilized in fiscal years 2006, 2007 and 2010, which resulted in overall substantial underutilization and an overall disparity index of 58.70.

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<sup>7</sup> On March 28, 2011 the City of Greensboro (City) contracted MGT of America, Inc. (MGT), to conduct a Disparity Study for the Minority-and Woman Business Enterprise (M/WBE) Program, and the Disadvantaged Business Enterprise (DBE) Program for the City-funded transportation related projects. The report uses the term DBE to refer to the DBE program. MBE/WBEs refer to minority and women- owned firms. The term M/W/DBE refers minority and women-owned firms utilized and/or available for City-funded DBE construction projects.

**EXHIBIT 5-3**  
**CITY OF GREENSBORO**  
**DISPARITY ANALYSIS OF SUBCONTRACTOR CONSTRUCTION**  
**ON DBE CONSTRUCTION PROJECTS**  
**JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>Business Owner Classification</b>	<b>% of Dollars<sup>1</sup></b>	<b>% of Available Firms<sup>2</sup></b>	<b>Disparity Index<sup>3</sup></b>	<b>Disparate Impact of Utilization</b>
<b>2006</b>				
African Americans	21.01%	15.15%	138.72	Overutilization
Hispanic Americans	0.00%	2.52%	0.00	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.00%	0.97%	0.00	* Underutilization
Nonminority Women	6.63%	16.31%	40.63	* Underutilization
Non-M/MBE Firms	72.36%	64.66%	111.91	Overutilization
<b>2007</b>				
African Americans	17.92%	15.15%	118.30	Overutilization
Hispanic Americans	0.00%	2.52%	0.00	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.00%	0.97%	0.00	* Underutilization
Nonminority Women	5.08%	16.31%	31.15	* Underutilization
Non-M/MBE Firms	77.00%	64.66%	119.09	Overutilization
<b>2008</b>				
African Americans	20.67%	15.15%	136.50	Overutilization
Hispanic Americans	0.00%	2.52%	0.00	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.00%	0.97%	0.00	* Underutilization
Nonminority Women	22.71%	16.31%	139.25	Overutilization
Non-M/MBE Firms	56.61%	64.66%	87.56	Underutilization
<b>2009</b>				
African Americans	4.98%	15.15%	32.86	* Underutilization
Hispanic Americans	0.00%	2.52%	0.00	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.00%	0.97%	0.00	* Underutilization
Nonminority Women	31.68%	16.31%	194.26	Overutilization
Non-M/MBE Firms	63.34%	64.66%	97.96	Underutilization
<b>2010</b>				
African Americans	2.68%	15.15%	17.68	* Underutilization
Hispanic Americans	2.06%	2.52%	81.67	Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.34%	0.97%	34.65	* Underutilization
Nonminority Women	5.90%	16.31%	36.18	* Underutilization
Non-M/MBE Firms	89.02%	64.66%	137.68	Overutilization
<b>All Years</b>				
African Americans	8.15%	15.15%	53.78	* Underutilization
Hispanic Americans	1.22%	2.52%	48.44	* Underutilization
Asian Americans	0.00%	0.39%	0.00	* Underutilization
Native Americans	0.20%	0.97%	20.55	* Underutilization
Nonminority Women	9.57%	16.31%	58.70	* Underutilization
Non-M/MBE Firms	80.86%	64.66%	125.05	Overutilization

Source: MGT developed a subcontractor payment and vendor availability database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

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

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

<sup>3</sup> 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.

In order to determine if the proportion of firms utilized relative to their availability were sufficiently substantial to achieve statistical significance, t-tests were conducted on the disparity results at the subcontractor level. **Exhibit 5-4** shows the overall DBE construction subcontractor disparity results along with the t-test results, which are indicated with two asterisks. The t-test results indicate that the findings of substantial underutilization of African American-, Hispanic American-, Asian American-, Native American and nonminority women-owned firms were statistically significant. In each of these cases, the t-tests provide another statistical measure accepted by the courts regarding how far the estimated disparity ratio is from parity.

**EXHIBIT 5-4  
CITY OF GREENSBORO  
OVERALL DISPARITY RESULTS AND T-TEST RESULTS  
OF SUBCONTRACTOR CONSTRUCTION  
ON DBE CONSTRUCTION PROJECTS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>Business Owner Classification</b>	<b>% of Dollars<sup>1</sup></b>	<b>% of Available Firms<sup>2</sup></b>	<b>Disparity Index<sup>3</sup></b>	<b>Disparate Impact of Utilization</b>	<b>Statistical Significance</b>
African Americans	8.15%	15.15%	53.78	* Underutilization	**
Hispanic Americans	1.22%	2.52%	48.44	* Underutilization	**
Asian Americans	0.00%	0.39%	0.00	* Underutilization	**
Native Americans	0.20%	0.97%	20.55	* Underutilization	**
Nonminority Women	9.57%	16.31%	58.70	* Underutilization	**
Non-MMBE Firms	80.86%	64.66%	125.05	Overutilization	**

Source: MGT developed a subcontractor payment and vendor availability database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

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

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

<sup>3</sup> 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.

\*\* Two asterisks are used to indicate that the ratio of utilization to availability is statistically significant at a 0.05 level.

**5.2.2 Disparity Findings at the Prime Level**

**5.2.2(a) Construction Non-DBE - Prime Contractor Level**

**Exhibit 5-5** shows the disparity indices for non-DBE construction at the prime level by business owner classification (race, ethnicity and gender classification) and fiscal year. For availability analysis, vendor availability was based on firms that bid, presented on plan holders' lists or awarded and/or paid for construction prime contractor level work.

During the study period:

- Hispanic American-, Asian American and Native-American-owned firms were not utilized in each fiscal year of the study period.
- African American-owned firms were substantially underutilized in each fiscal year of study period, which resulted in overall substantial underutilization with disparity index of 1.74.
- Nonminority women-owned firms were substantially underutilized in each fiscal year of study period, which resulted in overall substantial underutilization with disparity index of 26.55.

**EXHIBIT 5-5**  
**CITY OF GREENSBORO**  
**DISPARITY ANALYSIS OF PRIME CONSTRUCTION**  
**ON NON-DBE CONSTRUCTION PROJECTS**  
**JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars <sup>1</sup>	% of Available Firms <sup>2</sup>	Disparity Index <sup>3</sup>	Disparate Impact of Utilization
<b>2006</b>				
African Americans	0.00%	12.37%	0.00	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	10.75%	0.00	* Underutilization
Non-MWBE Firms	100.00%	76.88%	130.07	Overutilization
<b>2007</b>				
African Americans	0.00%	12.37%	0.00	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.43%	10.75%	4.01	* Underutilization
Non-MWBE Firms	99.57%	76.88%	129.51	Overutilization
<b>2008</b>				
African Americans	0.38%	12.37%	3.04	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.48%	10.75%	23.04	* Underutilization
Non-MWBE Firms	97.15%	76.88%	126.36	Overutilization
<b>2009</b>				
African Americans	0.16%	12.37%	1.30	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.55%	10.75%	23.71	* Underutilization
Non-MWBE Firms	97.29%	76.88%	126.54	Overutilization
<b>2010</b>				
African Americans	0.39%	12.37%	3.16	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	5.93%	10.75%	55.11	* Underutilization
Non-MWBE Firms	93.68%	76.88%	121.85	Overutilization
<b>All Years</b>				
African Americans	0.21%	12.37%	1.74	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.85%	10.75%	26.55	* Underutilization
Non-MWBE Firms	96.93%	76.88%	126.08	Overutilization

Source: MGT developed a prime award data and vendor availability database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

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

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

<sup>3</sup> 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.

**5.2.2(b) Construction DBE - Prime Contractor Level**

**Exhibit 5-6** shows the disparity indices for DBE construction at the prime level by business owner classification (race, ethnicity and gender classification) and fiscal year. For availability analysis, vendor availability was based on firms that bid, presented on plan holders' lists or awarded and/or paid for construction prime contractor level work.

During the study period:

- Asian American-, Hispanic American- and Native American-owned firms were not utilized for the study period.
- African American-owned firms were utilized in fiscal year 2009, which resulted overall substantial underutilization with overall disparity index of 0.23.
- Nonminority women-owned firms were utilized from fiscal years 2009 and 2010, which resulted overall substantial underutilization with overall disparity index of 23.67.

**EXHIBIT 5-6**  
**CITY OF GREENSBORO**  
**DISPARITY ANALYSIS OF DBE PRIME CONSTRUCTION**  
**JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>Business Owner Classification</b>	<b>% of Dollars<sup>1</sup></b>	<b>% of Available Firms<sup>2</sup></b>	<b>Disparity Index<sup>3</sup></b>	<b>Disparate Impact of Utilization</b>
<b>2006</b>				
African Americans	0.00%	12.37%	0.00	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	10.75%	0.00	* Underutilization
Non-MW/DBE Firms	100.00%	76.88%	130.07	Overutilization
<b>2007</b>				
African Americans	0.00%	12.37%	0.00	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	10.75%	0.00	* Underutilization
Non-MW/DBE Firms	100.00%	76.88%	130.07	Overutilization
<b>2008</b>				
African Americans	0.00%	12.37%	0.00	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	0.00%	10.75%	0.00	* Underutilization
Non-MW/DBE Firms	100.00%	76.88%	130.07	Overutilization
<b>2009</b>				
African Americans	0.14%	12.37%	1.13	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	8.71%	10.75%	81.04	Underutilization
Non-MW/DBE Firms	91.15%	76.88%	118.55	Overutilization
<b>2010</b>				
African Americans	0.00%	12.37%	0.00	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.07%	10.75%	19.24	* Underutilization
Non-MW/DBE Firms	97.93%	76.88%	127.38	Overutilization
<b>All Years</b>				
African Americans	0.03%	12.37%	0.23	* Underutilization
Hispanic Americans	0.00%	0.00%	N/A	N/A
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	2.54%	10.75%	23.67	* Underutilization
Non-MW/DBE Firms	97.43%	76.88%	126.72	Overutilization

Source: MGT developed a prime award data and vendor availability database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

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

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

<sup>3</sup> 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.

**5.2.2(c) Professional Services**

**Exhibit 5-7** shows the disparity indices for professional services by business owner classification (race, ethnicity and gender classification) and fiscal year. For availability analysis, vendor availability was based on professional services firms that paid along with professional services firms that were registered in the City's vendor database.

During the study period:

- Asian American, Hispanic American and Native American-owned firms were not utilized for the study period.
- African American-owned firms were substantially underutilized with overall disparity index of 9.33.
- Nonminority women-owned firms were overall substantially underutilized with overall disparity index of 19.54.

**EXHIBIT 5-7**  
**CITY OF GREENSBORO**  
**DISPARITY ANALYSIS OF PROFESSIONAL SERVICES**  
**JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>Business Owner Classification</b>	<b>% of Dollars<sup>1</sup></b>	<b>% of Available Firms<sup>2</sup></b>	<b>Disparity Index<sup>3</sup></b>	<b>Disparate Impact of Utilization</b>
<b>2006</b>				
African Americans	0.07%	8.58%	0.79	* Underutilization
Hispanic Americans	0.00%	0.27%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	1.01%	6.17%	16.36	* Underutilization
Non-MWBE Firms	98.92%	84.72%	116.77	Overutilization
<b>2007</b>				
African Americans	3.72%	8.58%	43.30	* Underutilization
Hispanic Americans	0.00%	0.27%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	1.20%	6.17%	19.45	* Underutilization
Non-MWBE Firms	95.09%	84.72%	112.24	Overutilization
<b>2008</b>				
African Americans	0.51%	8.58%	5.97	* Underutilization
Hispanic Americans	0.00%	0.27%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	3.33%	6.17%	53.94	* Underutilization
Non-MWBE Firms	96.16%	84.72%	113.51	Overutilization
<b>2009</b>				
African Americans	0.00%	8.58%	0.00	* Underutilization
Hispanic Americans	0.00%	0.27%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	4.09%	6.17%	66.27	* Underutilization
Non-MWBE Firms	95.91%	84.72%	113.21	Overutilization
<b>2010</b>				
African Americans	0.68%	8.58%	7.87	* Underutilization
Hispanic Americans	0.00%	0.27%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	0.27%	6.17%	4.41	* Underutilization
Non-MWBE Firms	99.05%	84.72%	116.92	Overutilization
<b>All Years</b>				
African Americans	0.80%	8.58%	9.33	* Underutilization
Hispanic Americans	0.00%	0.27%	0.00	* Underutilization
Asian Americans	0.00%	0.00%	N/A	N/A
Native Americans	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	1.20%	6.17%	19.54	* Underutilization
Non-MWBE Firms	97.99%	84.72%	115.67	Overutilization

Source: MGT developed a prime payment database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on vendor availability.

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

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

<sup>3</sup> 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.

**5.2.2(d) Procurement**

**Exhibit 5-8** shows the disparity indices for procurement by business owner classification (race, ethnicity and gender classification) and fiscal year. For availability analysis, vendor availability was based on firms that were paid along with procurement services firms that were registered in the City's vendor database.

During the study period:

- African American-owned firms were substantially underutilized during fiscal years 2006 through 2009 and underutilized in fiscal year 2010, which resulted in overall substantial underutilization with an overall disparity index of 45.25.
- Hispanic American-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with overall disparity index of 16.38.
- Asian American-owned firms were overutilized in each fiscal year of the study period, which resulted in overall overutilization and an overall disparity index of 355.30.
- Native American-owned firms were overutilized during fiscal years 2006, 2009 and 2010 and were either underutilized or substantially underutilized during fiscal years 2007 through 2008, which resulted in overall underutilization with a disparity index of 97.58.
- Nonminority women-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with overall disparity indices of 32.05.

**EXHIBIT 5-8  
CITY OF GREENSBORO  
DISPARITY ANALYSIS OF PROCUREMENT  
JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>Business Owner Classification</b>	<b>% of Dollars<sup>1</sup></b>	<b>% of Available Firms<sup>2</sup></b>	<b>Disparity Index<sup>3</sup></b>	<b>Disparate Impact of Utilization</b>
<b>2006</b>				
African Americans	1.78%	6.72%	26.44	* Underutilization
Hispanic Americans	0.19%	0.43%	45.21	* Underutilization
Asian Americans	0.17%	0.09%	198.09	Overutilization
Native Americans	0.37%	0.34%	109.03	Overutilization
Nonminority Women	1.11%	3.83%	29.05	* Underutilization
Non-MWBE Firms	96.38%	88.60%	108.78	Overutilization
<b>2007</b>				
African Americans	3.47%	6.72%	51.67	* Underutilization
Hispanic Americans	0.12%	0.43%	29.33	* Underutilization
Asian Americans	0.26%	0.09%	308.52	Overutilization
Native Americans	0.12%	0.34%	36.40	* Underutilization
Nonminority Women	1.84%	3.83%	48.12	* Underutilization
Non-MWBE Firms	94.17%	88.60%	106.29	Overutilization
<b>2008</b>				
African Americans	2.68%	6.72%	39.92	* Underutilization
Hispanic Americans	0.00%	0.43%	1.11	* Underutilization
Asian Americans	0.20%	0.09%	238.44	Overutilization
Native Americans	0.28%	0.34%	83.14	Underutilization
Nonminority Women	0.76%	3.83%	19.77	* Underutilization
Non-MWBE Firms	96.07%	88.60%	108.43	Overutilization
<b>2009</b>				
African Americans	2.40%	6.72%	35.76	* Underutilization
Hispanic Americans	0.02%	0.43%	4.22	* Underutilization
Asian Americans	0.26%	0.09%	306.23	Overutilization
Native Americans	0.44%	0.34%	130.38	Overutilization
Nonminority Women	0.81%	3.83%	21.06	* Underutilization
Non-MWBE Firms	96.07%	88.60%	108.43	Overutilization
<b>2010</b>				
African Americans	6.09%	6.72%	90.62	Underutilization
Hispanic Americans	0.01%	0.43%	3.02	* Underutilization
Asian Americans	0.80%	0.09%	942.68	Overutilization
Native Americans	0.45%	0.34%	131.15	Overutilization
Nonminority Women	2.09%	3.83%	54.63	* Underutilization
Non-MWBE Firms	90.55%	88.60%	102.21	Overutilization
<b>All Years</b>				
African Americans	3.04%	6.72%	45.25	* Underutilization
Hispanic Americans	0.07%	0.43%	16.38	* Underutilization
Asian Americans	0.30%	0.09%	355.30	Overutilization
Native Americans	0.33%	0.34%	97.58	Underutilization
Nonminority Women	1.23%	3.83%	32.05	* Underutilization
Non-MWBE Firms	95.03%	88.60%	107.26	Overutilization

Source: MGT developed a prime payment database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on vendor availability.

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

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

<sup>3</sup> 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 Summary of Disparity Indices and Statistical Significance<sup>8</sup>**

**Exhibit 5-9** presents a summary on the overall utilization, availability, disparity indices, disparate impact of utilization and statistical significance (t-test results) at the subcontractor level. Refer to **Chapter 4.0** for the analyses of dollars for construction subcontracting by fiscal years and race, ethnicity and gender classification of business owners.

**EXHIBIT 5-9  
CITY OF GREENSBORO  
SUMMARY OF M/WBE AND M/W/DBE DISPARATE IMPACT OF UTILIZATION  
AT THE SUBCONTRACTOR LEVEL  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization	Statistical Significance
<b>Non-DBE Construction Firms at the Subcontractor Level</b>						
African Americans	\$2,853,070	7.35%	15.15%	48.53	* Underutilization	**
Hispanic Americans	\$3,540,468	9.12%	2.52%	361.35	Overutilization	**
Asian Americans	\$0	0.00%	0.39%	0.00	* Underutilization	**
Native Americans	\$3,500	0.01%	0.97%	0.93	* Underutilization	**
Nonminority Women	\$5,918,819	15.25%	16.31%	93.49	Underutilization	**
<b>Total MWBE Firms</b>	<b>\$12,315,857</b>	<b>31.73%</b>	<b>35.34%</b>			
<b>DBE Construction Firms at the Subcontractor Level</b>						
African Americans	\$1,766,410	8.15%	15.15%	53.78	* Underutilization	**
Hispanic Americans	\$265,140	1.22%	2.52%	48.44	* Underutilization	**
Asian Americans	\$0	0.00%	0.39%	0.00	* Underutilization	**
Native Americans	\$43,262	0.20%	0.97%	20.55	* Underutilization	**
Nonminority Women	\$2,076,273	9.57%	16.31%	58.70	* Underutilization	**
<b>Total MWDBE Firms</b>	<b>\$4,151,085</b>	<b>19.14%</b>	<b>35.34%</b>			

Source: MGT developed a subcontractor payment and vendor availability database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

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

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

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

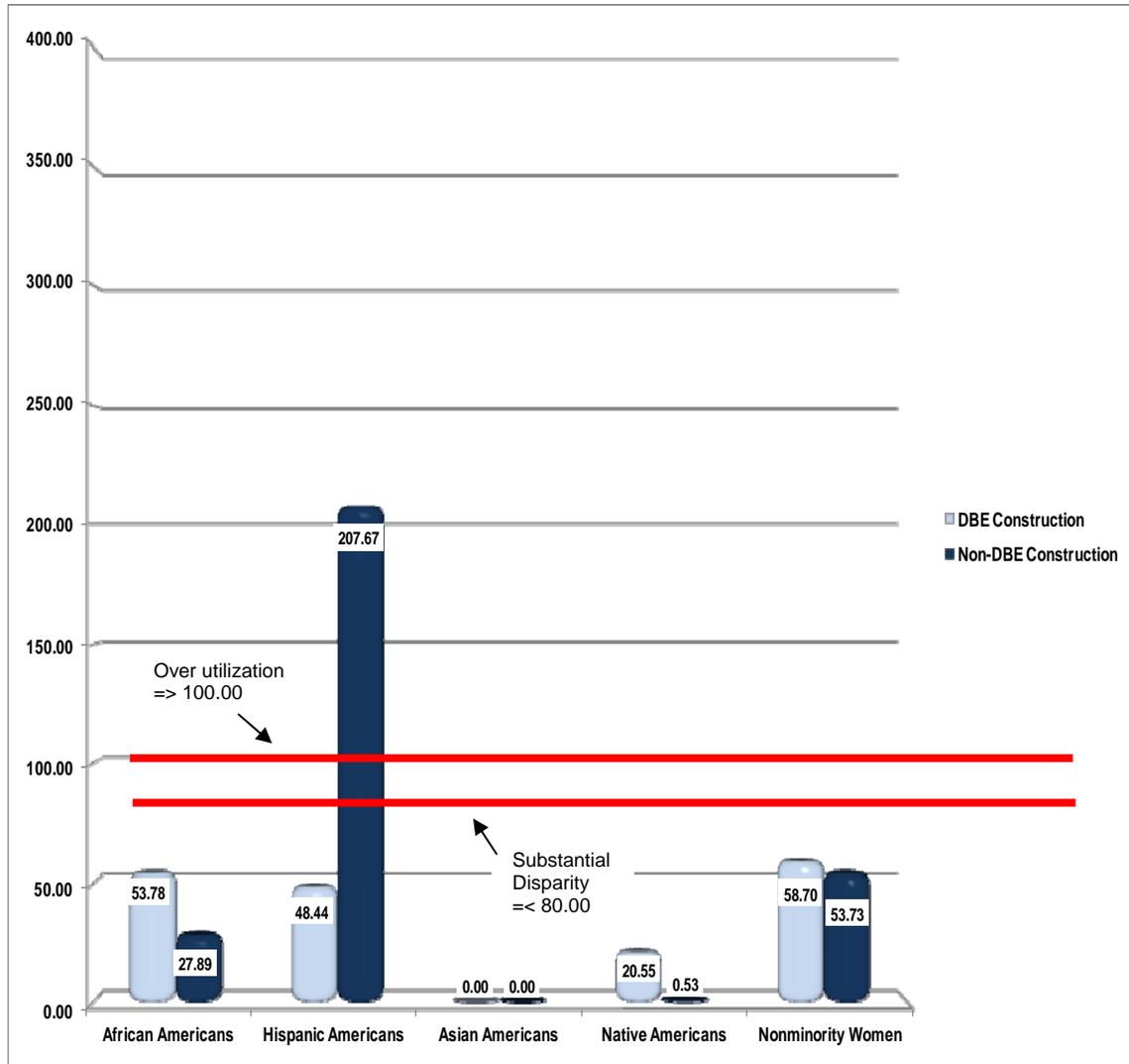
\* An asterisk is used to indicate a substantial level of disparity – disparity index below 80.00.

\*\* Two asterisks are used to indicate that the ratio of utilization to availability is statistically significant at a 0.05 level.

<sup>8</sup> T-tests were conducted at the subcontractor levels. Refer to **Chapter 2.0** for discussion on t-tests and statistical significance in disparity studies, as well as **Chapter 5.0, Section 5.1.2..**

Exhibit 5-10 presents a graphical summary on the overall disparate impact of utilization at the subcontractor level.

**EXHIBIT 5-10  
CITY OF GREENSBORO  
SUMMARY OF M/WBE AND M/W/DBE DISPARATE IMPACT OF UTILIZATION  
AT THE SUBCONTRACTOR LEVEL  
JULY 1, 2005 THROUGH JUNE 30, 2010**



Source: MGT developed a subcontractor payment and vendor availability database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010.

Exhibit 5-11 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 construction, professional services, and procurement by fiscal years and race, ethnicity and gender classification of business owners.

**EXHIBIT 5-11  
CITY OF GREENSBORO  
SUMMARY OF M/WBE DISPARATE IMPACT OF UTILIZATION  
AT THE PRIME LEVEL  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
<b>Non-DBE Construction at the Prime Level</b>					
African Americans	\$198,310	0.21%	12.37%	1.74	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	N/A	N/A
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$2,637,505	2.85%	10.75%	26.55	* Underutilization
<b>Total M/WBE Firms</b>	<b>\$2,835,814</b>	<b>3.07%</b>	<b>23.12%</b>		
<b>DBE Construction at the Prime Level</b>					
African Americans	\$8,688	0.03%	12.37%	0.23	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	N/A	N/A
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.00%	N/A	N/A
Nonminority Women	\$783,461	2.54%	10.75%	23.67	* Underutilization
<b>Total M/WDBE Firms</b>	<b>\$792,149</b>	<b>2.57%</b>	<b>23.12%</b>		
<b>Professional Services Firms</b>					
African Americans	\$262,283	0.80%	8.58%	9.33	* Underutilization
Hispanic Americans	\$0	0.00%	0.27%	0.00	* Underutilization
Asian Americans	\$0	0.00%	0.00%	N/A	N/A
Native Americans	\$0	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	\$394,677	1.20%	6.17%	19.54	* Underutilization
<b>Total M/WBE Firms</b>	<b>\$656,960</b>	<b>2.01%</b>	<b>15.28%</b>		
<b>Procurement Firms</b>					
African Americans	\$3,958,129	3.04%	6.72%	45.25	* Underutilization
Hispanic Americans	\$90,706	0.07%	0.43%	16.38	* Underutilization
Asian Americans	\$393,394	0.30%	0.09%	355.30	Overutilization
Native Americans	\$432,176	0.33%	0.34%	97.58	Underutilization
Nonminority Women	\$1,596,735	1.23%	3.83%	32.05	* Underutilization
<b>Total M/WBE Firms</b>	<b>\$6,471,140</b>	<b>4.97%</b>	<b>11.40%</b>		

Source: MGT developed a prime contract and payment database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on vendor availability.

<sup>1</sup> The percentage of dollars is taken from prime utilization shown in Chapter 4.0.

<sup>2</sup> The percentage of available firms is taken from availability shown in Chapter 4.0.

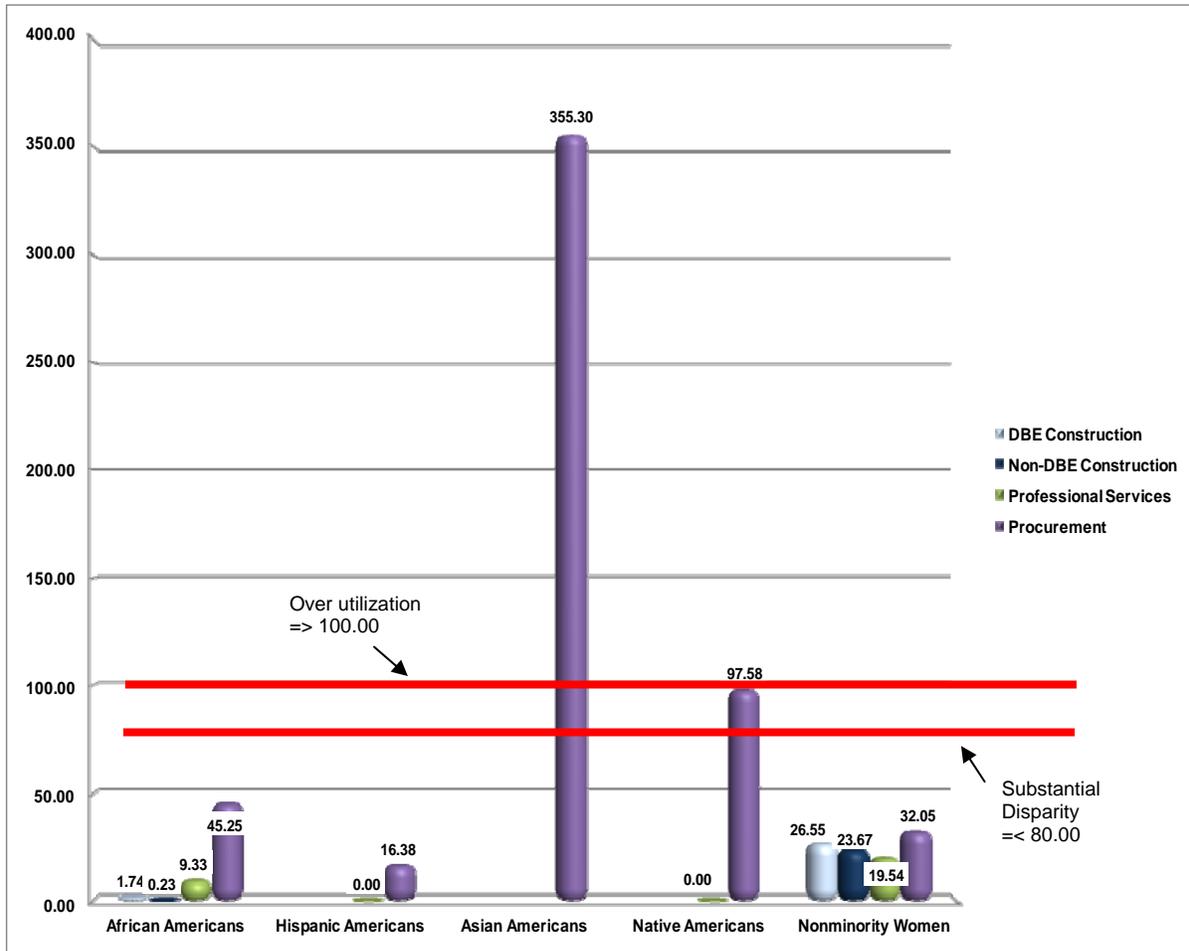
<sup>3</sup> The disparity index is the ratio of % of dollars (utilization) to % available firms times 100.

\* 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.

Exhibit 5-12 presents a graphical summary on the overall disparate impact of utilization at the prime contractor level.

**EXHIBIT 5-12  
CITY OF GREENSBORO  
SUMMARY OF M/WBE AND M/W/DBE DISPARATE IMPACT OF UTILIZATION  
AT THE PRIME CONTRACTOR LEVEL  
JULY 1, 2005 THROUGH JUNE 30, 2010**



Source: MGT developed a prime contract and payment database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on vendor availability.

**6.0 PRIVATE SECTOR  
UTILIZATION AND NON-GOAL  
ANALYSIS**

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## 6.0 PRIVATE SECTOR AND NON-GOAL ANALYSES

This chapter reports the analyses of M/WBE utilization and availability in the City of Greensboro market area<sup>1</sup> private commercial construction industry to determine disparities in M/WBE utilization at both the prime contractor and subcontractor level. Once the record of private sector utilization was established, 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 examine 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 Greensboro market area.

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 Private Sector Availability Analysis by Race, Ethnicity, and Gender of Business Ownership for Construction
- 6.5 Analysis of Disparities in Private Sector Utilization by Race, Ethnicity, and Gender of Business Ownership for Construction
- 6.6 Establishing a Nexus between Commercial Construction Permitting and City of Greensboro Construction Public Projects
- 6.7 Comparison of the City of Greensboro Utilization with M/WBE Utilization in the Private Sector
- 6.8 Private Sector Census Disparities in Construction, Professional Services, Other Services and Goods and Supplies
- 6.9 Analysis of Self-Employment Propensity and Earnings of Race, Ethnicity, and Gender Effects on Self-Employment Propensity
- 6.10 Conclusions

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<sup>1</sup> Refer to **Section 6.2.2, Market Area Methodology** for a definition and listing of counties considered to be in the Greensboro market area.

## 6.1 Methodology – Private Sector Commercial Construction Analysis

This section describes MGT’s methodology for the collection of data and the calculation of Greensboro’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.”<sup>2</sup> This argument was reinforced by the Court of Appeals decision in *Adarand Construction, Inc. v Rodney Slater*, concluding that there was a compelling interest for a government Disadvantaged Business Enterprise (DBE) program, based primarily on evidence of private sector discrimination.<sup>3</sup> 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.”<sup>4</sup>

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. Passive discrimination was examined in a disparity analysis of the utilization of M/WBE construction subcontractors by majority prime contractors on projects funded in the Greensboro construction market. A comparison of public sector M/WBE utilization with private sector utilization enables an assessment of the extent to which majority 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 utilization of M/WBEs as prime contractors for commercial private sector construction projects relative to their availability in the Greensboro market area?
- Are there disparities in the utilization of M/WBEs in the marketplace as a whole?
- Are there disparities in utilization of M/WBEs as subcontractors for commercial private sector construction projects relative to their availability in the Greensboro market area?
- Are there disparities for women and minorities in the entry into and earnings from self-employment?

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<sup>2</sup> *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.

<sup>3</sup> *Adarand v. Slater*, 228 F.3d 1147 (10<sup>th</sup> Cir. 2000).

<sup>4</sup> See *Richmond v. Croson*, 488 U.S. 492 (1989).

## **6.2 Collection and Management of Data**

MGT collected commercial construction permits data (such as building, electrical, plumbing)<sup>5</sup> provided by the City for commercial construction projects permitted from July 1, 2005 through June 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 Greensboro city limits.

In addition to corroborate findings, MGT also analyzed Reed Construction Data (RCD), which provides information on both general construction and civil engineering projects in a certain market area at both the prime contractor and subcontractor level. However, RCD proved to be incomplete for this analysis at the prime contractor and subcontractor level.

### **Greensboro, North Carolina**

City of Greensboro's Development Services Department transmitted permit data electronically to MGT in Microsoft Excel spreadsheets format. In order to isolate only commercial construction projects as the focus of analysis, public sector and residential permit records were not included. 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
- Owner Address, City, State and ZIP code
- Contractor/Professional Name
- Contractor Address, City, State and ZIP code
- Job Location
- Commercial Project
- Residential Project
- Date Issued
- Dollar Value of Permit
- Construction Value of Project

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, permits associated with subcontractor trades and/or level of work, such as electrical,

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<sup>5</sup> 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.

plumbing did not have construction value dollars. Therefore, MGT attempted to collect commercial construction permits data from Guilford County. However, the County informed MGT that historical commercial construction permits data (for the study period) was only available in hard copy format. Therefore, the utilization of commercial construction permits examined the construction value (project value) and number of firms utilized at the prime contractor level. Due to not having project values associated with commercial construction permits at the subcontractor level, MGT only examined the utilization of firms at the subcontractor level.

### **6.2.1 M/WBE Classifications and Business Categories**

In **Chapter 3.0**, 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 from the State of North Carolina, trade associations, and certification agencies 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 Greensboro-Winston Salem-High Point Combined Statistical Area (CSA), which constitutes the Greensboro market area for this study. The CSA includes the following North Carolina counties: Guilford, Randolph, Rockingham, Alamance, Surry, Davidson, Davie, Forsyth, Stokes and Yadkin.

### **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 CSA, as reported by the U.S. Census Bureau, 2007 Survey of Business Owners (Survey of Business Owners).<sup>6</sup> MGT utilized

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<sup>6</sup> 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,

several sources to determine prime contractor and subcontractor availability in order to develop the appropriate availability data within the CSA. Survey of Business Owners data<sup>7</sup> 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.

### **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 Greensboro private sector commercial construction market.

#### **6.3.1 Commercial Building Permits – Prime Contractor Level**

This section presents the utilization of M/WBE and non-M/WBE firms for private commercial building permit information within the City-based permit data. **Exhibit 6-1** reports firm utilization based on all identified private commercial building permits issued from July 1, 2005 through June 30, 2010. As the exhibit shows, there were \$603.7 million in private commercial prime building permits issued to firms from July 1, 2005 through June 30, 2010 within the CSA. Non-M/WBE firms received \$603.5 million, 99.9%. Total M/WBE commercial construction projects were valued at \$155,375 representing .03% of project values, of which African American- and nonminority women-owned firms accounted for all M/WBE dollars and percentages.

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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.

<sup>7</sup> 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 GREENSBORO  
PRIVATE COMMERCIAL BUILDING PERMITS  
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME CONTRACTOR LEVEL  
WITHIN THE GREENSBORO COMBINED STATISTICAL AREA  
BY RACE/ETHNIC/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African American		Hispanic American		Asian American		Native American		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Project Value
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$
2006	\$13,000	0.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$13,000	0.01%	\$142,551,217	99.99%	\$142,564,217
2007	\$31,375	0.02%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$98,000	0.06%	\$129,375	0.07%	\$175,861,991	99.93%	\$175,991,366
2008	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$137,124,452	100.00%	\$137,124,452
2009	\$10,000	0.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$10,000	0.01%	\$97,079,739	99.99%	\$97,089,739
2010	\$3,000	0.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$3,000	0.01%	\$50,947,295	99.99%	\$50,950,295
<b>Total</b>	<b>\$57,375</b>	<b>0.01%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$98,000</b>	<b>0.02%</b>	<b>\$155,375</b>	<b>0.03%</b>	<b>\$603,564,694</b>	<b>99.97%</b>	<b>\$603,720,069</b>

Source: MGT developed a database containing Greensboro market area commercial construction projects let from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percentage of total project/construction valuation dollars awarded annually to contractors.

**Exhibit 6-2** reports private commercial M/WBE prime contractor utilization by the number of permits and number of individual (unduplicated) firms receiving permits. A total of 463 individual (unduplicated) firms received 6,707 total prime private commercial building permits. M/WBE firms received seven total permits, 0.1% of the total. African American-owned firms received 0.1%, representing the largest share of prime private commercial permits issued to M/WBE firms.

Also, as **Exhibit 6-2** shows three individual (unduplicated) M/WBE firms, 0.7% of all individual (unduplicated) firms, were issued private commercial construction building permits at the prime contractor level. Nonminority women-owned firms accounted for 0.2% of the total individual (unduplicated) firms and African American-owned firms accounted for 0.4%.

**EXHIBIT 6-2  
CITY OF GREENSBORO  
PRIVATE COMMERCIAL BUILDING PERMITS  
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME CONTRACTOR LEVEL  
WITHIN THE GREENSBORO COMBINED STATISTICAL AREA  
BY RACE/ETHNIC/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

**NUMBER OF BUILDING PERMITS ISSUED  
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 Permits
	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#
2006	1	0.09%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.09%	1,157	99.91%	1,158
2007	3	0.30%	0	0.00%	0	0.00%	0	0.00%	1	0.10%	4	0.40%	985	99.60%	989
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1,884	100.00%	1,884
2009	1	0.06%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.06%	1,581	99.94%	1,582
2010	1	0.09%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.09%	1,093	99.91%	1,094
<b>Total</b>	<b>6</b>	<b>0.09%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>0.01%</b>	<b>7</b>	<b>0.10%</b>	<b>6,700</b>	<b>99.90%</b>	<b>6,707</b>

**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	1	0.58%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.58%	171	99.42%	172
2007	2	1.16%	0	0.00%	0	0.00%	0	0.00%	1	0.58%	3	1.73%	170	98.27%	173
2008	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	174	100.00%	174
2009	1	0.57%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.57%	175	99.43%	176
2010	1	0.68%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.68%	145	99.32%	146
<b>Total</b>															
<b>Individual Firms<sup>2</sup></b>	<b>2</b>	<b>0.43%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>0.22%</b>	<b>3</b>	<b>0.65%</b>	<b>460</b>	<b>99.35%</b>	<b>463</b>

Source: MGT developed a database containing Greensboro market area commercial construction projects let from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of Total Permits

<sup>2</sup> 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 6-3** shows that non-M/WBE firms received 23,371 private commercial permits at the subcontractor level of work, which represents 99.8%. M/WBE firms received 46 private commercial permits at the subcontractor level of work, which represents 0.2% and that 1,055 individual (unduplicated) non-M/WBE firms were utilized. Approximately, 0.5% of the individual firms utilized were firms owned by African Americans and nonminority women.

**EXHIBIT 6-3  
CITY OF GREENSBORO  
PRIVATE COMMERCIAL PERMITS  
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL  
WITHIN THE GREENSBORO COMBINED STATISTICAL AREA  
JULY 1, 2005 THROUGH JUNE 30, 2010**

**NUMBER OF PERMITS ISSUED  
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 Permits
	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#
2006	5	0.12%	0	0.00%	0	0.00%	0	0.00%	5	0.12%	10	0.23%	4307	99.77%	4,317
2007	7	0.13%	0	0.00%	0	0.00%	0	0.00%	7	0.13%	14	0.25%	5505	99.75%	5,519
2008	4	0.07%	0	0.00%	0	0.00%	0	0.00%	5	0.08%	9	0.15%	6019	99.85%	6,028
2009	3	0.07%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	0.07%	4420	99.93%	4,423
2010	8	0.26%	0	0.00%	0	0.00%	0	0.00%	2	0.06%	10	0.32%	3120	99.68%	3,130
<b>Total</b>	<b>27</b>	<b>0.12%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>19</b>	<b>0.08%</b>	<b>46</b>	<b>0.20%</b>	<b>23,371</b>	<b>99.80%</b>	<b>23,417</b>

**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	1	0.18%	0	0.00%	0	0.00%	0	0.00%	1	0.18%	2	0.36%	551	99.64%	553
2007	1	0.17%	0	0.00%	0	0.00%	0	0.00%	2	0.35%	3	0.52%	572	99.48%	575
2008	1	0.19%	0	0.00%	0	0.00%	0	0.00%	3	0.56%	4	0.75%	532	99.25%	536
2009	1	0.19%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.19%	516	99.81%	517
2010	1	0.20%	0	0.00%	0	0.00%	0	0.00%	1	0.20%	2	0.39%	510	99.61%	512
<b>Total Individual Firms<sup>2</sup></b>	<b>1</b>	<b>0.09%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>4</b>	<b>0.38%</b>	<b>5</b>	<b>0.47%</b>	<b>1,055</b>	<b>99.53%</b>	<b>1,060</b>

Source: MGT developed a database containing Greensboro market area commercial construction projects let from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of Total Permits

<sup>2</sup> 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 Private Sector Availability Analysis by Race, Ethnicity, and Gender of Business Ownership for Construction**

**Exhibits 6-4** and **6-5** report findings based on U.S. Census Survey of Business Owners data for the population of available contractors in the Greensboro market area by race, ethnic and gender classification. As mentioned in **Section 6.2.3**, MGT utilized several sources to determine prime contractor and subcontractor availability in order to develop the appropriate availability data within the CSA. Survey of Business Owners data based on North American Industry Classification System (NAICS) code 23<sup>8</sup>, construction and construction-related services were used for the availability analyses in private sector.

**6.4.1 Construction Prime Availability**

The availability of M/WBE and non-M/WBE construction firms at the prime contractor level in the Greensboro CSA is displayed in **Exhibit 6-4**. This analysis in this chapter assumes that firms in the Greensboro CSA are available for projects within the city limits of Greensboro, as well as work within the Greensboro CSA. M/WBEs comprised 5.6% of all firms, broken down by individual M/WBE category as follows:

- African American: S
- Hispanic American: S
- Asian American: S
- Native American: S
- Nonminority women: 5.6%

**EXHIBIT 6-4  
AVAILABILITY OF FIRMS AT THE PRIME CONTRACTOR LEVEL  
WITHIN THE GREENSBORO COMBINED STATISTICAL AREA  
BY RACE/ETHNIC/GENDER CLASSIFICATION  
BASED ON FIRMS WITH PAID EMPLOYEES**

	African Americans <sup>1 S</sup>		Hispanic Americans <sup>1 S</sup>		Asian Americans <sup>1 S</sup>		Native Americans <sup>1 S</sup>		Nonminority Women <sup>2</sup>		M/WBE Firms		Non-M/WBE Firms <sup>3</sup>		Total Firms <sup>4</sup>
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Total</b>	S	S	S	S	S	S	S	S	219	5.61%	219	5.61%	3,689	94.39%	3,908

Source: U.S. Census Bureau 2007, Survey of Business Owners, based on firms with paid employees only, NAICS Code 23, Construction and Construction-Related Services.

<sup>1</sup> Minority men and women firms are included in their respective minority classifications.

<sup>2</sup> Firms identified as being equally owned by males and females are included in the classification of nonminority women.

<sup>3</sup> Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.

<sup>4</sup> Total Firms is based on the number of All Firms with paid employees based on the Survey of Business Owners data provided.

S denotes that according to U.S. Census, information was withheld for African American-, Hispanic American-, Asian 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 this group.

<sup>8</sup> NAICS Code 23 includes subsector 236, construction of buildings, comprises establishments of the general contractor type and operative builders involved in the construction of buildings.; subsector 237, heavy and civil engineering construction, comprises establishments involved in the construction of engineering projects; and subsector 238, specialty trade contractors, comprises establishments engaged in specialty trade activities generally needed in the construction of all types of buildings.

**6.4.2 Construction Subcontractor Availability**

Exhibit 6-5 displays census availability percentages for subcontractors, indicating that non-M/WBE firms accounted for 84% of all construction subcontractors; thus, M/WBE firms accounted for approximately 16% of all construction subcontractors. M/WBE availability, by racial, ethnic and gender classifications, was broken down as follows:

- African American firms: 4.7%
- Hispanic American firms: 5.8%
- Asian American firms: S
- Native American firms: S
- Nonminority women firms: 5.4%

**EXHIBIT 6-5  
AVAILABILITY OF FIRMS AT THE SUBCONTRACTOR LEVEL  
WITHIN THE GREENSBORO COMBINED STATISTICAL AREA  
BY RACE/ETHNIC/GENDER CLASSIFICATION  
BASED ON ALL FIRMS**

	African Americans <sup>1</sup>		Hispanic Americans <sup>1</sup>		Asian Americans <sup>1 S</sup>		Native Americans <sup>1 S</sup>		Nonminority Women <sup>2</sup>		M/WBE Firms		Non-M/WBE Firms <sup>3</sup>		Total Firms <sup>4</sup>
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Total</b>	885	4.71%	1,096	5.83%	S	S	S	S	1,020	5.42%	3,001	15.96%	15,806	84.04%	18,807

Source: U.S. Census Bureau 2007, Survey of Business Owners, based on all firms, NAICS Code 23, Construction and Construction-Related Services.

<sup>1</sup> Minority men and women firms are included in their respective minority classifications.  
<sup>2</sup> Firms identified as being equally owned by males and females are included in the classification of nonminority women.  
<sup>3</sup> Non-M/WBE firms is the difference of Total Firms from M/WBE Firms.  
<sup>4</sup> Total Firms is based on the number of All Firms with paid and non-paid employees based on the Survey of Business Owners data provided.

S denotes that according to U.S. Census, information was withheld for Asian 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 this group.

**6.5 Analysis of Disparities in Private Sector Utilization by Race, Ethnicity Gender of Business Ownership for Construction**

Once the record of vendor utilization was calculated from the permit data for each racial, ethnic, and gender classification it could be compared to the City’s market area availability of firms in these categories to derive an index of disparity in private sector utilization for a given M/WBE category at the prime contractor and subcontractor level. Findings are reported in Sections 6.5.1 and 6.5.2. At the prime contractor level, substantial disparity between M/WBE and non-M/WBE utilization is apparent, even without formal statistical analysis. Overall, based on City of Greensboro private commercial construction at the prime contractor level, of the \$603.7 million, \$603.5 million went to non-M/WBEs (Exhibit 6-1), which accounted for 99.9%. Thus, the low utilization of M/WBE firms indicates a substantial level of disparity as shown in Exhibit 6-6<sup>9</sup>.

<sup>9</sup> Disparity analysis could only be conducted on commercial construction permits at the prime contractor level, since construction values were not available with subcontractor trade level of work.

**6.5.1 Permits - Prime Contractor Level**

**Greensboro Commercial Permits – Prime Contractor Level**

This section reports disparity indices for Greensboro private commercial permits based on U.S. Census, Survey of Business Owners availability of firms by racial, ethnic, and gender classifications for firms with paid employees only. **Exhibit 6-7** shows that the percentage of dollars (utilization) going to African American- and nonminority women-owned firms at the prime contractor level of work was extremely low. However, U.S. Census withheld availability estimates for African American-owned firms, thus the disparity index and impact could not be calculated. The utilization of nonminority women-owned firms compared to availability, resulted in substantial underutilization on commercial construction projects at the prime contractor level. Conversely, non-M/WBE firms were overutilized.

**EXHIBIT 6-6  
CITY OF GREENSBORO  
DISPARITY ANALYSIS OF FIRMS AT THE PRIME CONTRACTOR LEVEL  
BASED ON U.S. CENSUS SURVEY OF BUSINESS OWNERS  
FIRMS WITH PAID EMPLOYEES AND GREENSBORO PRIVATE COMMERCIAL PERMIT  
DATA**

<b>Business Owner Classification</b>	<b>% of Project Value<sup>1</sup></b>	<b>% of Available Firms<sup>2</sup></b>	<b>Disparity Index<sup>3</sup></b>	<b>Disparate Impact of Utilization</b>
<b>Fiscal Year 2006</b>				
African American <sup>S</sup>	0.01%	S	N/A	N/A
Hispanic American <sup>S</sup>	0.00%	S	N/A	N/A
Asian American <sup>S</sup>	0.00%	S	N/A	N/A
Native American <sup>S</sup>	0.00%	S	N/A	N/A
Nonminority Women	0.00%	5.61%	0.00	* Underutilization
Non-M/WBE Firms	99.99%	94.39%	105.93	Overutilization
<b>Fiscal Year 2007</b>				
African American <sup>S</sup>	0.02%	S	N/A	N/A
Hispanic American <sup>S</sup>	0.00%	S	N/A	N/A
Asian American <sup>S</sup>	0.00%	S	N/A	N/A
Native American <sup>S</sup>	0.00%	S	N/A	N/A
Nonminority Women	0.06%	5.61%	0.99	* Underutilization
Non-M/WBE Firms	99.93%	94.39%	105.87	Overutilization
<b>Fiscal Year 2008</b>				
African American <sup>S</sup>	0.00%	S	N/A	N/A
Hispanic American <sup>S</sup>	0.00%	S	N/A	N/A
Asian American <sup>S</sup>	0.00%	S	N/A	N/A
Native American <sup>S</sup>	0.00%	S	N/A	N/A
Nonminority Women	0.00%	5.61%	0.00	* Underutilization
Non-M/WBE Firms	100.00%	94.39%	105.94	Overutilization
<b>Fiscal Year 2009</b>				
African American <sup>S</sup>	0.01%	S	N/A	N/A
Hispanic American <sup>S</sup>	0.00%	S	N/A	N/A
Asian American <sup>S</sup>	0.00%	S	N/A	N/A
Native American <sup>S</sup>	0.00%	S	N/A	N/A
Nonminority Women	0.00%	5.61%	0.00	* Underutilization
Non-M/WBE Firms	99.99%	94.39%	105.94	Overutilization
<b>Fiscal Year 2010</b>				
African American <sup>S</sup>	0.01%	S	N/A	N/A
Hispanic American <sup>S</sup>	0.00%	S	N/A	N/A
Asian American <sup>S</sup>	0.00%	S	N/A	N/A
Native American <sup>S</sup>	0.00%	S	N/A	N/A
Nonminority Women	0.00%	5.61%	0.00	* Underutilization
Non-M/WBE Firms	99.99%	94.39%	105.94	Overutilization
<b>All Fiscal Years</b>				
African American <sup>S</sup>	0.01%	S	N/A	N/A
Hispanic American <sup>S</sup>	0.00%	S	N/A	N/A
Asian American <sup>S</sup>	0.00%	S	N/A	N/A
Native American <sup>S</sup>	0.00%	S	N/A	N/A
Nonminority Women	0.02%	5.61%	0.29	* Underutilization
Non-M/WBE Firms	99.97%	94.39%	105.92	Overutilization

Source: MGT developed a database containing Greensboro market area commercial construction projects let from July 1, 2005 through June 30, 2010. MGT developed an availability database based on 2007 U.S. Census Survey of Business Owners, NAICS Code 23, Construction and Construction-Related Services.

<sup>1</sup> The percentage of construction/project valuation dollars is taken from the prime utilization exhibit shown in **Exhibit 6-1**.

<sup>2</sup> The percentage of available contractors is taken from the availability exhibit shown in **Exhibit 6-4**.

<sup>3</sup> The disparity index is the ratio of percent utilization to percent availability times 100.

S denotes that according to U.S. Census, information was withheld for African American-, Asian American-, Hispanic 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 this group.

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

N/A denotes that the analyses cannot be applied in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization in this category. Thus, the existence of disparity can be inferred due to the evidence of low utilization levels.

In order to determine if the proportion of firms utilized relative to their availability were sufficiently substantial to achieve statistical significance, t-tests<sup>10</sup> were conducted on the disparity results at the prime contractor level (for commercial construction projects only) level. **Exhibit 6-7** shows the overall commercial construction prime level disparity results along with the t-test results, which are indicated with two asterisks. The t-test results indicate that the findings of substantial underutilization nonminority women-owned firms and the overutilization of non-M/WBE firms were statistically significant. In each of these cases, the t tests provide another statistical measure accepted by the courts regarding how far the estimated disparity ratio is from parity.

**EXHIBIT 6-7  
CITY OF GREENSBORO  
OVERALL DISPARITY RESULTS AND T-TEST RESULTS  
OF PRIME CONSTRUCTION ON COMMERCIAL  
CONSTRUCTION PROJECTS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Project Value <sup>1</sup>	% of Available Firms <sup>2</sup>	Disparity Index <sup>3</sup>	Disparate Impact of Utilization	Statistical Significance
African American <sup>S</sup>	0.01%	S	N/A	N/A	N/A
Hispanic American <sup>S</sup>	0.00%	S	N/A	N/A	N/A
Asian American <sup>S</sup>	0.00%	S	N/A	N/A	N/A
Native American <sup>S</sup>	0.00%	S	N/A	N/A	N/A
Nonminority Women	0.02%	5.61%	0.29	* Underutilization	**
Non-M/WBE Firms	99.97%	94.39%	105.92	Overutilization	**

Source: MGT developed a database containing Greensboro market area commercial construction projects let from July 1, 2005 through June 30, 2010. MGT developed an availability database based on 2007 U.S. Census Survey of Business Owners, NAICS Code 23, Construction and Construction-Related Services.

<sup>1</sup> The percentage of construction/project valuation dollars is taken from the prime utilization exhibit shown in **Exhibit 6-1**.

<sup>2</sup> The percentage of available contractors is taken from the availability exhibit shown in **Exhibit 6-4**.

<sup>3</sup> The disparity index is the ratio of percent utilization to percent availability times 100.

S denotes that according to U.S. Census, information was withheld for African American-, Asian American-, Hispanic 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 this group.

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

\*\* Indicates that the ratio of utilization to availability is statistically significant at a 0.05 level.

N/A denotes that the analyses cannot be applied in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization in this category. Thus, the existence of disparity can be inferred due to the evidence of low utilization levels.

<sup>10</sup> Please refer to **Chapters 2.0 and 5.0** for a discussion of the t-tests. **Chapter 5.0** presents the methodology used to test for statistical significance.

## **6.6 Establishing a Nexus between Commercial Construction Permitting and City of Greensboro 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 Greensboro city limits. The second data set contained firms utilized on City of Greensboro public sector construction projects (including projects awarded through the Disadvantaged Business Enterprise program) from July 1, 2005 through June 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 Greensboro-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 Greensboro data set also appear in the private sector permitting data for commercial construction projects?
- What is the utilization of subcontractors by these prime contractors that are in the City of Greensboro data set that are also in the permitting data set for commercial construction projects?

When prime contractors on the City of Greensboro public construction projects awarded through the City's Disadvantaged Business Enterprise (DBE) Program were cross referenced with the commercial construction projects, a total of eight prime contractors (located in the City's CSA) from the City of Greensboro public construction projects were also found on the commercial construction projects. Out of the eight prime contractors, seven were utilized as prime contractors on commercial construction projects. Out of the seven firms utilized as prime contractors on commercial construction projects, six utilized firms at the subcontractor level on City public construction projects. Of these six prime contractors, five utilized M/WBE firms at the subcontractor level on City-funded public construction projects compared to only one prime contractor (non-M/WBE) that utilized M/WBE subcontractors on commercial construction projects, of which these firms were owned by nonminority women.

As far as conducting this same nexus comparison on Greensboro public construction projects that were not awarded through the DBE program (non-DBE), there were a total of 47 prime contractors (located in the City's CSA) from the City of Greensboro public construction projects that were also found on commercial construction projects. Out of these 47 firms, 26 firms were utilized at the prime contractor level on commercial construction projects. Out of the 26 firms, twelve utilized M/WBE subcontractors on City-funded public construction projects compared to only two utilized nonminority women subcontractors on City commercial construction projects. The subcontracting data in **Chapter 4.0** demonstrated clear capacity and availability of MWBEs to perform tens of millions of dollars worth of construction subcontracting work. It seems unlikely that differences in types of subcontracting work on vertical construction between the public sector and private sector can account for the substantial differences in MWBE subcontractor utilization.

**6.7 Comparison of the City of Greensboro Utilization with M/WBE Utilization in the Private Sector**

**Exhibit 6-8** reports M/WBE and non-M/WBE firm utilization of prime contractors and subcontractors for public sector construction projects by the City of Greensboro and compares this record with private commercial construction utilization calculated from private commercial construction permit data.

**Exhibit 6-8** shows that there are differences in utilization of M/WBE firms at the prime contractor level between the City of Greensboro and private commercial construction projects. Approximately 0.03% of the private commercial construction project dollars went to M/WBEs at the prime contractor level, compared to 3.1% of M/WBE participation on City of Greensboro non-DBE construction projects and 2.6% of M/WBE participation on City of Greensboro DBE construction projects. At the subcontractor level, MGT could not conduct a comparison since construction values were not available for private commercial construction projects.

**EXHIBIT 6-8  
COMPARISON OF CITY OF GREENSBORO AND COMMERCIAL CONSTRUCTION M/WBE  
UTILIZATION PERCENTAGE OF DOLLARS  
AT THE PRIME CONTRACTOR AND SUBCONTRACTOR LEVELS**

<b>Prime Contractor Level</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Nonminority Women</b>	<b>M/WBE Firms</b>
City of Greensboro (Non-DBE Construction, Prime Contractor Level) Percentages of Utilization based on CSA	0.21%	0.00%	0.00%	0.00%	2.85%	3.07%
City of Greensboro (DBE Construction, Prime Contractor Level) Percentages of Utilization based on CSA	0.03%	0.00%	0.00%	0.00%	2.54%	2.57%
City of Greensboro (Commercial Construction, Prime Contractor Level) Percentages of Utilization based on CSA	0.01%	0.00%	0.00%	0.00%	0.02%	0.03%
U.S. Census, Survey of Business Owners , Construction, Based on CSA Availability Estimates (Employer Firms)	S	S	S	S	5.61%	5.61%
City of Greensboro (Commercial Construction, Prime Contractor Level) Disparity Impact of Utilization Based on CSA Availability Estimates	N/A	N/A	N/A	N/A	Yes*	
City of Greensboro Commercial Construction, Prime Contractor Level - Statistically Significant (0.05 Level)	N/A	N/A	N/A	N/A	**	
<b>Subcontractor Level</b>	<b>African American</b>	<b>Hispanic American</b>	<b>Asian American</b>	<b>Native American</b>	<b>Nonminority Women</b>	<b>M/WBE Firms</b>
City of Greensboro (Non-DBE Construction, Subcontractor Level) Percentages of Utilization based on CSA	4.22%	5.24%	0.00%	0.01%	8.76%	18.24%
City of Greensboro (DBE Construction, Subcontractor Level) Percentages of Utilization based on CSA	8.15%	1.22%	0.00%	0.20%	9.57%	19.14%
City of Greensboro (Commercial Construction, Subcontractor Level) Percentages of Utilization based on CSA	Construction Value Dollars & Percentages Not Available					
U.S. Census, Survey of Business Owners , Construction, Based on CSA Availability Estimates (All Firms)	4.71%	5.83%	S	S	5.42%	15.96%
City of Greensboro (Commercial Construction, Prime Contractor Level) Disparity Impact of Utilization Based on CSA Availability Estimates	Could Not Be Conducted					
City of Greensboro Commercial Construction, Prime Contractor Level - Statistically Significant (0.05 Level)	Could Not Be Conducted					

Source: MGT developed a database containing Greensboro market area commercial construction projects let from July 1, 2005 through June 30, 2010. MGT developed an availability database based on 2007 U.S. Census Survey of Business Owners. Yes indicates that there was a level of disparity (index below 100.00). No indicates there was no level of disparity (index 100.00 or higher).

\* An asterisk indicates a substantial level of disparity (index below 80.00).

\*\* Indicates that the ratio of utilization to availability is statistically significant at a 0.05 level.

S denotes that according to U.S. Census, information was withheld for 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 this group

N/A denotes that the analyses cannot be applied in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization and/or availability in this category. However, the existence of disparity can be inferred due to the evidence of low utilization levels.

## **6.8 Private Sector Census Disparities in Construction, Professional Services, Other Services and Goods and Supplies**

Based on the analysis of data from the U.S. Census, 2007 Survey of Business Owners there remains a significant gap between the market share of M/WBEs and their share of the Greensboro business population, where data was available.

### **Construction**

As shown in **Exhibit 6-9** below, there was a total 18,807 construction firms in the Greensboro CSA in 2007, of which 10.5% was owned by minorities and 4.6% by nonminority women. **Exhibit 6-9** shows that:

- African American-owned firms accounted for 4.7% of firms and 0.5% of sales, with \$51,936 in average sales per firm, and 10.9% of the marketplace average.
- Hispanic American-owned firms accounted for 5.8% of firms and 1.9% of sales, with \$155,427 in average sales per firm, and 32.6% of the marketplace average.
- Nonminority women-owned firms accounted for 4.6% of firms and 1.8% of sales, with \$182,251 in average sales per firm, and 38.3% of the marketplace average.

African American, Hispanic American and nonminority women-owned firms exhibited substantial disparity in the marketplace. U.S. Census withheld data for construction firms owned by Asian Americans and Native Americans. Disparity indices for the overall marketplace are presented at the bottom of **Exhibit 6-9**.

**EXHIBIT 6-9  
U.S. CENSUS SURVEY OF BUSINESS OWNERS  
MEASURES OF PRIVATE SECTOR DISPARITIES  
CONSTRUCTION FIRMS  
IN THE GREENSBORO COMBINED STATISTICAL AREA**

	<b># of Firms (All Firms)</b>	<b>Sales</b>	<b>Sales Per Firm</b>
<b>All Firms</b>	<b>18,807</b>	<b>\$8,957,026,000</b>	<b>\$476,260</b>
African Americans	885	\$45,963,000	\$51,936
Hispanic Americans	1,096	\$170,348,000	\$155,427
Asian Americans <sup>S</sup>	S	S	N/A
Native Americans <sup>S</sup>	S	S	N/A
Nonminority Women <sup>1</sup>	867	\$157,959,263	\$182,251
<b>Percentage of Marketplace</b>			
	<b>Firms</b>	<b>Sales</b>	<b>Sales Per Firm Compared to the Market Average</b>
African Americans	4.7%	0.5%	10.9%
Hispanic Americans	5.8%	1.9%	32.6%
Asian Americans <sup>S</sup>	S	S	N/A
Native Americans <sup>S</sup>	S	S	N/A
Nonminority Women <sup>1</sup>	4.6%	1.8%	38.3%
<b>Disparity Index</b>			
	(ratio of sales to firms)		
African Americans	10.9		
Hispanic Americans	32.6		
Asian Americans <sup>S</sup>	N/A		
Native Americans <sup>S</sup>	N/A		
Nonminority Women <sup>1</sup>	38.3		

Source: U.S. Bureau of the Census 2007, Survey of Business Owners, NAICS Code 23, Construction and Construction-Related Services.

<sup>1</sup> Nonminority women are defined as firms identified as being equally owned by males and females, as well as firms identified as being owned by females are included in the classification of women.

S denotes that according to U.S. Census, information was withheld for Asian 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. N/A denotes that the analyses cannot be applied in these cases due to the mathematical constraint of division by zero.

**Professional Services**

For professional services firms the results were similar to the results for construction. As shown in **Exhibit 6-10**, there were 15,392 professional services firms in the Greensboro CSA in 2007, of which 13.0% were owned by minorities and 16.5% by women. **Exhibit 6-10** also shows that:

- African American-owned firms accounted for 8.7% of firms and 1.9% of sales, with \$43,119 in average sales per firm, and 21.9% of the marketplace average.
- Hispanic American-owned firms accounted for 2.4% of firms and 0.5% of sales, with \$38,491 in average sales per firm, and 19.6% of the marketplace average.
- Asian American-owned firms accounted for 1.9% of firms and 0.6% of sales, with \$61,726 in average sales per firm, and 31.4% of the marketplace average.
- Nonminority women-owned firms accounted for 16.5% of firms and 1.8% of sales, with \$21,915 in average sales per firm, and 11.1% of the marketplace average.

African American-, Hispanic American-, Asian American- and nonminority women-owned firms exhibited substantial disparity in the marketplace. U.S. Census withheld data for professional services firms owned by Native Americans. Disparity indices for the overall marketplace are presented at the bottom of **Exhibit 6-10**.

**EXHIBIT 6-10  
U.S. CENSUS SURVEY OF BUSINESS OWNERS  
MEASURES OF PRIVATE SECTOR DISPARITIES  
PROFESSIONAL SERVICES FIRMS  
IN THE GREENSBORO COMBINED STATISTICAL AREA**

	# of Firms (All Firms)	Sales	Sales Per Firm
<b>All Firms</b>	<b>15,392</b>	<b>\$3,026,926,000</b>	<b>\$196,656</b>
African Americans	1,333	\$57,477,000	\$43,119
Hispanic Americans	371	\$14,280,000	\$38,491
Asian Americans	285	\$17,592,000	\$61,726
Native Americans <sup>S</sup>	S	S	N/A
Nonminority Women <sup>1</sup>	2,533	\$55,518,127	\$21,915
<b>Percentage of Marketplace</b>			
	Firms	Sales	Sales Per Firm Compared to the Market Average
African Americans	8.7%	1.9%	21.9%
Hispanic Americans	2.4%	0.5%	19.6%
Asian Americans	1.9%	0.6%	31.4%
Native Americans <sup>S</sup>	S	S	N/A
Nonminority Women <sup>1</sup>	16.5%	1.8%	11.1%
<b>Disparity Index</b>			
(ratio of sales to firms)			
African Americans		21.9	
Hispanic Americans		19.6	
Asian Americans		31.4	
Native Americans <sup>S</sup>		N/A	
Nonminority Women <sup>1</sup>		11.1	

Source: U.S. Bureau of the Census 2007, Survey of Business Owners NAICS Code 54, Professional and Technical-Related Services.

<sup>1</sup> Nonminority women are defined as firms identified as being equally owned by males and females, as well as firms identified as being owned by females are included in the classification of women.

S denotes that according to U.S. Census, information was withheld for 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.

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

**Other Services**

For other services firms with paid employees the results were also similar to results in the preceding sections. As shown in **Exhibit 6-11**, there were 28,784 other services firms in the Greensboro CSA in 2007, of which 22.3% were owned by minorities and 21.8% by women. **Exhibit 6-11** also shows that:

- African American-owned firms accounted for 15.5% of firms and 2.1% of sales, with \$19,548 in average sales per firm, and 19.7% of the marketplace average.
- Hispanic American-owned firms accounted for 3.0% of firms and 0.4% of sales, with \$17,376 in average sales per firm, and 12.0% of the marketplace average.
- Asian American-owned firms accounted for 3.8% of firms and 1.2% of sales, with \$45,304 in average sales per firm, and 31.3% of the marketplace average.
- Women-owned firms accounted for 21.8% of firms and 5.7% of sales, with \$37,598 in average sales per firm, and 26.0% of the marketplace average.

African American-, Hispanic American-, Asian American- and nonminority women-owned firms exhibited substantial disparity in the marketplace. U.S. Census withheld data for other services firms owned by Native Americans. Disparity indices for the overall marketplace are presented at the bottom of **Exhibit 6-11**.

**EXHIBIT 6-11  
U.S. CENSUS SURVEY OF BUSINESS OWNERS  
MEASURES OF PRIVATE SECTOR DISPARITIES  
OTHER SERVICES FIRMS  
IN THE GREENSBORO COMBINED STATISTICAL AREA**

	# of Firms (All Firms)	Sales	Sales Per Firm
<b>All Firms</b>	<b>28,784</b>	<b>\$4,166,476,000</b>	<b>\$144,750</b>
African Americans	4,463	\$87,243,000	\$19,548
Hispanic Americans	852	\$14,804,000	\$17,376
Asian Americans	1,104	\$50,016,000	\$45,304
Native Americans <sup>S</sup>	S	S	N/A
Nonminority Women <sup>1</sup>	6,267	\$235,642,107	\$37,598
<b>Percentage of Marketplace</b>			
	Firms	Sales	Sales Per Firm Compared to the Market Average
African Americans	15.5%	2.1%	13.5%
Hispanic Americans	3.0%	0.4%	12.0%
Asian Americans	3.8%	1.2%	31.3%
Native Americans <sup>S</sup>	S	S	N/A
Nonminority Women <sup>1</sup>	21.8%	5.7%	26.0%
<b>Disparity Index</b>			
(ratio of sales to firms)			
African Americans		13.5	
Hispanic Americans		12.0	
Asian Americans		31.3	
Native Americans <sup>S</sup>		N/A	
Nonminority Women <sup>1</sup>		26.0	

Source: U.S. Bureau of the Census 2007, Survey of Business Owners, NAICS Codes 56, Administrative and Support and Waste Management and Remediation Services and 81, Other Services (except Public Administration).

<sup>1</sup> Nonminority women are defined as firms identified as being equally owned by males and females, as well as firms identified as being owned by females are included in the classification of women.

S denotes that according to U.S. Census, information was withheld for 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.

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

**Goods and Supplies**

For goods and supplies firms are shown in **Exhibit 6-12**, which shows there were 19,104 goods and supplies firms in the Greensboro CSA in 2007, of which 13.2% were owned by minorities and 21.3% by women. **Exhibit 6-12** also shows that:

- African American-owned firms accounted for 8.0% of firms and 0.7% of sales, with \$239,303 in average sales per firm, and 8.3% of the marketplace average.
- Hispanic American-owned firms accounted for 2.0% of firms and 0.9% of sales, with \$1.3 million in average sales per firm, and 44.5% of the marketplace average.
- Asian American-owned firms accounted for 3.2% of firms and 1.7% of sales, with \$1.6 million in average sales per firm, and 54.3% of the marketplace average.
- Women-owned firms accounted for 21.3% of firms and 0.5% of sales, with \$74,141 in average sales per firm, and 2.6% of the marketplace average.

African American-, Hispanic American-, Asian American- and nonminority women-owned firms exhibited substantial disparity in the marketplace. U.S. Census withheld data for other services firms owned by Native Americans. Disparity indices for the overall marketplace are presented at the bottom of **Exhibit 6-12**.

**EXHIBIT 6-12  
U.S. CENSUS SURVEY OF BUSINESS OWNERS  
MEASURES OF PRIVATE SECTOR DISPARITIES  
GOODS AND SUPPLIES FIRMS  
IN THE GREENSBORO COMBINED STATISTICAL AREA**

	# of Firms (All Firms)	Sales	Sales Per Firm
<b>All Firms</b>	<b>19,014</b>	<b>\$54,585,877,000</b>	<b>\$2,870,826</b>
African Americans	1,527	\$365,415,000	\$239,303
Hispanic Americans	389	\$496,920,000	\$1,277,429
Asian Americans	599	\$934,149,000	\$1,559,514
Native Americans <sup>S</sup>	S	S	N/A
Nonminority Women <sup>1</sup>	4,046	\$299,989,404	\$74,141
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Market Average
African Americans	8.0%	0.7%	8.3%
Hispanic Americans	2.0%	0.9%	44.5%
Asian Americans	3.2%	1.7%	54.3%
Native Americans <sup>S</sup>	S	S	N/A
Nonminority Women <sup>1</sup>	21.3%	0.5%	2.6%
Disparity Index			
	(ratio of sales to firms)		
African Americans	8.3		
Hispanic Americans	44.5		
Asian Americans	54.3		
Native Americans <sup>S</sup>	N/A		
Nonminority Women <sup>1</sup>	2.6		

Source: U.S. Bureau of the Census 2007, Survey of Business Owners, NAICS Codes 44-45, Retail Trade and 42, Wholesale Trade.

<sup>1</sup> Nonminority women are defined as firms identified as being equally owned by males and females, as well as firms identified as being owned by females are included in the classification of women.

S denotes that according to U.S. Census, information was withheld for 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.

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

**Conclusions**

Firms owned by nonminority women and minorities were small portions of the marketplace in construction, professional services, other services and goods and supplies and generally earned substantially less revenue per firm. Disparities were evident for all minority and female groups and all business categories. These disparities are just a preliminary take on disparities in business utilization. Other factors have to be considered, some of which are addressed in the following section, and other parts of this study.

## **6.9 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 Greensboro, NC Consolidated Metropolitan Statistical Area (CSA). 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*<sup>11</sup>), we use Public Use Microdata 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 racial, ethnic 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 racial/gender/ethnic status 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?

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<sup>11</sup> *Concrete Works v. City and County of Denver*, 321 F.3 950 (10<sup>th</sup> Cir. 2003).

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 racial, ethnic and gender minority groups less likely than nonminority males to be self-employed?
  - In all industries in the Greensboro CSA, nonminority males were nearly three times as likely to be self-employed nonminority women.<sup>12</sup>
  - In all industries in the Greensboro CSA, nonminority males were nearly five times as likely to be self-employed as Hispanic Americans.
  - In the Greensboro CSA, nonminority males were over ten times as likely as nonminority women to be self-employed in professional services.
  - In the Greensboro CSA, nonminority males were nearly three times as likely as African Americans to be self-employed in professional services.
  
2. Does race/gender/ethnic status have an impact on an individual’s self-employment earnings?
  - In the Greensboro CSA, nonminority women reported significantly lower earnings in all business type categories.
  - In the professional services industry, nonminority women reported significantly lower earnings than nonminority males in the Greensboro CSA: 60.2% less.
  - The most egregious effect on earnings elasticities was found in professional services for Hispanic Americans. In professional services, Hispanic Americans earned 96.8% less than nonminority males.

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<sup>12</sup> These ‘likelihood’ characteristics were derived from **Exhibit 6-13** by calculating the inverse of the reported odds ratios.

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 Asian Americans in the Greensboro CSA, over 91% of the disparity in self-employment rates was attributable to race differences.
  - Overall, comparing self-employed nonminority males with self-employed African Americans in the Greensboro CSA, over 73% of the disparity in self-employment rates was attributable to race differences.
  - Overall, comparing self-employed nonminority males with self-employed Hispanic Americans in the Greensboro CSA, over 53% of the disparity in self-employment rates was attributable to race differences.
  - Comparing self-employed nonminority males with self-employed African Americans in the Greensboro CSA professional services, over 69% of the disparity in self-employment rates was attributable to race differences.
  - Comparing self-employed nonminority males with self-employed Native Americans in the Greensboro CSA the construction industry, over 28% of the disparity in self-employment rates was attributable to race differences.

### **6.9.1 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 Greensboro CSA. 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 6-13**<sup>13</sup> presents a general picture of self-employment rates by race, median earnings, and sample sizes (n’s) in the Greensboro CSA, calculated from the five percent PUMS census sample.

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<sup>13</sup> The 2010 census ACS self-employment data for the City of Greensboro CSA is located in Appendix J. The sample size of 2010 census ACS self-employment data for the City of Greensboro CSA 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.

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.

**EXHIBIT 6-13  
PERCENTAGE SELF-EMPLOYED/EARNINGS BY  
RACE/GENDER/ETHNIC CLASSIFICATION  
WITHIN THE GREENSBORO COMBINED STATISTICAL AREA**

<b>Business Ownership Classification</b>	<b>Percent of the Population Self-Employed</b>	<b>2010 Sample Census n</b>	<b>2010 Median Earnings</b>
Nonminority Males	16.57%	110	\$46,500.00
African American	7.40%	31	\$39,000.00
Hispanic American	1.98%	2	\$36,500.00
Asian American	12.86%	9	\$30,000.00
Native American	11.11%	1	\$30,000.00
Nonminority Women	5.53%	29	\$30,000.00
<b>TOTAL</b>	<b>10.18%</b>	<b>182</b>	<b>\$33,250.00</b>

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

**6.9.2 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/ethnic/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.

### **6.9.3 Research Questions, Statistical Models, and Methods**

Two general research questions were posed in the initial analysis:

- Are racial, ethnic, 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 2009 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.<sup>14</sup> To analyze question II, in which the dependent variable is continuous, we used simple linear regression.

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<sup>14</sup> 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).

**6.9.3.1 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., 2009 earnings from self-employment)

$\beta_0$  = the constant, representing the value of Y when  $X_1 = 0$

$\beta_1$  = coefficient representing the magnitude of  $X_1$ 's effect on Y

$X_1$  = the independent variables, such as age, human capital (e.g., level of education), availability of capital, race, ethnicity and gender, etc.

$\varepsilon$  = the error term, representing the variance in Y unexplained by  $X_1$

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  $\mu$  represents the expected values of Y as a result of the effects of  $\beta$ , 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,  $\eta$ , 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  $\eta$  and  $\mu$  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  $\eta$  and  $\mu$  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:

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

Where:

- $(\mu/1-\mu)$  = the probability of being self-employed
- $\alpha$  = a constant value
- $\beta_i$  = coefficient corresponding to independent variables
- $X_n$  = selected individual characteristic variables, such as age, marital status, education, race, and gender
- $\varepsilon$  = 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.

#### **6.9.4 Results of the Self-Employment Analysis**

##### **6.9.4.1 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 Greensboro, NC CSA.
- Self-employed in construction, professional services, other services, architecture and engineering,<sup>15</sup> 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 Sex:** African American, Asian American, Hispanic American, Native American, nonminority women, nonminority male.
- **Availability of Capital:** Homeownership, home value, mortgage rate, unearned income and residual income.

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<sup>15</sup> 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**

**6.9.4.2 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 6-14**, odds ratios are presented by minority group, reporting the effect of race, ethnicity and gender on the odds of being self-employed in 2009, holding all other variables constant. Full regression results for all the variables are presented in **Appendix J – PUMS Regression**.

**EXHIBIT 6-14  
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 GREENSBORO COMBINED STATISTICAL AREA**

<b>Business Ownership Classification</b>	<b>All Industries</b>	<b>Construction</b>	<b>Professional Services</b>	<b>Other Services</b>	<b>Goods &amp; Supplies</b>
African American	0.710	0.655	<b>0.345</b>	1.684	0.308
Hispanic American	<b>0.206</b>	*	0.700	0.170	*
Asian American	1.243	1.879	0.845	1.452	1.157
Native American	0.844	1.867	*	*	*
Nonminority Women	<b>0.357</b>	*	<b>0.096</b>	0.952	0.313

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 Greensboro CSA, nonminority males were nearly three times as likely to be self-employed as nonminority women.<sup>16</sup>
- In all industries in the Greensboro CSA, nonminority males were nearly five times as likely to be self-employed as Hispanic Americans.
- In the Greensboro CSA, nonminority males were over ten times as likely as nonminority women to be self-employed in professional services.
- In the Greensboro CSA, nonminority males were nearly three times as likely as African Americans to be self-employed in professional services.

**6.9.4.3 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 Greensboro CSA, 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 2009 earnings from employment for self-employed individuals, as reported in the five percent PUMS data. These included:

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

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<sup>16</sup> These 'likelihood' characteristics were derived from **Exhibit 6-13** by calculating the inverse of the reported odds ratios.

■ **Owner’s Level of Education**

**6.9.4.4 Findings**

**Exhibit 6-15** presents the results of the linear regression model estimating the effects of selected demographic and economic variables on self-employment earnings. Each 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 **-0.514**, meaning that nonminority woman will earn 51.4% 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 J - PUMS Regression**.

**EXHIBIT 6-15**  
**EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER CONTROLLING FOR SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS BY RACE/ETHNIC/GENDER CLASSIFICATION WITHIN THE GREENSBORO COMBINED STATISTICAL AREA**

<b>Business Ownership Classification</b>	<b>All Industries</b>	<b>Construction</b>	<b>Professional Services</b>	<b>Other Services</b>	<b>Goods &amp; Supplies</b>
African American	-0.132	0.973	-0.159	-0.326	0.053
Hispanic American	-0.502	*	-0.968	0.105	*
Asian American	-0.234	*	*	-0.066	*
Native American	-0.557	0.370	*	*	*
Nonminority Women	<b>-0.514</b>	*	0.056	<b>-0.602</b>	-0.542

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 Greensboro CSA, nonminority women reported significantly lower earnings in all business type categories.
- In the professional services industry, nonminority women reported significantly lower earnings than nonminority males in the Greensboro CSA: 60.2% less.
- The most egregious effect on earnings elasticities was found in professional services for Hispanic Americans. In professional services, Hispanic Americans earned 96.8% less than nonminority males.

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

Results of the analyses of self-employment rates and 2009 self-employment earnings revealed general disparities between minority and nonminority self-employed individuals whose businesses were located in the Greensboro CSA.

**Exhibit 6-16** 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:

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

Where:

- Pr ob(y = 1) = represents the probability of being self-employed
- $\beta_k$  = 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  $\beta_k$  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 6-16  
OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
WITHIN THE GREENSBORO COMBINED STATISTICAL AREA**

<b>Business Ownership Classification</b>	<b>Observed Self-Employment Rates</b>	<b>White Characteristics and Own Market Structure</b>	<b>Own Characteristics and White Market Structure</b>	<b>Disparity Ratio (column A divided by column C)</b>	<b>Portion of Difference Due to Discrimination</b>
	(A)	(B)	(C)	(D)	(E)
<b>Overall</b>					
Nonminority Males	0.1657	0.1657	0.1657	1.0000	
African American	0.0740	0.1585	0.1417	0.5222	73.83%
Hispanic American	0.0198	0.0518	0.0979	0.2022	53.58%
Asian American	0.1286	0.2481	0.1625	0.7914	91.37%
Native American	0.1111	0.1830	0.1713	0.6487	n/d
Nonminority Women	0.0553	0.0866	0.1896	0.2919	n/d
<b>Construction</b>					
Nonminority Males	0.2785	0.2785	0.2785	1.0000	
African American	0.1250	0.5435	0.3318	0.3767	n/d
Hispanic American	0.0000	0.0000	0.0002	0.0000	0.06%
Asian American	0.2500	0.7735	0.4111	0.6082	n/d
Native American	0.5000	0.7723	0.4376	1.1425	28.16%
Nonminority Women	0.0000	0.0000	0.0002	0.0000	0.06%
<b>Professional Services</b>					
Nonminority Males	0.1737	0.1737	0.1737	1.0000	
African American	0.0337	0.9740	0.1303	0.2587	69.01%
Hispanic American	0.0588	0.9870	0.3783	0.1555	n/d
Asian American	0.0556	0.9892	0.0198	2.8113	n/d
Native American	0.0000	0.0000	0.0000	0.0000	n/d
Nonminority Women	0.0144	0.9128	0.2856	0.0504	n/d
<b>Other Services</b>					
Nonminority Males	0.1741	0.1741	0.1741	1.0000	
African American	0.1544	0.3513	0.1355	1.1394	n/d
Hispanic American	0.0278	0.0517	0.0636	0.4368	24.48%
Asian American	0.2069	0.3183	0.2487	0.8318	n/d
Native American	0.0000	0.0000	0.0018	0.0000	1.04%
Nonminority Women	0.1465	0.2343	0.2086	0.7023	n/d
<b>Goods &amp; Supplies</b>					
Nonminority Males	0.0811	0.0811	0.0811	1.0000	
African American	0.0225	0.0519	0.3241	0.0693	n/d
Hispanic American	0.0000	0.0000	0.0042	0.0000	5.18%
Asian American	0.0526	0.1705	0.0997	0.5281	n/d
Native American	0.0000	0.0000	0.0042	0.0000	5.18%
Nonminority Women	0.0247	0.0527	0.1333	0.1853	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.

#### **6.9.5.1 Findings**

Examining the results reported in the previous exhibit, **Exhibit 6-16**, we found the following:

- Overall, comparing self-employed nonminority males with self-employed Asian Americans in the Greensboro CSA, over 91% of the disparity in self-employment rates was attributable to race differences.
- Overall, comparing self-employed nonminority males with self-employed African Americans in the Greensboro CSA, over 73% of the disparity in self-employment rates was attributable to race differences.
- Overall, comparing self-employed nonminority males with self-employed Hispanic Americans in the Greensboro CSA, over 53% of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed African Americans in the Greensboro CSA professional services, over 69% of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Native Americans in the Greensboro CSA the construction industry, over 28% of the disparity in self-employment rates was attributable to race differences.

#### **6.9.5.2 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.<sup>17</sup>

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<sup>17</sup> **Appendix J** reports self-employment rates and earnings in greater detail by race/gender/ethnicity and business type.

## **6.10 Conclusions**

**Section 6.6** presented a summary of firm utilization at the prime contractor and subcontractor by racial, ethnic and gender classification comparing M/WBE utilization for the City of Greensboro public sector construction projects with private sector commercial construction projects from July 1, 2005 through June 30, 2010. When M/WBE vendor lists were used to identify M/WBEs for public sector and private sector construction projects, according to the findings from private commercial construction projects, substantial M/WBE underutilization was evident and particularly egregious in the private sector. When compared to findings from the private commercial construction projects, M/WBE firms fared better on City of Greensboro 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***

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## 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
- 7.4 Minority and Women Business (M/WBE) 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, a focus group, 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's procurement transactions.

The primary focus of face-to-face interviews, focus group, and 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 of Greensboro between the fiscal years 2006 through 2010. The solicitation efforts resulted in a total 453 businesses collectively participation in the anecdotal activities.

MGT also contacted 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 GREENSBORO  
LIST OF TRADE ASSOCIATIONS AND  
BUSINESS ORGANIZATIONS**

Trade Associations and Business Organizations
American Institute of Architects of Piedmont
American Subcontractors Association of Carolinas
Association of Building Contractors of the Carolinas
Carolinas Asian American Chamber of Commerce
Carolinas Associated General Contractors
Charlotte Black Pages
Greater Women's Business Council
Greensboro Chamber of Commerce of Greater Greensboro
Guilford County Purchasing Department
Guilford County Schools
Guilford Technical Community College
Hispanic Contractors Association
NAACP Alamance-Burlington Chapter
NAACP Greensboro Branch
National Association of Minority Architects
National Association of Women Business Owners (NAWBO)
National Association of Women in Construction (NAWIC)-Piedmont Chapter
NC Indian Economic Development Initiative
NC Dept of Transportation - Contractural Services
North Carolina Institute of Minority Economic Development
North Carolina Office of Historically Underutilized Businesses
North Carolina Plumbing and Heating Contractors
North Carolina Trucking Association
Professional Construction Estimator's of America – Triad Chapter
Professional Engineers of NC South Piedmont Chapter
Small Business Technology Development Center
United Minority Contractors Association of NC
University of North Carolina-Greensboro
Womens' Resource Center Greensboro

**7.1.1 Survey of Vendors**

During the months of November through December 2011, MGT surveyed a random sample of firms listed in the City's Master Vendor Database to solicit responses from business owners and representatives about their firm and their experiences doing business or attempting to do business with the City. MGT attempted to collect data in proportion to the distribution of M/WBEs and non-M/WBEs in the market area. MGT conducted a web-based, self administered, but controlled survey of vendors using the survey instrument in **Appendix F- Survey of Vendors Instrument**. MGT hired JRC Policy Research Group, a North Carolina-based business, to complete the survey

activity. Between the web-survey and telephone survey JRC Policy Research completed a total of 401 surveys with business owners and representatives. Of the 401 completed surveys, 57% or 231 were completed by M/WBE firms. 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.

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.

### **7.1.2 Focus Group and Public Hearing**

MGT conducted one focus group on November 3, 2011 at the J. Edwards Operations Center, Greensboro, NC. MGT facilitated the focus group with assistance from Zoom Insights, a Greensboro-based business that provided administrative support, coordination, and assistance. The focus group discussion was voice recorded after all participants agreed to be recorded. During the focus group session participants completed a brief questionnaire to capture basic demographic information and the business capacity of the group. A total of eight participants attended and provided input during the focus group session. Zoom Insights contacted over 202 firms to invite them to the focus group.

MGT conducted one public hearing with business owners and representatives of firms held on November 2, 2011 at Barber Park, George C. Simkins, Jr. Sports Complex, Greensboro, NC. A total of 24 attendees were present of which 11 attendees gave testimony during the public hearing. Eight speakers had done business or attempted to do business with the City. Each attendee was given an agenda that included the purpose of the public hearing and the public testimony process. Speakers were given a public hearing testimony form for completion and submission prior to being called to testify. All testimony was documented by a professional court reporter. Testimony transcription service was provided by Huesby Court Reporters, Inc, a Charlotte-based business.

### **7.1.3 Personal Interviews**

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 Minority and Women Business Enterprise (M/WBE) 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.

The personal interviews were conducted during the months of November 2011 through January 2012, with a cross-section of the business community around the Greensboro region. Due to the lack of interest and/or willingness of firms to participate and the inability to contact firms because of incorrect phone numbers, the time period to conduct the interviews was extended and additional outreach was conducted. Study participants were randomly selected from MGT's Master Vendor Database. When the random sample was exhausted, firms that expressed interest in participating were interviewed. Using the Master Vendor Database and other resources available, 33 firms completed interviews. Zoom Insights attempted to contact 299 firms and made a maximum 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 25 to 45 minutes.

## **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**

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 – 99 participants (24.7 % of the total)
- Asian American or Pacific Islander – 3 participants (0.7% of the total)
- Hispanic American – 7 participants (1.7% of the total)
- Native American/Alaskan Native – 8 participants (2% of the total)
- Nonminority Female – 114 participants (28.4% of the total)
- Nonminority Male – 161 participants (40.1% of the total)
- Other<sup>1</sup> – 3 participants (0.7% of total)
- No Response/Don't know<sup>2</sup> – 6 participants (1.5% of the total)

As shown in **Exhibit 7-2** a majority of business owners and representatives who participated in the survey of vendors represented construction and construction-related services (29.9 % or 120 of 401 firms) followed by other services (26.7 % or 107 of 401 firms). Firms that provide goods and supplies represented 22.4% (90 of 401 firms),

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

<sup>2</sup> 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.

15.2% were firms that represented professional services (61 of 401 firms), and 5.7% (23 of 401 firms) provided architectural and engineering services,

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

**Q4. Which ONE of the following is your company's primary line of business? \* MGT ETHNICITY Crosstabulation**

			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
Q4. Which ONE of the following is your company's primary line of business?	Architecture & Engineering (includes environmental, structural, land development)	Count	4	1	0	0	1	17	0	0	23
	% within Q4. Which ONE of the following is your company's primary line of business?	% within MGT ETHNICITY	17.4%	4.3%	0.0%	0.0%	4.3%	73.9%	0.0%	0.0%	100.0%
		% of Total	4.0%	33.3%	0.0%	0.0%	0.9%	10.6%	0.0%	0.0%	5.7%
		% of Total	1.0%	0.2%	0.0%	0.0%	0.2%	4.2%	0.0%	0.0%	5.7%
	Construction (general contractor, electrical, site work, HVAC, drywall, etc.)	Count	31	0	4	3	38	42	1	1	120
	% within Q4. Which ONE of the following is your company's primary line of business?	% within MGT ETHNICITY	25.8%	0.0%	3.3%	2.5%	31.7%	35.0%	0.8%	0.8%	100.0%
		% within MGT ETHNICITY	31.3%	0.0%	57.1%	37.5%	33.3%	26.1%	33.3%	16.7%	29.9%
		% of Total	7.7%	0.0%	1.0%	0.7%	9.5%	10.5%	0.2%	0.2%	29.9%
	Goods (books, office supplies, computers, equipment, vehicles, etc.)	Count	18	1	0	2	24	42	0	3	90
	% within Q4. Which ONE of the following is your company's primary line of business?	% within MGT ETHNICITY	20.0%	1.1%	0.0%	2.2%	26.7%	46.7%	0.0%	3.3%	100.0%
		% within MGT ETHNICITY	18.2%	33.3%	0.0%	25.0%	21.1%	26.1%	0.0%	50.0%	22.4%
		% of Total	4.5%	0.2%	0.0%	0.5%	6.0%	10.5%	0.0%	0.7%	22.4%
	Other Services (landscaping, software development, janitorial, security, training, vehicle maintenance, etc.)	Count	32	1	2	3	27	39	1	2	107
	% within Q4. Which ONE of the following is your company's primary line of business?	% within MGT ETHNICITY	29.9%	0.9%	1.9%	2.8%	25.2%	36.4%	0.9%	1.9%	100.0%
		% within MGT ETHNICITY	32.3%	33.3%	28.6%	37.5%	23.7%	24.2%	33.3%	33.3%	26.7%
		% of Total	8.0%	0.2%	0.5%	0.7%	6.7%	9.7%	0.2%	0.5%	26.7%
	Professional Services (consulting, accounting, marketing, legal services, etc.)	Count	14	0	1	0	24	21	1	0	61
	% within Q4. Which ONE of the following is your company's primary line of business?	% within MGT ETHNICITY	23.0%	0.0%	1.6%	0.0%	39.3%	34.4%	1.6%	0.0%	100.0%
		% within MGT ETHNICITY	14.1%	0.0%	14.3%	0.0%	21.1%	13.0%	33.3%	0.0%	15.2%
		% of Total	3.5%	0.0%	0.2%	0.0%	6.0%	5.2%	0.2%	0.0%	15.2%
Total		Count	99	3	7	8	114	161	3	6	401
	% within Q4. Which ONE of the following is your company's primary line of business?	% within MGT ETHNICITY	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%
		% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%

Source: Responses from survey of vendors conducted by JRC Policy Research, 2011

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 1-10 employees comprised 70.6% (283 of 401 firms) of the survey respondents as shown in **Exhibit 7-3** below. Ninety-nine nonminority male-owned firms and 85 African American- and nonminority women-owned firms indicated that they have 1-10 employees.

**EXHIBIT 7-3  
CITY OF GREENSBORO  
NUMBER OF EMPLOYEES  
BY RACE/ETHNICITY/GENDER OF OWNER**

Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	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	85	2	5	5	85	99	1	1	283	
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	30.0%	0.7%	1.8%	1.8%	30.0%	35.0%	0.4%	0.4%	100.0%	
		% within MGT ETHNICITY	85.9%	66.7%	71.4%	62.5%	74.6%	61.5%	33.3%	16.7%	70.6%	
			% of Total	21.2%	0.5%	1.2%	1.2%	21.2%	24.7%	0.2%	0.2%	70.6%
	11-20 employees	Count	7	1	1	2	14	27	0	2	54	
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	13.0%	1.9%	1.9%	3.7%	25.9%	50.0%	0.0%	3.7%	100.0%	
		% within MGT ETHNICITY	7.1%	33.3%	14.3%	25.0%	12.3%	16.8%	0.0%	33.3%	13.5%	
			% of Total	1.7%	0.2%	0.2%	0.5%	3.5%	6.7%	0.0%	0.5%	13.5%
	21-30 employees	Count	3	0	1	0	5	9	0	2	20	
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	15.0%	0.0%	5.0%	0.0%	25.0%	45.0%	0.0%	10.0%	100.0%	
		% within MGT ETHNICITY	3.0%	0.0%	14.3%	0.0%	4.4%	5.6%	0.0%	33.3%	5.0%	
			% of Total	0.7%	0.0%	0.2%	0.0%	1.2%	2.2%	0.0%	0.5%	5.0%
	31-40 employees	Count	2	0	0	0	0	7	0	0	9	
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	22.2%	0.0%	0.0%	0.0%	0.0%	77.8%	0.0%	0.0%	100.0%	
		% within MGT ETHNICITY	2.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	2.2%	
		% of Total	0.5%	0.0%	0.0%	0.0%	0.0%	1.7%	0.0%	0.0%	2.2%	
40 or more employees	Count	2	0	0	1	10	19	2	1	35		
	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	5.7%	0.0%	0.0%	2.9%	28.6%	54.3%	5.7%	2.9%	100.0%		
	% within MGT ETHNICITY	2.0%	0.0%	0.0%	12.5%	8.8%	11.8%	66.7%	16.7%	8.7%		
		% of Total	0.5%	0.0%	0.0%	0.2%	2.5%	4.7%	0.5%	0.2%	8.7%	
Total	Count	99	3	7	8	114	161	3	6	401		
	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%		
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
		% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Source: Responses from survey of vendors conducted by JRC Policy Research, 2011

**Exhibit 7-4** shows that 19% of the primes that responded to the survey identified their largest contract awarded during the study period was \$50,000 or less. **Exhibit 7-5** shows that 11.6% of the subcontractors that responded identified their largest subcontract awarded during the study period was \$50,000 or less as well.

**EXHIBIT 7-4  
CITY OF GREENSBORO  
LARGEST CONTRACT AWARDED TO PRIMES  
BY RACE/ETHNICITY/GENDER OF OWNER**

Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010? * MGT ETHNICITY Crosstabulation	Up to \$50,000	Count	22	0	0	4	22	25	0	1	74
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	29.7%	0.0%	0.0%	5.4%	29.7%	33.8%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	23.4%	0.0%	0.0%	50.0%	19.8%	15.8%	0.0%	16.7%	19.0%
	\$50,001 to \$100,000	Count	5	0	0	0	9	9	0	0	23
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	21.7%	0.0%	0.0%	0.0%	39.1%	39.1%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.3%	0.0%	0.0%	0.0%	8.1%	5.7%	0.0%	0.0%	5.9%
	\$100,001 to \$200,000	Count	5	0	1	0	5	15	0	0	26
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	19.2%	0.0%	3.8%	0.0%	19.2%	57.7%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.3%	0.0%	14.3%	0.0%	4.5%	9.5%	0.0%	0.0%	6.7%
	\$200,001 to \$300,000	Count	4	0	1	0	8	4	0	0	18
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	22.2%	0.0%	5.6%	0.0%	44.4%	22.2%	0.0%	5.6%	100.0%
		% within MGT ETHNICITY	4.3%	0.0%	14.3%	0.0%	7.2%	2.5%	0.0%	16.7%	4.6%
	\$300,001 to \$400,000	Count	0	0	0	0	0	2	0	0	2
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.5%
	\$400,001 to \$500,000	Count	0	1	0	0	0	4	0	0	5
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	0.0%	20.0%	0.0%	0.0%	0.0%	80.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	33.3%	0.0%	0.0%	0.0%	2.5%	0.0%	0.0%	1.3%
	\$500,001 to \$1 million	Count	2	0	0	0	6	3	0	0	11
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	18.2%	0.0%	0.0%	0.0%	54.5%	27.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	2.1%	0.0%	0.0%	0.0%	5.4%	1.9%	0.0%	0.0%	2.8%
	Over \$1 million	Count	2	0	0	1	3	10	1	0	17
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	11.8%	0.0%	0.0%	5.9%	17.6%	58.8%	5.9%	0.0%	100.0%
		% within MGT ETHNICITY	2.1%	0.0%	0.0%	12.5%	2.7%	6.3%	33.3%	0.0%	4.4%
Don't know	Count	54	2	5	3	58	86	2	4	214	
	% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	25.2%	0.9%	2.3%	1.4%	27.1%	40.2%	0.9%	1.9%	100.0%	
	% within MGT ETHNICITY	57.4%	66.7%	71.4%	37.5%	52.3%	54.4%	66.7%	66.7%	54.9%	
Total	Count	94	3	7	8	111	158	3	6	390	
	% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	24%	1%	2%	2%	28%	41%	1%	2%	100%	
	% within MGT ETHNICITY	100%	100%	100%	100%	100%	100%	100%	100%	100%	
	% of Total	24%	1%	2%	2%	28%	41%	1%	2%	100%	

Source: Responses from survey of vendors conducted by JRC Policy Research, 2011

**EXHIBIT 7-5  
CITY OF GREENSBORO  
LARGEST CONTRACT AWARDED TO SUBCONTRACTORS  
BY RACE/ETHNICITY/GENDER OF OWNER**

Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010 * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	Up to \$50,000	Count	10	0	0	2	14	20	0	0	46
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	21.7%	0.0%	0.0%	4.3%	30.4%	43.5%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	10.4%	0.0%	0.0%	25.0%	12.4%	12.6%	0.0%	0.0%	11.6%
	\$50,001 to \$100,000	Count	6	0	1	1	7	11	1	0	27
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	22.2%	0.0%	3.7%	3.7%	25.9%	40.7%	3.7%	0.0%	100.0%
		% within MGT ETHNICITY	6.3%	0.0%	14.3%	12.5%	6.2%	6.9%	33.3%	0.0%	6.8%
	\$100,001 to \$200,000	Count	3	1	0	1	5	11	0	1	22
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	13.6%	4.5%	0.0%	4.5%	22.7%	50.0%	0.0%	4.5%	100.0%
		% within MGT ETHNICITY	3.1%	33.3%	0.0%	12.5%	4.4%	6.9%	0.0%	16.7%	5.6%
	\$200,001 to \$300,000	Count	1	0	0	0	3	2	0	0	6
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	16.7%	0.0%	0.0%	0.0%	50.0%	33.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	1.0%	0.0%	0.0%	0.0%	2.7%	1.3%	0.0%	0.0%	1.5%
	\$300,001 to \$400,000	Count	0	0	0	0	2	1	0	0	3
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	1.8%	0.6%	0.0%	0.0%	0.8%
	\$400,001 to \$500,000	Count	1	0	0	0	2	4	1	0	8
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	12.5%	0.0%	0.0%	0.0%	25.0%	50.0%	12.5%	0.0%	100.0%
		% within MGT ETHNICITY	1.0%	0.0%	0.0%	0.0%	1.8%	2.5%	33.3%	0.0%	2.0%
	Over \$1 million	Count	1	0	1	1	0	3	0	0	6
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	16.7%	0.0%	16.7%	16.7%	0.0%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	1.0%	0.0%	14.3%	12.5%	0.0%	1.9%	0.0%	0.0%	1.5%
	Don't know	Count	14	0	1	0	23	13	1	0	52
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	27%	0%	2%	0%	44%	25%	2%	0%	100%
		% within MGT ETHNICITY	15%	0%	14%	0%	20%	8%	33%	0%	13%
Not Applicable	Count	4	0	0	0	6	3	0	0	13	
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	26.7%	0.9%	1.8%	1.3%	25.3%	41.8%	0.0%	2.2%	100.0%	
	% within MGT ETHNICITY	62.5%	66.7%	57.1%	37.5%	50.4%	59.1%	0.0%	83.3%	57.0%	
Total	Count	96	3	7	8	113	159	3	6	395	
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	24.3%	0.8%	1.8%	2.0%	28.6%	40.3%	0.8%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.3%	0.8%	1.8%	2.0%	28.6%	40.3%	0.8%	1.5%	100.0%	

Source: Responses from survey of vendors conducted by JRC Policy Research, 2011.

### **7.2.2 Focus Group Demographics**

To solicit a diverse group of participants that fit the above specifications, Zoom Insights randomly contacted firms from a sample set of the City's Master Vendor Database.

A total of eight business owners attended the focus group; there were seven African Americans, and one nonminority male participants. The makeup of the focus group sessions included firms that provided construction, transportation, and printing. The sessions were organized using the format and questions as shown in **Appendix D - Focus Group Guide**.

The focus group session was 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?"

### **7.2.3 Public Hearings Demographics**

Industries represented at the public hearing were construction, special trade contractors, suppliers, and professional development firms. The public hearing was advertised in the most widely circulated newspaper and minority newspapers in the Greensboro market area. In addition, the City's M/WBE staff sent an email blast to all vendors registered in the City's 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. Of the individuals providing testimony during the public hearings, seven were African Americans; two were nonminority women, and two Native American.

### **7.2.4 Personal Interview Demographics**

Firms that participated in the personal interviews were randomly selected from the City's Master Vendor Database or requested to be contacted thus resulting in 33 interviews. Personal interview participants included 13 African American firms, 12 nonminority women, seven nonminority males, and one Native American firm. Typically interviews can be conducted within a six week period of time.

## **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 business owners' 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 231 M/WBEs who responded to survey questions about barriers to doing business, the biggest concern was competing with large firms (71 respondents, 30.7% 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**.

- City's bid and proposal selection process – 46 respondents (19.9% of M/WBE respondents)
- Limited knowledge of purchasing contracting policies and procedures – 41 respondents (17.7% of M/WBE respondents)
- Limited time to prepare for bids and proposals – 38 respondents (16.5% of M/WBE respondents)
- Unnecessary restrictive contract specifications in bids and proposals – 36 respondents (15.6% of M/WBE respondents))

#### **Focus Group, 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 Native American construction firm owner stated that he has not received any communication from the City; he has filled out various forms and submitted them to the City but has not received any response to date.
- A nonminority female engineering-related firm stated that there is not a commodity code within the City's procurement system for the services her firm provides, however, the City procures her type of services.
- A nonminority female professional services firm owner stated that access to capital, payment of terms and network opportunities with people who manage the contracts for the City are the biggest obstacles faced by M/WBEs in winning contracts.

**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 female professional services firm owner stated that she is registered with the City, but has yet to receive an email or a phone call. She also stated that she frequently conducts searches on the state website and drills down to the city level.
- A nonminority male who owns a professional consulting firm stated that he is not aware of what contracting opportunities are available with the City.
- A nonminority male who owns an architecture and engineering company stated that understanding the process and then getting information on when to bid was the biggest factor in preventing him from winning City contracts.
- A nonminority male construction firm owner stated that he has submitted bids and won bids frequently and receives emails and faxes from the city.

**Contract Bundling** is noted as a problem when multi-scope projects are packaged into one large contract. This practice places the project out of the reach of small businesses and relegates them to the status of a subcontractor.

- An African American other services firm owner stated that projects are too big for his small business.

**Competing with Large Companies** is noted as a barrier when small and local firms compete on the few opportunities available with larger firms from out of the Greensboro regional area.

- An African American supplier stated that their firm has difficulty getting business with the City because they are bidding against multi-national or large corporations. This firm also stated that they have difficulty getting pricing when bidding on City projects because the firms they get pricing from will not provide quotes because they are bidding on the same project.
- A nonminority female supplier stated that losing business to out of state vendors most frequently prevents her from winning City contracts.
- A nonminority male professional service firm owner stated that he has submitted bids to the City but has never won a contract because of the out of state competition. He feels that if there is expertise locally then those companies should be the only bidders, then base the award on competency.
- A nonminority female professional services firm representative stated that a contract they submitted a proposal on was awarded to an organization based out of state that is neither MWBE and does not have even a North Carolina presence, much less Guilford County or Greensboro. The firm did not challenge the selection process because this type of decision suggested to them that the choice was made before the process started and submitting proposals was a procurement formality.

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

- A nonminority male construction subcontractor stated that the low bid requirement is a primary factor to him not being awarded City contracts.
- An African American construction contractor stated that he has been awarded a contract and states that quality of service has been a primary factor to him winning contracts with the City.
- A nonminority male other services firm owner stated that he has had an on and off relationship with the City for 30 years. He went on to state that the overall experience has been a good.

**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.*

- An African American other services firm owner stated that the city says it supports small companies, but the bid specifications are catered towards large companies.
- An African American other services firm owner stated that when she submitted her information to the department contact they undermine her ability to perform by asking to see pictures of her products.
- A Native American construction firm owner stated that City has treated his company unfairly in the bidding or contract selection process because he believes fairness in a closed system. He also believes that you can only get contract based on the people you know. Another problem is staff inefficiency, meaning he will call to get bid information but is never directed to the proper person.
- An African American other services firm owner stated that the requirements for the prequalification process and some of the requirements in bids are too stringent for his small business.

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

- A nonminority female other services firm owner stated that she was the lowest bidder on a recent bid, but the current provider is still doing the work.
- An African American professional services firm owner stated that there is an existing network of vendors that the City deals with and it is extremely hard to break into that “tight knitted” circle.
- An African American professional services firm owner stated that he puts forth several man hours to put a proposal together and has not been awarded a contract because most contracts are won through personal relationships.

- A Native American construction company owner stated that he has protested a City contract award when another prime contractor took his bid and used it himself. When he contacted the City, the City did nothing about it.
- A nonminority male other services firm stated that he has submitted bids to the City but has never won a contract. He stated that he has been the lowest bidder and found out someone else is doing the work.

#### **7.4 Minority and Women Business Enterprise (M/WBE) Program**

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

##### **7.4.1 Focus Group Responses**

**Procurement Participation Programs** *addresses M/WBEs' perception of the M/WBE Program effectiveness.*

- An African American construction subcontractor stated that he believes the recent dismantling of the M/WBE Program was to discourage the utilization of M/WBEs on City contracts.
- An African American other services firm owner stated that he would like to see the City offer seminars and conferences where firms can network with buyers.
- An African American professional services firm owner stated they have submitted bids to the City and they were invited by the M/WBE office.
- An African American professional service firm owner stated that her status as a M/WBE has not facilitated her ability to work on City projects.
- A nonminority male other services firm co-owner stated that his firm has submitted bids to the City but has never won a contract and feels that the M/WBE program is a low priority with the City and there is no line of communication between the City and M/WBEs.
- A Native American construction company owner stated the biggest obstacles he faced with the M/BWE office is the City's lack of experience working with M/WBEs.
- An African American professional services firm owner stated that the best way the M/WBE program can be improved would be if they provided better information.
- An African American construction company owner stated, "the City must figure out what they are trying to achieve?" He continued to say that if the City wants inclusion there must be a structure for inclusion.
- An African American professional services firm owner stated that if not for M/WBE program, minorities would be completely left out of the loop.

**7.4.2 Survey of Vendors Responses**

**Exhibit 7-6** reflects that 36.9% or 148 of 401 firms are certified as a Historically Underutilized Business (HUB) with the State of North Carolina Statewide Uniform Certification program. When asked why firms are not HUB certified, 125 firms responded that they did not have a reason as shown in **Exhibit 7-7**.

**EXHIBIT 7-6  
CITY OF GREENSBORO  
HUB CERTIFICATION  
BY RACE/ETHNICITY/GENDER OF OWNER**

Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							NO RESPONSE/ DONT KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	Yes	Count	61	2	5	5	54	19	2	0	148
		%within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	41.2%	1.4%	3.4%	3.4%	36.5%	12.8%	1.4%	0.0%	100.0%
		%within MGT ETHNICITY	61.6%	66.7%	71.4%	62.5%	47.4%	11.8%	66.7%	0.0%	36.9%
		%of Total	15.2%	0.5%	1.2%	1.2%	13.5%	4.7%	0.5%	0.0%	36.9%
	No	Count	34	1	2	2	50	126	1	4	220
		%within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	15.5%	0.5%	0.9%	0.9%	22.7%	57.3%	0.5%	1.8%	100.0%
		%within MGT ETHNICITY	34.3%	33.3%	28.6%	25.0%	43.9%	78.3%	33.3%	66.7%	54.9%
		%of Total	8.5%	0.2%	0.5%	0.5%	12.5%	31.4%	0.2%	1.0%	54.9%
	Don't know	Count	4	0	0	1	10	16	0	2	33
		%within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	12.1%	0.0%	0.0%	3.0%	30.3%	48.5%	0.0%	6.1%	100.0%
		%within MGT ETHNICITY	4.0%	0.0%	0.0%	12.5%	8.8%	9.9%	0.0%	33.3%	8.2%
		%of Total	1.0%	0.0%	0.0%	0.2%	2.5%	4.0%	0.0%	0.5%	8.2%
Total	Count	99	3	7	8	114	161	3	6	401	
	%within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	%within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	%of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Source: Responses from survey of vendors conducted by JRC Policy Research, 2011

**EXHIBIT 7-7  
CITY OF GREENSBORO  
HUB CERTIFICATION  
BY RACE/ETHNICITY/GENDER OF OWNER**

Q13. If you are not certified as an HUB, what is the primary reason you are not? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q13. If you are not certified as an HUB, what is the primary reason you are not?	Not qualified	Count	3	1	0	0	10	44	0	2	60
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	5.0%	1.7%	0.0%	0.0%	16.7%	73.3%	0.0%	3.3%	100.0%
		% within MGT ETHNICITY	8.8%	100.0%	0.0%	0.0%	20.0%	34.9%	0.0%	50.0%	27.3%
		% of Total	1.4%	0.5%	0.0%	0.0%	4.5%	20.0%	0.0%	0.9%	27.3%
	Certification does not benefit my firm	Count	3	0	0	0	2	5	0	0	10
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	30.0%	0.0%	0.0%	0.0%	20.0%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	8.8%	0.0%	0.0%	0.0%	4.0%	4.0%	0.0%	0.0%	4.5%
		% of Total	1.4%	0.0%	0.0%	0.0%	0.9%	2.3%	0.0%	0.0%	4.5%
	Application asks for too much information	Count	1	0	0	0	2	0	0	0	3
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	33.3%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	2.9%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	1.4%
		% of Total	0.5%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	1.4%
	No reason	Count	19	0	2	1	32	70	1	0	125
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	15.2%	0.0%	1.6%	0.8%	25.6%	56.0%	0.8%	0.0%	100.0%
		% within MGT ETHNICITY	55.9%	0.0%	100.0%	50.0%	64.0%	55.6%	100.0%	0.0%	56.8%
		% of Total	8.6%	0.0%	0.9%	0.5%	14.5%	31.8%	0.5%	0.0%	56.8%
	Other (please specify)	Count	8	0	0	1	4	7	0	2	22
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	36.4%	0.0%	0.0%	4.5%	18.2%	31.8%	0.0%	9.1%	100.0%
% within MGT ETHNICITY		23.5%	0.0%	0.0%	50.0%	8.0%	5.6%	0.0%	50.0%	10.0%	
% of Total		3.6%	0.0%	0.0%	0.5%	1.8%	3.2%	0.0%	0.9%	10.0%	
Total	Count	34	1	2	2	50	126	1	4	220	
	% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	15.5%	0.5%	0.9%	0.9%	22.7%	57.3%	0.5%	1.8%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	15.5%	0.5%	0.9%	0.9%	22.7%	57.3%	0.5%	1.8%	100.0%	

Source: Responses from survey of vendors conducted by JRC Policy Research, 2011

## **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 100 prime contractors/service providers that were awarded City contract, 53 respondents stated that they received contract payments in less than 30 days. Contract payments received between 31-60 days had the second highest response rate with 39 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 68 subcontractors/subconsultants that responded, 28 respondents stated that they received payments between 31-60 days from primes.

## **7.6 Access to Capital**

**Appendix I - Statistical Disparity in Small Business Credit Markets** contains econometric evidence on disparities in access to small business credit. Data from the more recent 2003 SSBF indicates that African American-owned firms continue to suffer from greater loan denials and are charged higher interest rates on business loans after controlling for firm size, creditworthiness, and other important factors in the lending decision. The reported percentages of loan applicants in the survey who were denied a commercial loan in the survey sample were:

- African Americans – 8.7% (9 respondents).
- Nonminority women – 3.8% (4 respondents).
- Nonminority males – 2.9% (3 respondents).

## **7.7 Bonding and Insurance Process**

Bonding and insurance requirements were noted as challenges for some M/WBE owners. There were 30 M/WBE respondents who reported bid bonds as a barrier (13.0% of M/WBE respondents), 27 M/WBE respondents reporting performance bonds as a barrier (11.7% of M/WBE respondents), and 27 M/WBE respondents reporting payment bonds as a barrier (11.7% of M/WBE respondents). When asked if insurance requirements was a barrier, 15 M/WBE respondents (6.5% of M/WBE respondents) stated that insurance was a barrier to obtaining projects with the City.

### **7.7.1 Focus Group, Personal Interview, and Public Hearings Responses**

- An African American construction company owner stated that bonding is a barrier when the City uses it to get the contractor of their choice on a project. This firm continued by stating that if the City wants a particular firm, the City will ask for a 100% bid, 100% payment and performance bonds. The average minority company may not have the required credit. This firm stated that he won a bid, put a bid bond in and when he asked about the project start date, the City cancelled the bid. He felt that the City not awarding that the contract to him was

discrimination. Later the City awarded a change order for 25% of total project to another firm. The owner also stated that this issue has happened to him a couple of times.

### **7.8 Disparate Treatment and Discrimination**

Several questions addressed discrimination and disparate treatment of vendors. The most notable responses involved being used for projects governed by the M/WBE program, but not elsewhere, and being excluded from contract opportunities by an informal network of firms. Other notable items by M/WBE survey respondents were:

- Firms were used when M/WBE goals were applied, but seldom, or never solicited for other contracts – 54 respondents (23.4% of M/WBE respondents).
- An informal network excluded firms – 44 respondents (19% of M/WBE respondents).
- Firms were included for good faith efforts then dropped after contract award – 25 respondents (11% of M/WBE respondents).
- Firms experienced private sector discrimination – 31 respondents (13.4% of M/WBE respondents).
- Firms experienced bid shopping – 21 respondents (9.1% of M/WBE respondents).
- Firms experienced unequal treatment – 22 respondents (9.5% of M/WBE respondents).
- Firms experienced unfair denial of contract award – 19 respondents (8.2% of M/WBE respondents).
- Firms experienced double standards of performance – 17 respondents (7.4% of M/WBE respondents).
- Firms experienced discrimination as a subcontractor on Greensboro projects – 19 respondents (8.2% of M/WBE respondents).

African Americans were first in reporting disparate treatment and discrimination across all the categories of questions as shown in **Exhibit 7-8**.

**EXHIBIT 7-8  
CITY OF GREENSBORO  
DISPARATE TREATMENT AND DISCRIMINATION  
PUBLIC AND PRIVATE SECTOR  
BY RACE/ETHNICITY/GENDER OF OWNER**

	African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male
Firms used in M/WBE program but not solicited for other contracts	34.4%	33.3%	14.3%	5.0%	12.3%	7.5%
Informal network excluded firm from obtaining work	22.2%	0%	14.3%	12.5%	17.5%	6.8%
Dropped after contract award	16.2%	0%	14.3%	37.5%	4.4%	1.9%
Experience private sector discrimination	21.2%	0%	28.6%	12.5%	6.1%	5.6%
Double standards on performance	14.1%	.0%	.0%	0%	2.6%	1.9%
Bid shopping	18.2%	0%	4.3%	0%	1.8%	2.5%
Unfair termination	8.1%	0%	0%	0%	0%	.0%
Experienced discrimination as a prime contractor	22.2%	0%	0%	.0%	0%	1.9%
Experienced discrimination as a subcontractor	17.2	0%	.0%	.12.5%	0.9%	.3.1%

Source: Responses from survey of vendors conducted by JRC Policy Research, 2011

**Practices Primes Use to Avoid Using M/WBEs** refers to tactics prime contractors use to avoid utilizing M/WBEs on City projects.

- An African American professional services firm owner stated that they were treated unfairly by a service provider as a subcontractor and never got paid for work done at the airport.
- A nonminority female supplier stated that prime contractors/service providers send out unverified emails and faxes with no follow-up or solicitation; they just do it to meet their numbers.
- A nonminority female professional service firm owner stated that her company has been treated unfairly by a prime contractor because they ignored her.
- An African American construction company owner stated that a prime contractor submitted his bid numbers in a proposal but did not include his firm, and was replaced with a nonminority firm.
- An African American construction subcontractor stated that provides bids to primes and the primes won't talk to him after the contract is awarded.

### **7.9 Other Noteworthy Comments**

- A Native American construction company owner stated that it is difficult to establish and maintain relationships with prime contractors and service providers when there is a buddy system in place.
- An African American supplier stated that there is no fairness in the selection process by the contractor or service providers as a subcontractor because there is a “good ol’ boy network”. She says there is no push by City or private entity to give vendors outside of the “circle” a fair chance.
- An African American supplier stated that contracts are awarded without documentation of good faith efforts.
- Several business owners, M/WBE and non-M/WBE, stated that the City’s e-Procurement system is difficult to navigate, does not notify them of upcoming opportunities, and does not have complete or accurate business codes.

### **7.10 Suggested Remedies**

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

- Establish a transparent system of notifying firms of opportunities.
- Establish a local (regional) preference program.
- Reduce the amount of information needed up front for request for proposals. Request additional information once a shortlist of firms has been established.
- Internal training for the decentralized procurement system within the City.
- Use the City’s website to post bids and request for proposals, and post bid tabulations.
- Increase the M/WBE Program staffing.
- Include M/WBE utilization and outreach efforts in the City staff evaluations.
- Provide unsuccessful bidders feedback on why they did not win a contract.
- Establish program compliance as a component of the M/WBE Program.

### **7.11 Conclusions**

Conclusions drawn from the anecdotal information gathering that has been discussed in this chapter.

1. Participants overwhelmingly agree that bid and proposal opportunities should be openly advertised to the public.
2. The biggest procurement issues were competing with large firms and the primes not being held accountable to comply with the M/WBE Program.
3. The City's procurement process can be strengthened by uniformly advertising opportunities, and more aggressive outreach to M/WBE firms.

## **8.0 FINDINGS AND RECOMMENDATIONS**

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## 8.0 FINDINGS AND RECOMMENDATIONS

### 8.1 Introduction

In May 2011, MGT of America, Inc. (MGT), was retained to conduct a Minority and Women Business Enterprise Disparity Study for the City of Greensboro (City) to provide current data on the Greensboro Minority and Women Business Enterprise (M/WBE) Program. The city established an M/WBE program in February 1986 and conducted its first disparity study in 1997.

In this chapter, MGT provides findings, commendations, and recommendations for the City of Greensboro. This study consisted of fact-finding to analyze the City's procurement trends and practices for the study period from Fiscal Year 2006 through Fiscal Year 2010; to evaluate the impact of race- and gender-neutral and race- and gender-based remedial efforts of any past discrimination; 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. In addition, we have included an overview of the program design and practices of federal, state and local government minority, women, and disadvantaged business enterprise (M/W/DBE) programs in **Appendix M – Selected Policies of Other M/W/DBE Programs..**

### 8.2 Findings for Prime Contracting

#### **FINDING 8-1: Historical M/WBE Utilization**

Results from the first Greensboro disparity study (1997) are reported in **Exhibit 8-1** below. MBEs receive \$24.2 million across all categories, 6.1% of total spending. WBEs received \$29.1 million, 7.3% of total spending. The strongest utilization in dollar and percentage terms for MBEs was in construction (\$14.4 million). The strongest utilization in dollars and percentage terms for WBEs was in procurement (\$13.0 million).

**EXHIBIT 8-1  
GREENSBORO M/WBE SPENDING  
DOLLAR AND PERCENTAGE UTILIZATION  
FY 1990-91 THROUGH FY 1995-96**

	Construction		Professional Services		Procurement	
	Dollars	Percent	Dollars	Percent	Dollars	Percent
<b>MBE</b>	\$14,478,278	7.3%	\$4,011,837	4.7%	\$5,752,439	5.1%
<b>WBE</b>	\$14,616,924	7.3%	\$1,482,141	1.7%	\$13,079,798	11.6%
<b>M/WBE</b>	\$29,095,202	14.6%	\$5,493,978	6.4%	\$18,832,236	16.7%
<b>Total</b>	\$199,517,872		\$85,420,656		\$112,579,455	

Source: North Carolina Institute of Minority of Economic Development, City of Greensboro, Minority and Women's Business Enterprise Program, Disparity Study Update, 1997

**FINDING 8-2: Greensboro M/WBE Prime Utilization and Availability**

The dollar value of M/WBE prime utilization by Greensboro over the current study period in the relevant market was as follows as shown in **Exhibit 8-2**:

- MBEs won prime construction contracts for \$193,310 (0.21% of the total). WBEs won prime construction contracts for \$2.63 million (2.85% of the total). There was substantial disparity for African American- and Nonminority Women-owned firms.
- One MBE won a single prime construction contract for \$8,688 (0.03% of the total) through the DBE program. WBEs won prime construction contracts for \$783,461 (2.54% of the total) through the DBE program. There was substantial disparity for African American- and Nonminority women-owned firms.
- MBEs won professional services contracts for \$262,283 (0.80% of the total). WBEs won professional services contracts for \$394,677 (1.20 % of the total). There was substantial disparity for African American, Hispanic American Native American and Women-owned firms (there was no availability for Asian American–owned firms).
- MBEs won procurement contracts for \$4.87 million (3.75% of the total). WBEs were awarded \$1.59 million (1.23% of the total). There was substantial disparity for African American, Hispanic American, Native American and Women-owned firms.

Overall, Greensboro spent \$10.8 million with M/WBE prime contractors over the study period in the relevant market area, 3.76% of the total. Of this amount, \$5.41 million was spent with WBEs, 1.89% of the total, and \$5.34 million with MBEs, 1.87 % of the total.

**EXHIBIT 8-2  
CITY OF GREENSBORO  
M/WBE PRIME CONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY  
FY 2006 THROUGH FY 2010**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization
<b>Non-DBE Construction at the Prime Level</b>					
African Americans	\$198,310	0.21%	12.37%	1.74	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	NA	N/A
Asian Americans	\$0	0.00%	0.00%	NA	N/A
Native Americans	\$0	0.00%	0.00%	NA	N/A
Nonminority Women	\$2,637,505	2.85%	10.75%	26.55	* Underutilization
<b>Total MWBE Firms</b>	<b>\$2,835,814</b>	<b>3.07%</b>	<b>23.12%</b>		
<b>DBE Construction at the Prime Level</b>					
African Americans	\$8,688	0.03%	12.37%	0.23	* Underutilization
Hispanic Americans	\$0	0.00%	0.00%	NA	N/A
Asian Americans	\$0	0.00%	0.00%	NA	N/A
Native Americans	\$0	0.00%	0.00%	NA	N/A
Nonminority Women	\$783,461	2.54%	10.75%	23.67	* Underutilization
<b>Total MWBE Firms</b>	<b>\$792,149</b>	<b>2.57%</b>	<b>23.12%</b>		
<b>Professional Services Firms</b>					
African Americans	\$262,283	0.80%	8.58%	9.33	* Underutilization
Hispanic Americans	\$0	0.00%	0.27%	0.00	* Underutilization
Asian Americans	\$0	0.00%	0.00%	NA	N/A
Native Americans	\$0	0.00%	0.27%	0.00	* Underutilization
Nonminority Women	\$394,677	1.20%	6.17%	19.54	* Underutilization
<b>Total MWBE Firms</b>	<b>\$656,960</b>	<b>2.01%</b>	<b>15.28%</b>		
<b>Procurement Firms</b>					
African Americans	\$3,958,129	3.04%	6.72%	45.25	* Underutilization
Hispanic Americans	\$90,706	0.07%	0.43%	16.38	* Underutilization
Asian Americans	\$393,394	0.30%	0.09%	355.30	Overutilization
Native Americans	\$432,176	0.33%	0.34%	97.58	Underutilization
Nonminority Women	\$1,596,735	1.23%	3.83%	32.05	* Underutilization
<b>Total MWBE Firms</b>	<b>\$6,471,140</b>	<b>4.97%</b>	<b>11.40%</b>		

Source: MGT developed a prime contract and payment database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on vendor availability.

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

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

<sup>3</sup> 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 8-3: Anecdotal Findings for Prime Contracting**

Among the M/WBEs who responded to questions about barriers to doing business, the biggest concern was competing with large firms (71 M/WBE respondents, 30.7 % of respondents). Other key issues noted were as follows:

- Selection process (46 M/WBE respondents, 19.9%).
- Restrictive contract specifications (36 M/WBE respondents, 15.6%).
- Limited knowledge of purchasing contracting policies and procedures (41 M/WBE respondents, 17.7%).

Four M/WBEs (1.7%) reported discriminatory experiences in dealing with Greensboro.

### ***8.3 Findings for Subcontracting***

#### **FINDING 8-4: M/WBE Subcontractor Utilization, Availability, and Disparity**

The dollar value of M/WBE subcontractor utilization by Greensboro over the current study period in the relevant market is shown in **Exhibit 8-3**:

- MBEs won construction subcontracts for \$6.39 million (9.47% of the total). WBEs won construction subcontracts for \$5.91 million (18.76% of the total). There was substantial disparity for African American, Asian American, Native American-owned firms and Women-owned firms.
- MBE won construction subcontracts for \$2.07 million (9.57% of the total) through the DBE program. WBEs won construction subcontracts for \$2.07 million (9.57% of the total) through the DBE program. There was substantial disparity for all ethnic/gender groups.
- Overall Greensboro spent \$16.47 million with M/WBE subcontractors over the study period.

**EXHIBIT 8-3  
CITY OF GREENSBORO  
M/WBE SUBCONTRACTOR UTILIZATION, AVAILABILITY, AND DISPARITY  
FY 2006 THROUGH FY 2010**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms	Disparity Index	Disparate Impact of Utilization	Statistical Significance
<b>Non-DBE Construction Firms at the Subcontractor Level</b>						
African Americans	\$2,853,070	4.22%	15.15%	27.89	* Underutilization	**
Hispanic Americans	\$3,540,468	5.24%	2.52%	207.67	Overutilization	**
Asian Americans	\$0	0.00%	0.39%	0.00	* Underutilization	**
Native Americans	\$3,500	0.01%	0.97%	0.53	* Underutilization	**
Nonminority Women	\$5,918,819	8.76%	16.31%	53.73	* Underutilization	**
<b>Total M/WBE Firms</b>	<b>\$12,315,857</b>	<b>18.24%</b>	<b>35.34%</b>			
<b>DBE Construction Firms at the Subcontractor Level</b>						
African Americans	\$1,766,410	8.15%	15.15%	53.78	* Underutilization	**
Hispanic Americans	\$265,140	1.22%	2.52%	48.44	* Underutilization	**
Asian Americans	\$0	0.00%	0.39%	0.00	* Underutilization	**
Native Americans	\$43,262	0.20%	0.97%	20.55	* Underutilization	**
Nonminority Women	\$2,076,273	9.57%	16.31%	58.70	* Underutilization	**
<b>Total M/W/DBE Firms</b>	<b>\$4,151,085</b>	<b>19.14%</b>	<b>35.34%</b>			

Source: MGT developed a subcontract database for the City of Greensboro covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on vendor availability.

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

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

<sup>3</sup> 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.

\*\* Two asterisks are used to indicate that the ratio of utilization to availability is statistically significant at a 0.05 level.

**Finding 8.5: Regression Analysis**

In a statistical analysis of survey data in the Greensboro 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 8-6: Anecdotal Findings for Subcontracting**

Key findings from M/WBE survey respondents are as follows:

- Firms were used in the M/WBE program, but seldom or never, solicited for other contracts outside of the M/WBE program – 54 respondents (23.4% of M/WBE respondents).

- An informal network excluded firms – 44 respondents (19.0% of M/WBE respondents).
- An informal network excluded firms in the private sector– 19 respondents (9.1% of M/WBE respondents).
- Firms were included for good faith efforts then dropped after contract award – 25 respondents (10.8% of M/WBE respondents).
- Firms experienced private sector discrimination – 31 respondents (13.4% of M/WBE respondents).
- Firms experienced bid shopping – 21 respondents (9.1% of M/WBE respondents).
- Firms experienced unequal treatment – 22 respondents (9.5% of M/WBE respondents).
- Firms experienced unfair denial of contract award – 19 respondents (8.2% of M/WBE respondents).
- Firms experienced double standards of performance – 17 respondents (7.4% of M/WBE respondents).
- Firms experienced discrimination as a subcontractor on Greensboro projects – 19 respondents (8.2% of M/WBE respondents).
- Firms experienced unfair termination – 8 respondents (3.5% of M/WBE respondents).

African Americans ranked first in reporting disparate treatment and discrimination across all the categories of questions. Over 34.4% of African Americans reported not being solicited in the absence of M/WBE goals.

#### **8.4 Findings for Private Sector Analysis**

##### **FINDING 8-7: Disparities in Self-Employment and Revenue Earnings**

Econometric analysis using data from 2010 American Community Survey data for the Greensboro area found statistically significant disparities for entry into self-employment: African Americans in professional services; Women in professional services; and Hispanic Americans in all categories. There were statistically significant disparities in earnings from self-employment for Women in all categories

##### **FINDING 8-8: Private Sector Commercial Construction**

M/WBE utilization in private sector commercial construction in the Greensboro Metropolitan Statistical Area (MSA) was very low, as measured by data from building permits. From 2006 through 2010 permits issued to M/WBE, prime contractors were valued at \$155,375, representing 0.03% of construction values and 0.1% of the number

of building permits. M/WBE subcontractors were issued 0.1% of all subcontracting permits). Only one MBE and four WBEs were used as subcontractors in the commercial permits data, as compared to 73 M/WBE subcontractors on Greensboro projects (and 29 on Greensboro DBE projects), with an estimated 18.2% of the construction subcontractor dollars used on Greensboro projects.

There was a link between this low private sector M/WBE subcontractor utilization and Greensboro. There were a total of 46 contractors on both the Greensboro projects and private sector commercial projects. Of these 46 firms, 23 used M/WBE subcontractors on Greensboro projects. Of the 23 prime contracting firms that used M/WBE subs on City projects, only two used WBEs subcontractors on commercial construction projects, and none used MBE subcontractors on private sector commercial projects. These results seem consistent with the survey results discussed in **Finding 8-6** above.

**Finding 8-9: Access to Capital**

Approval and denial rates on commercial loans in the survey sample between nonminority males and women and minorities were similar, but the number of respondents was very small. 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 loan denial and African American ownership. The data also found that African American-owned businesses pay approximately 30% to 150% (the average interest rate charged on approved loan is about 4.5%) more in interest than non-African American-owned firms.

These results are consistent with data in the local survey. About 7.5% of non-M/WBEs loan applicants reported being denied commercial bank loans, as compared to 52.9% of African American-owned firms and 11.1% of nonminority woman-owned firms.

**8.5 Findings for Greensboro Programs and Policies**

**FINDING 8-10: Greensboro M/WBE Goals**

Greensboro has set the following aspirational M/WBE goals as shown in **Exhibit 8-4**:

**EXHIBIT 8-4  
GREENSBORO  
M/WBE GOALS**

<b>Demographic Groups</b>	<b>Construction Goals</b>	<b>City Procurement</b>	<b>Professional, Consultative Services</b>
African Americans	10%	10%	10%
Hispanic Americans	2%	2%	2%
Native Americans	2%	2%	2%
Women	10%	10%	10%
Total	24%	24%	24%

Source: Greensboro M/WBE Plan

In a review of forty construction projects from FY 2008-09 through FY 2008-10 the median M/WBE project goal was 12.4%. Greensboro does not place project specific goals on professional services contracts, but does encourage the solicitation of M/WBEs for professional services contracts. Greensboro has also set goals on private contracts using Greensboro funds.

Greensboro uses a “Rule of 3,” in which if there are at least three M/WBEs available for a commodity then Greensboro solicits them.

**FINDING 8-11: M/WBE Certification**

Greensboro no longer certifies M/WBEs, but uses the State of North Carolina Historically Underutilized Business (HUB) list. In October 2011 there were 449 certified firms listed in the North Carolina HUB database from counties covered by the Greensboro M/WBE program.<sup>1</sup>

**FINDING 8-12: Disadvantaged Business Enterprise (DBE) Program**

The current Greensboro Transit Authority DBE goal is 24%. The 2008-10 M/WBE Annual Report indicated that there were six projects for \$10.1 million with state and federal funding. Five of the six projects had DBE goals, which ranged from 5% to 12%. Total DBE subcontract awards on these projects totaled \$826,056.

**FINDING 8-13: Program Data Management**

Greensboro’s Protrack system collects data on utilization of M/WBEs, contract names and numbers, dollar amounts, total project costs, change orders and payments. The Lawson procurement system used by Greensboro does not track subcontractor utilization. Greensboro only tracks information on M/WBE subcontractors for the prime contractor that was awarded the contract.

**FINDING 8-14: Greensboro M/WBE Program Website**

Greensboro’s website contains the Greensboro M/WBE plan, links to state HUB certification, e-procurement, bid opportunities, links to business development programs, including the Greensboro Partnering with Business (PWB) initiative.

**FINDING 8-15: Business Development Assistance**

Greensboro does not offer direct management and technical assistance, but does collaborate with local providers of those services, including Nussbaum Center for Entrepreneurship and the Guilford Technical Community College (GTCC) Small Business Center.

**FINDING 8-16: Access to Capital, Bonding, and Insurance**

The Targeted Loan Pool (TLP) for small business was formed in 2005 with \$400,000 in Community Development Block Grant funds and \$600,000 from nine area banks. The

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<sup>1</sup> <https://www.ips.state.nc.us/ips/vendor/searchvendor.aspx?t=h>.

TLP program made loans from \$25,000 to \$200,000 and focused on businesses in the Greensboro Empowerment Zone. From 2005 through 2010, the program made eight loans for \$1.3 million. The TLP program is currently being revamped. Consequently, Greensboro does not currently maintain a lending assistance program for small or M/WBE firms

**FINDING 8-17: Commercial Nondiscrimination Ordinance**

Greensboro does not have a formal commercial nondiscrimination policy, such as the one adopted by the City of Charlotte. However, the Greensboro M/WBE Ordinance provides that “(i)t is the policy of the city to prohibit discrimination against any person or business in pursuit of these opportunities on the basis of race, color, sex, religion or national origin.”<sup>2</sup>

**FINDING 8-18: Outreach**

Greensboro’s M/WBE outreach efforts have included establishing a long standing M/WBE Advisory Committee, posting bids on the State of North Carolina Interactive Purchasing System (IPS), maintaining M/WBE program information on the Greensboro website, advertising in minority publications, such as *The Challenger*, planning pre-bid conferences, holding small business briefings and sponsoring small business breakfast meetings.

**FINDING 8-19: Performance Measures**

Greensboro currently provides tracking of M/WBE utilization at the prime and subcontractor level.

**FINDING 8-20: Comparison of Greensboro M/WBE Utilization to Other Agencies in the Greensboro Area**

Another means to assess the impact of Greensboro’s M/WBE Program, and its possibilities, is to look at M/WBE utilization by M/WBE programs operating in the same market. These comparisons are not exact. Data from other agencies are based on reports and not disparity studies, and the time periods differ. Methods of data collection, definition of procurement categories, geographical scope, and reporting of subcontracting also differed as well. Results from prime contractors and subcontractors are combined below as well, because the other agencies generally did not report prime and sub utilization separately.

- University of North Carolina at Greensboro: \$72.3 million, 29.3% of total spending from FY 2007 through FY 2010.
- City Of Greensboro: \$27,223,005, 9.5% of spending in the relevant market from FY 2006 through FY 2010;

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<sup>2</sup> Greensboro Code of Ordinances, Chapter 2, Article IV, Division 2, Section 2-117.

## **8.6 Commendations and Recommendations**

Commendations and recommendations that follow are broken into race- and gender-neutral and 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**

Greensboro should be commended for the outreach activities that it undertakes. Based on the survey results more information should be distributed on how to do business with Greensboro.

#### **RECOMMENDATION 8-2: Professionals Services and Other Services**

Greensboro 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**

Greensboro should institute a policy of encouraging purchasing staff to use M/WBEs that are on state contracts and identified as such when Greensboro uses state term contracts in purchasing. Greensboro 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.<sup>3</sup>

### **Joint Ventures**

Greensboro 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.<sup>4</sup> 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 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.

### **RECOMMENDATION 8-5: Small Business Enterprise (SBE) Program**

A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, Greensboro should focus on increasing M/WBE utilization through an SBE program. Greensboro does not face constitutional restrictions on its SBE program, only those procurement restrictions imposed by State law. Specific suggestions for a Greensboro 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).

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<sup>3</sup> Federal Transit Administration, *Lessons Learned #45* (May 2002).  
[www.fta.dot.gov/library/program/ll/man/ll45.html](http://www.fta.dot.gov/library/program/ll/man/ll45.html)

<sup>4</sup> City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

- 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).<sup>5</sup>
- 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).
- 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).

**RECOMMENDATION 8-6: SBE Program for Subcontracts**

Small business programs are an important component of race- and gender-neutral alternatives to address identified disparities in purchasing. Greensboro should consider imposing mandatory subcontracting clauses on contracts where there are subcontracting opportunities and such clauses would promote M/WBE utilization.<sup>6</sup>

**RECOMMENDATION 8-7: Geographical Preferences and HUBZones**

The federal HUBZone program is another variant of an SBE program that provides incentives for SBEs located in distressed areas. For example, under the 1997 Small Business Reauthorization Act, the federal government started the federal HUBZone program. To qualify as a HUBZone firm, a small business must meet the following criteria: (1) it must be owned and controlled by U.S. citizens; (2) at least 35% of its employees must reside in a HUBZone; and (3) its principal place of business must be

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<sup>5</sup> The Port of Portland found that 10% bid preferences were more effective than 5% bid preferences.

<sup>6</sup> 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.

located in a HUBZone.<sup>7</sup> The same preferences that can be given to SBEs can be given to HUBZone firms, such as contract set-asides. The New York Locally Based Enterprise program is similar in that there is a preference for subcontractors (with less than \$2 million in revenue) that perform 25% of their work in disadvantaged areas, or whose workforce is made up of at least 25% disadvantaged persons.

There are presently 19 firms that are, or were previously, certified HUBZone firms in the Greensboro MSA. Of these firms, 10% are MBEs and five are WBEs.

**RECOMMENDATION 8-8: Commercial Anti-discrimination Rules**

The Greensboro 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. Features of a complete anti-discrimination policy selected from other entities include:

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

**COMMENDATION AND RECOMMENDATION 8-9: Business Development Assistance**

Greensboro should be commended for its partnerships with North Carolina A&T, North Carolina State University, and the Small Business and Technology Development Center. Greensboro should consider devoting more resources to business development assistance. Greensboro should review examples of other agencies with substantial business development initiatives. Greensboro should evaluate the impact of these initiatives on M/WBE utilization. In particular, Greensboro 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.

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<sup>7</sup> 13 C.F.R. 126.200 (1999).

**M/WBE Policy Commendations and Recommendations**

**RECOMMENDATION 8-10: Narrowly Tailored M/WBE Program**

This study provides evidence to support continuing the Greensboro M/WBE program. This conclusion is based primarily on statistical disparities in current M/WBE utilization, particularly in subcontracting; substantial disparities in the private marketplace; evidence of discrimination in business formation and revenue earned from self-employment; evidence of passive participation in private sector disparities; credit disparities; and anecdotal evidence of discrimination. Greensboro 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. In January 1999, the United States Department of Transportation (USDOT) published its final DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26). The federal courts have consistently found the DBE regulations to be narrowly tailored.<sup>8</sup> The federal DBE program has the features in **Exhibit 8-5** that contribute to this characterization as a narrowly tailored remedial procurement preference program. Greensboro should adopt these features in any new narrowly tailored M/WBE program.

**EXHIBIT 8-5  
NARROWLY TAILORED M/WBE PROGRAM FEATURES**

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

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

**RECOMMENDATION 8-11: Annual Aspirational M/WBE Goals**

The study provides strong 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.

Possible revised aspirational goals based on M/WBE availability are proposed below in **Exhibit 8-6**. These proposed goals are similar 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 8-6  
CITY OF GREENSBORO  
PROPOSED M/WBE ASPIRATIONAL GOALS  
BY PROCUREMENT CATEGORY**

Procurement Category	MBE Goal	WBE Goal	Total M/WBE Goal	Current M/WBE Utilization %
Construction Prime Contracting	7%	7%	14%	2.95%
Professional Services	6%	5%	11%	2.01%
Goods & Services	5%	3%	8%	4.97%
Construction Subcontracting*	8%	7%	15%	13.37%

Source: Availability estimates are based on a 50/50 weighted average of current utilization and census availability data in **Chapter 6.0**.

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

**RECOMMENDATION 8-12: M/WBE Subcontractor Plans**

The basis for reestablishing good faith efforts for M/WBE subcontractor requirements is disparities in construction subcontracting, the very low utilization in private sector commercial construction and other evidence of private sector disparities, even after controlling for capacity and other race-neutral variables. 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 must 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.<sup>9</sup>

A stronger M/WBE subcontractor program will require more resources for monitoring contract compliance.

**RECOMMENDATION 8-13: RFP Language**

Greensboro should put in their RFPs, particularly for large projects, language asking proposers about their strategies for M/WBE inclusion on the project. A number of agencies, including the Port Authority of New York and New Jersey 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**

Greensboro should be commended for seeking and achieving inclusion of M/WBEs on private sector projects. At this point data tracking of M/WBE utilization on economic development projects has been limited. This study provides a basis for more aggressive subcontractor goal setting on economic development projects subsidized by Greensboro.

**COMMENDATION AND RECOMMENDATION 8-15: M/WBE Program Data Management**

Greensboro should be commended for tracking M/WBE prime and subcontractor awards and payments and issuing regular reports. It is important for Greensboro to monitor closely the utilization of all businesses by race, ethnicity, and gender, and by prime and subcontractor utilization, over time to determine whether Greensboro's M/WBE program has the potential to eliminate race and gender disparities. Along these lines, Greensboro should provide improved tracking of nonminority male subcontractor utilization.

Greensboro should consider implementing a centralized vendor registration database that tracks ethnicity data and telephone numbers in addition to the address information currently kept for all vendors and bidders. This database should be updated regularly to verify business existence, phone numbers, emails, and other pertinent information. Greensboro should also consider installing a unique linking field between the vendor table and contracts. This vendors system should ideally use structured codes, such as the NAICS codes.

**COMMENDATION AND RECOMMENDATION 8-16: M/WBE Information on City Website**

Greensboro should be commended for having important information relevant to M/WBEs on its website. 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. Greensboro should consider incorporating some of this information into its website.

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<sup>9</sup> 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. Tippett*, 615 F.3d 233(4<sup>th</sup> Cir 2010).

**RECOMMENDATION 8-17: M/WBE Liaisons**

Greensboro should establish M/WBE liaisons for its departments with major procurement opportunities. This approach should lead to greater accountability from departments based on the new Greensboro organizational model. These liaisons should pay particular attention to opportunities in the area of professional services.

**RECOMMENDATION 8-18: Procurement Cards (P-card)**

Greensboro should consider creating a directory to include firms that are more likely to be vendors for P-card transactions and highlighting these additional firms to Greensboro staff that use the P-card.

**COMMENDATION AND RECOMMENDATION 8-19: Prompt Payment**

Greensboro should be commended for supplementing North Carolina State rules on prompt payment. Survey and interview evidence suggests a prompt payment is still a major issue with some vendors, which may require further monitoring.

**RECOMMENDATION 8-20: Performance Measures**

Greensboro 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 Greensboro projects.
- Increase in the number of S/M/WBE successfully graduating from the program.

## ***APPENDICES***

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***Appendix A:  
Disparity Study Announcement***

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## Disparity Study ANNOUNCEMENT

MGT of America, Inc., a nationally recognized consulting firm, is conducting a study of the utilization of Minority- and Women-owned Business Enterprises (M/WBE) for the City of Greensboro (City). The study will examine the procurement of services and products for the City, the subcontracting practices 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](mailto:vmitchel@mgtamer.com)

The City of Greensboro 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 Kathleen Hoskins Smith, M/WBE Manager (336) 373-2674, or [Kathleen.smith@greensboro-nc.gov](mailto:Kathleen.smith@greensboro-nc.gov)

May 23, 2011

***Appendix B:  
Public Hearing Announcement***

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**CITY OF GREENSBORO  
FOR IMMEDIATE RELEASE**

Contact: Kathleen Hoskins-Smith  
Phone: 336-373-2674

***Minority and Women Owned Business Enterprises Hosts Public Hearing***

GREENSBORO, NC (October 18, 2011) – The City of Greensboro hosts a disparity study public hearing at 6 pm on November 2 at the Simpkins Sports Complex at Barber Park.

The hearing will focus on the experience of Minority and Women Owned Business Enterprises (M/WBE) and non-M/WBE business owners while doing business with the City and its contractors/service providers. The City wants to hear from business owners if they have faced any difficulties in the bidding process; been treated unfairly based on race, ethnicity, or gender; received contractor bids or price quotes from M/WBE firms; believe there is not a level playing field for businesses regarding access to capital, bonding, and insurance.

If you are unable to attend the public hearing but want to give input, please submit comments in writing no later than November 18 to Vernetta Mitchell with MGT of America Inc., via:

E-mail: [vmitchel@mgtamer.com](mailto:vmitchel@mgtamer.com)

Fax: 850-385-4501

Mail: 2123 Centre Point Blvd., Tallahassee, FL 32308

For more information about this public hearing, please contact Kathleen Hoskins-Smith, M/WBE manager, at 336-373-2674 or at [kathleen.smith@greensboro-nc.gov](mailto:kathleen.smith@greensboro-nc.gov).

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The City works with the community to improve the quality of life for residents through inclusion, diversity, and trust. As the seventh largest employer in Greensboro, the City has a professional staff of 2,800 employees who maintain the values of honesty, integrity, stewardship, and respect. The City is governed by a council-manager form of government with a mayor and eight council members. For more information on the City, visit [www.greensboro-nc.gov](http://www.greensboro-nc.gov) or call 336-373-CITY (2489).

***Appendix C:  
Focus Group Survey***

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**FOCUS GROUP SURVEY  
CITY OF GREENBORO DISPARITY STUDY**

**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. Is your company a sole proprietor, partnership, corporation or other?**

- |                                       |                                       |
|---------------------------------------|---------------------------------------|
| 1 _____ Sole proprietor               | 4 _____ Partnership                   |
| 2 _____ Corporation                   | 5 _____ Limited Liability Partnership |
| 3 _____ Limited Liability Corporation | 6 _____ Non-Profit Organization       |
| 7 _____ Other (Specify)_____          |                                       |

**Q4. 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

**Q5. Is 51 percent or more of your company owned and controlled by a woman or women?**

\_\_\_\_\_ <sup>1</sup>Yes                      \_\_\_\_\_ <sup>2</sup>No

**Q6. Which one of the following would you consider to be the racial or ethnic origin of the controlling owner or controlling party?**

- \_\_\_\_\_ <sup>1</sup>White/Caucasian
- \_\_\_\_\_ <sup>2</sup>African American
- \_\_\_\_\_ <sup>3</sup>Asian or Pacific Islander
- \_\_\_\_\_ <sup>4</sup>Hispanic American
- \_\_\_\_\_ <sup>5</sup>Native American/Alaskan Native
- \_\_\_\_\_ <sup>6</sup>Other
- \_\_\_\_\_ <sup>7</sup>No Response/Don't Know

**Q7. 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 <sup>1</sup>	No <sup>2</sup>	Don't Know <sup>9</sup>
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	_____	_____	_____

**Q8. The following lists business practices that sometimes occur while serving as a subcontractor. Please indicate if you have had any of the following experiences since 2005 in contracting with a prime contractor on City projects and/or in the private market.**

Response	City <sup>1</sup>	Private Market <sup>2</sup>	Don't Know <sup>9</sup>
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	_____	_____	_____

**Q9. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?**

- \_\_\_\_\_ <sup>1</sup>Up to \$50,000?
- \_\_\_\_\_ <sup>2</sup>\$50,001 to \$100,000?
- \_\_\_\_\_ <sup>3</sup>\$100,001 to \$200,000?
- \_\_\_\_\_ <sup>4</sup>\$200,001 to \$300,000?
- \_\_\_\_\_ <sup>5</sup>\$300,001 to \$400,000?
- \_\_\_\_\_ <sup>6</sup>\$400,001 to \$500,000?
- \_\_\_\_\_ <sup>7</sup>\$500,001 to \$1 million?
- \_\_\_\_\_ <sup>8</sup>Over \$1 million?
- \_\_\_\_\_ <sup>9</sup>Don't Know

**Q10. How many times have you been awarded a subcontract by a prime contractor or service provider on a City project?**

- <sup>1</sup>None
- <sup>2</sup>1-10 times
- <sup>3</sup>11-25 times
- <sup>4</sup>26-50 times
- <sup>5</sup>51-100 times
- <sup>6</sup>Over 100 times

**Q11. How many times have you applied for a commercial (business) bank loan over the past five years?**

- <sup>1</sup>None
- <sup>2</sup>1-10 times
- <sup>3</sup>11-25 times
- <sup>4</sup>26-50 times
- <sup>5</sup>51-100 times
- <sup>6</sup>Over 100 times

**Q12. How many times have you been approved for a commercial (business) bank loan over the past five years?**

- <sup>1</sup>None
- <sup>2</sup>1-10 times
- <sup>3</sup>11-25 times
- <sup>4</sup>26-50 times
- <sup>5</sup>51-100 times
- <sup>6</sup>Over 100 times

**Q13. How many times have you been denied a commercial (business) bank loan over the past five years?**

- <sup>1</sup>None
- <sup>2</sup>1-10 times
- <sup>3</sup>11-25 times
- <sup>4</sup>26-50 times
- <sup>5</sup>51-100 times
- <sup>6</sup>Over 100 times

**Q14. Since 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 <sup>1</sup>	No <sup>2</sup>	Approved <sup>1</sup>	Denied <sup>2</sup>	N/A <sup>9</sup>	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: \_\_\_\_\_

**Q15. 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 <sup>1</sup>	Agree <sup>2</sup>	Neither <sup>3</sup>	Disagree <sup>4</sup>	Strongly Disagree <sup>5</sup>	DK <sup>9</sup>
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.	_____	_____	_____	_____	_____	_____

**Q16. Which of the following categories best approximates your company’s gross revenues for calendar year 2010?**

- |  |   |
|--|---|
| _____ <sup>1</sup> up to \$50,000?         | _____ <sup>5</sup> \$500,001 to \$1,000,000?    |
| _____ <sup>2</sup> \$50,001 to \$100,000?  | _____ <sup>6</sup> \$1,000,001 to \$3,000,000?  |
| _____ <sup>3</sup> \$100,001 to \$300,000? | _____ <sup>7</sup> \$3,000,001 to \$5,000,000?  |
| _____ <sup>4</sup> \$300,001 to \$500,000? | _____ <sup>8</sup> \$5,000,001 to \$10,000,000? |
| _____ <sup>9</sup> Over \$10 million?      | _____ <sup>10</sup> Don’t know                  |

**Q17. Are you required to have bonding for the type of work your company bids?**

\_\_\_\_\_ <sup>1</sup> Yes    \_\_\_\_\_ <sup>2</sup> No

**Q17a. If yes, what is your current aggregate bonding limit?**

- \_\_\_\_\_ <sup>1</sup> Below \$100,000
- \_\_\_\_\_ <sup>2</sup> \$100,001 to \$250,000
- \_\_\_\_\_ <sup>3</sup> \$250,001 to \$500,000
- \_\_\_\_\_ <sup>4</sup> \$500,001 to \$1,000,000
- \_\_\_\_\_ <sup>5</sup> \$1,000,001 to \$1,500,000
- \_\_\_\_\_ <sup>6</sup> \$1,500,001 to \$3,000,000
- \_\_\_\_\_ <sup>7</sup> \$3,000,001 to \$5,000,000
- \_\_\_\_\_ <sup>8</sup> Over \$ 5 million
- \_\_\_\_\_ <sup>9</sup> Don't know

**Q17b. What is your current single project bonding limit?**

- \_\_\_\_\_ <sup>1</sup> Below \$100,000
- \_\_\_\_\_ <sup>2</sup> \$100,001 to \$250,000
- \_\_\_\_\_ <sup>3</sup> \$250,001 to \$500,000
- \_\_\_\_\_ <sup>4</sup> \$500,001 to \$1,000,000
- \_\_\_\_\_ <sup>5</sup> \$1,000,001 to \$1,500,000
- \_\_\_\_\_ <sup>6</sup> \$1,500,001 to \$3,000,000
- \_\_\_\_\_ <sup>7</sup> \$3,000,001 to \$5,000,000
- \_\_\_\_\_ <sup>8</sup> Over \$ 5 million
- \_\_\_\_\_ <sup>9</sup> Don't know

**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***

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**City of Greensboro  
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 Greensboro'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 Greensboro. 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 Zoom Insights 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, state's Interactive Purchasing System (IPS), 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 M/WBE program. Do you feel the opportunities and services provided by the City through this program are helpful? Please explain.
  - How effective is the M/WBE 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 M/WBE 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 M/WBE 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***

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# CITY OF GREENSBORO DISPARITY STUDY PERSONAL INTERVIEW GUIDE

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## 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. Are you certified as:

READ CHOICES

	Yes	No	Don't Know
MBE (Minority Business Enterprise)	1	2	3
DBE (Disadvantaged Business Enterprise)	1	2	3
WBE (Woman Business Enterprise)	1	2	3
HUB (Historically Underutilized Business)	1	2	3

4. Is 51 percent or more of your company owned and controlled by a woman or women?

- Yes 1
- No 2
- Don't Know 3

5. In what year was your business established or purchased by the most recent owner?

\_\_\_\_\_

6. Does the company or owners maintain any special licensing?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**6a** If yes, specify.

\_\_\_\_\_

7. 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

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

9. What were your company's approximate gross revenues for calendar year 2010?

\$ \_\_\_\_\_

*[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

10. 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 \_\_\_\_

11. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?

- |                           |   |
|---------------------------|---|
| 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 2005 through 2010. 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**

12. Has any City department made attempts to encourage you to respond to a request for proposal or bid solicitation?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

12a. If yes, please describe their outreach efforts.

\_\_\_\_\_

12b. Please indicate any outreach efforts you would like to see implemented.

\_\_\_\_\_

13. Have you submitted proposals or bids with the City as a prime contractor/service provider?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

13a. If yes, please tell me how you learned of the bid opportunities.

\_\_\_\_\_

*[If the answer is "No" skip to Question 16 below.]*

**14.** Have you been awarded a contract with the City as a prime contractor/service provider?  
<sup>1</sup>Yes \_\_\_\_\_ <sup>2</sup>No \_\_\_\_\_

**14a.** If yes, what factors would you say most frequently helped you win City contracts?

\_\_\_\_\_

**15.** To the best of your knowledge, between 2005 and 2010, 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:

<sup>1</sup>Yes \_\_\_\_\_ <sup>2</sup>No \_\_\_\_\_

**16.** Do you feel the City has ever treated your company unfairly in the bidding or contract selection process?

<sup>1</sup>Yes \_\_\_\_\_ <sup>2</sup>No \_\_\_\_\_

**16a.** If yes, please provide as much detail as possible

\_\_\_\_\_

**17.** 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) \_\_\_\_\_

**18.** What factors would you say most frequently prevent you from winning City's contracts? Please provide as much detail as possible.

\_\_\_\_\_

**18a.** How did the City address these issues, if any?

\_\_\_\_\_

**19.** Have you ever protested a City contract award?

<sup>1</sup>Yes \_\_\_\_\_ <sup>2</sup>No \_\_\_\_\_

19a. If yes, please provide as much detail as possible.

\_\_\_\_\_

19b. If no, please ask why.

\_\_\_\_\_

20. 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?

\_\_\_\_\_

21. How can the City improve the procurement and selection process?

\_\_\_\_\_

READ: This study is designed to capture information from fiscal years 2005 through 2010. 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**

22. 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?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

*[If respondent answers NO, then skip to Question 28]*

23. 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]*

24. Are there any factors, such as lack of information or financing that prevents your firm from winning subcontracts on City projects?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

24a. Please provide as much detail as possible

\_\_\_\_\_

**24b.** How did the prime contractor/service provider or the City address these issues?

\_\_\_\_\_

**25.** How have your firm established and maintained relationships with prime contractors/service providers working on City projects?

\_\_\_\_\_

**26.** 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?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**26a.** If yes, explain.

\_\_\_\_\_

**26b.** Was the other subcontractor a nonminority male- or nonminority woman-owned firm?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**26c.** What action did you take?

\_\_\_\_\_

**27.** Has your company ever been treated unfairly in the selection process by a prime contractor/service provider as a subcontractor?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**27a.** If yes, please provide as much detail as possible.

\_\_\_\_\_

**28.** Do prime contractors/service providers show favoritism toward particular subcontractors/subconsultants when it comes to procuring services and products for a City project?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

The next sets of questions are designed for firms that are small, woman-, or minority-owned. If the respondent is not an SBE, MBE, or WBE skip to Question 44.

**Minority & Women Business Enterprises (M/WBE)**

29. Has your status as a M/WBE facilitated your ability to work on City projects?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

29a. If yes, how?

\_\_\_\_\_

30. Are you aware of any practices that prime contractors/service providers use to avoid meeting M/WBE goals on City projects?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

30a. Describe.

\_\_\_\_\_

30b. Has your firm been impacted by these?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

31. Are you aware of any practices that prime contractors/service providers use to avoid contracting with minority-owned M/WBEs on City projects?

32. Are you aware of M/WBEs that are fronts for larger firms?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

32a. What characteristics do the front companies display?

\_\_\_\_\_

33. Has your firm been utilized on City projects as a prime contractor/service provider or subcontractor when there were no M/WBE goals?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

33a. Why or why not?

\_\_\_\_\_

34. Have you experienced a situation where a prime contractor/service provider only uses WBEs.

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**35.** 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 M/WBE goals?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**35a.** Why or why not?

\_\_\_\_\_

**36.** What local agencies in the Greensboro region have purchasing policies and programs that are the most conducive in assisting M/WBEs in winning contracts?

Identify the Agency and describe the practice(s).

\_\_\_\_\_

**37.** 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?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**37a.** If yes, do you feel the informal network has an effect upon the City procurement or contract award?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**38.** In your opinion, what are the biggest obstacles faced by M/WBEs in securing contracts with the City?

\_\_\_\_\_

**39.** Do you feel your race or sex has been a positive or negative factor in your business relationship with the City?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**39a.** If yes, explain why.

\_\_\_\_\_

**40.** 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?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

**40a.** If yes, explain why.

\_\_\_\_\_

41. In what ways could the City's M/WBE program be improved?

\_\_\_\_\_

42. Do you think certified M/WBEs have a competitive advantage in doing business with the City?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

42a. Why or why not?

\_\_\_\_\_

43. Do you think M/WBEs face challenges not faced by non-M/WBEs?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

43a. If so, what? \_\_\_\_\_

**ACCESS TO CAPITAL – ALL FIRMS**

44. Have you seen or experienced access to capital as being an impediment to securing a City contract?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

44a. If yes, describe how? \_\_\_\_\_

45. Have you seen or experienced bonding as being an impediment to obtaining a City contract (if applicable)?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

45a. If yes, describe how? \_\_\_\_\_

**FINAL QUESTIONS – ALL FIRMS**

46. Is there anything that we have not covered that you feel will be helpful to this study?

<sup>1</sup>Yes \_\_\_\_ <sup>2</sup>No \_\_\_\_

48a. If yes, please explain.

\_\_\_\_\_

A F F I D A V I T

\_\_\_\_\_ (interviewee) HEREBY  
ACKNOWLEDGE THAT THE TESTIMONY I GAVE IS TRUE AND AN ACCURATE  
REFLECTION OF MY PAST EXPERIENCES IN PROCUREMENT AND BUSINESS  
OPPORTUNITIES WITH THE CITY OF GREENSBORO AND ITS AGENCIES.

ADDITIONALLY, THIS TESTIMONY WAS GIVEN FREELY AND I HAVE NOT  
BEEN COERCED OR RECEIVED ANY REMUNERATION FOR MY COMMENTS.

\_\_\_\_\_  
*SIGNATURE*

\_\_\_\_\_  
DATE

\_\_\_\_\_  
*SIGNATURE OF INTERVIEWER AS WITNESS*

\_\_\_\_\_  
DATE

***Appendix F:  
Survey of Vendors Instrument***

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## City of Greensboro Survey Of Vendors

MGT of America is conducting a survey of business owners for the City of Greensboro (City) to determine the current business climate and help evaluate the procurement of services and products for the City, the subcontracting practices of prime contractors/service providers who do business with the City, and the anecdotal evidence collected from a broad cross section of businesses.

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 the basis, if warranted, for an M/WBE program for the city of Greensboro..

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? [REQUIRE ANSWER]

- |                           |   |
|---------------------------|---|
| Owner (SKIP TO Q3)        | 1 |
| CEO/President             | 2 |
| Manager/Financial Officer | 3 |
| Other                     | 4 |

**Q2** Are you able to answer questions concerning ownership and business activities?  
[REQUIRE ANSWER]

- Yes 1  
No 2 (If No, discontinue survey)

*Your firm's input is very important so we request that the survey be provided to a member of management with more knowledge of the establishment and functions of the business. Thank you.*

**Q3** Please provide your name and phone number just in case we have any further questions? [REQUIRE ANSWER]

Contact Name: \_\_\_\_\_  
Contact Telephone Number: \_\_\_\_\_

**Q4** Which **ONE** of the following is your company's primary line of business?  
[REQUIRE ANSWER]

1. Construction (general contractor, electrical, site work, HVAC, drywall, etc.):
2. Architecture & Engineering (includes environmental, structural, land development)
3. Professional Services (consulting, accounting, marketing, legal services, etc.)
4. Other Services (landscaping, software development, janitorial, security, training, vehicle maintenance, etc.)
5. Goods (books, office supplies, computers, equipment, vehicles, etc.)
6. Other: Specify \_\_\_\_\_

**Q5.** Is **51 percent or more** of your company owned and controlled by a woman or women? [REQUIRE ANSWER]

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? [REQUIRE ANSWER]

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 Specify: _____

**Q7** What is the highest level of education completed by the primary owner of your company? [REQUIRE ANSWER]

- 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? \_\_\_\_\_ [REQUIRE ANSWER]

**Q9** How many years of experience does the primary owner have in your company's line of business ? \_\_\_\_\_ [REQUIRE ANSWER]

**Q10** Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? [REQUIRE ANSWER]

- 0-10 1
- 11-20 2
- 21-30 3
- 31-40 4
- 41+ 5

**Q11** Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with: [REQUIRE ANSWER]

- The City of Greensboro \_\_\_\_\_
  - Private sector (Non-government) \_\_\_\_\_
  - Other Governmental Agencies \_\_\_\_\_
- (total cannot exceed 100%)*

**Q12** Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

[S - IF THE ANSWER 1 or 3, THEN SKIP TO QUESTION 14]

**Q13** If you are not certified as an HUB, what is the primary reason you are not?  
[REQUIRE ANSWER]

- Not qualified 1
- Certification does not benefit my firm 2
- Application asks for too much information 3
- No reason 4
- Other: (specify)\_\_\_\_\_ 5

**Q14** Do you have any of these certifications: [REQUIRE ANSWER]

	Yes	No	Don't Know
MBE (Minority Business Enterprise)	1	2	3
DBE (Disadvantaged Business Enterprise)	1	2	3
WBE (Woman Business Enterprise)	1	2	3

**Q15** Is your business certified with any other agency? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

**Q16.** What other agency is your business certified? \_\_\_\_\_

**Experience doing business with or attempting to do business with the City of Greensboro.**

**Q17** Is your company registered with the City's vendor registration system?

- Yes 1
- No 2
- Don't Know 3

**Q18** 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?

- Extremely easy        1
- Somewhat easy        2
- Easy                    3
- Difficult                4
- Somewhat Difficult    5
- Extremely Difficult    6

**Q19** 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:

[REQUIRE ANSWER TO EACH OF THE FOLLOWING]

	Yes	No	DK <sup>1</sup>	N/A <sup>2</sup>
a. Prequalification requirements				
b. Bid bond requirement				
c. Performance bond requirement				
d. Payment bond requirement				
e. Financing				
f. Insurance (general liability, professional liability, etc.)				
g. Proposal/Bid specifications				
h. Limited time given to prepare bid package or quote				
i. Limited knowledge of purchasing contracting policies and procedures				
j. Lack of experience				
k. Lack of personnel				
l. Contract too large				
m. Selection process				
n. Unnecessary restrictive contract specifications				
o. Slow payment or nonpayment				
p. Competing with large companies				

<sup>1</sup>-Don't Know        <sup>2</sup>Not Applicable

**Q20** Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?  
[REQUIRE ANSWER]

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6

**Q21** Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?  
[REQUIRE ANSWER]

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6

[S - IF THE ANSWER IS 1, THEN SKIP TO QUESTION 28]

**Q22** 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? [REQUIRE ANSWER]

- Less than 30 days 1
- 31-60 days 2
- 61-90 days 3
- 91-120 days 4
- Over 120 days 5
- Not Applicable 6

**Q23** As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?  
[REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3
- Not Applicable 4

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 28]

**Q24** What was the most noticeable way you became aware of the discrimination against your company? [REQUIRE ANSWER]

- Verbal Comment 1
- Written Statement 2
- Action taken against the company 3
- Don't Know 4

**Q25** Which of the following do you consider the primary reason for your company being discriminated against [REQUIRE ANSWER]

- Owner's race or ethnicity 1
- Owner's sex 2
- Don't Know 3

**Q26** When did the discrimination first occur: [REQUIRE ANSWER]

- During bidding process 1
- After contract awarded 2
- Don't Know 3

**Q27** Did you file a complaint? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

**Q28** Between 2005 and 2010, 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: [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

**Q29** Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?

- 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

**Q30** Between 2005 and 2010 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? [REQUIRE ANSWER]

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6

**Q31** Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City? [REQUIRE ANSWER]

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6

[S - IF THE ANSWER IS 1, THEN SKIP TO QUESTION 34]

**Q32** Between 2005 and 2010, 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? [REQUIRE ANSWER]

- Less than 30 days 1
- 31-60 days 2
- 61-90 days 3
- 91-120 days 4
- Over 120 days 5
- Not Applicable 6

**Q33** 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? [REQUIRE ANSWER]

- Very Often 1
- Often 2
- Sometimes 3
- Seldom 4
- Never 5
- Don't Know/NA 6

**Q34** As a subcontractor, your working experience with prime contractors/service providers has been:

- Excellent 1
- Good 2
- Fair 3
- Poor 4

**Q34** As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3
- Not Applicable 4

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 40]

**Q35** Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010?

- 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

**Q36** What was the most noticeable way you became aware of the discrimination against your company? [REQUIRE ANSWER]

- Verbal Comment 1
- Written Statement 2
- Action taken against the company 3
- Don't Know 4

**Q37** Which of the following do you consider the primary reason for your company being discriminated against [REQUIRE ANSWER]

- Owner's race or ethnicity 1
- Owner's sex 2
- Don't Know 3

**Q38** When did the discrimination first occur: [REQUIRE ANSWER]

- During bidding process 1
- After contract awarded 2
- Don't Know 3

**Q39** Did you file a complaint? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

**Q40** Are you required to have bonding for the type of work that your company bids?  
[REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 43]

**Q41** What is your current aggregate bonding limit? [REQUIRE ANSWER]

- 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

**Q42** What is your current single project bonding limit? [REQUIRE ANSWER]

- 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

**Q43** Which of the following categories best approximates your company's gross revenues for calendar year 2010? [REQUIRE ANSWER]

- 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 11

**Q44** Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination:[REQUIRE ANSWER]

	Yes	No	N/A
Harassment			
Unequal or unfair treatment			
Bid shopping or bid manipulation			
Double standards in performance			
Denial of opportunity to bid			
Unfair denial of contract award			
Unfair termination			

**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.**

**Q45** Have you experienced discriminatory behavior in the private sector between 2005 and 2010? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

**[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 50]**

**Q46** What was the most noticeable way you became aware of the discrimination against your company? [REQUIRE ANSWER]

- Verbal comment 1
- Written statement 2
- Action taken against company 3
- Don't Know 4

**Q47** Which of the following do you consider the primary reason for your company being discriminated against [REQUIRE ANSWER]

- Owner's race or ethnicity 1
- Owner's sex 2
- Don't know 3

**Q48** When did the discrimination first occur? [REQUIRE ANSWER]

- During bidding process 1
- After contract award 2
- Don't know 3

**Q49** Did you file a complaint? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

**Q50** For the following statement, please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. [REQUIRE ANSWER]

“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
- Somewhat Agree 2
- Neither Agree Nor Disagree 3
- Somewhat Disagree 4
- Strongly Disagree 5

**Q51.** What trade associations or business organizations are you a member of? (limit 3)

**Q52** 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? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

**Q53** How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals? [REQUIRE ANSWER]

- Very Often 1
- Sometimes 2
- Seldom 3
- Never 4
- Not Applicable 5

**Q54** Has your company applied for a commercial (business) bank loan between 2005 and 2010? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

[S - IF THE ANSWER IS NOT 1, THEN GO TO END OF SURVEY]

**Q55** Were you approved or denied for a commercial (business) bank loan? [REQUIRE ANSWER]

- Approved 1
- Denied 2
- Don't Know 3

[S - IF THE ANSWER IS NOT 2, THEN GO TO THE END OF SURVEY]

**Q56** Which of the following do you believe was the primary reason for your being denied a loan? [REQUIRE ANSWER]

- Insufficient Documentation (ID) 1
- Insufficient Business History (IBH) 2
- Confusion about the Process (C) 3
- Race or Ethnicity of Owner (RE) 4
- Gender of Owner (G) 5
- Don't Know 6

That completes the survey. On behalf of the city of Greensboro, thank you very much for sharing your time and thoughts in this important project. **To learn more about this study please contact the M/WBE Program Office at 336-373-2674.**

***Appendix G:  
Survey of Vendors Results***

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## APPENDIX G: SURVEY OF VENDORS RESULTS

Q1. What is your title? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q1. What is your title?	Owner	Count	79	3	5	7	78	106	2	1	281
		% within Q1. What is your title?	28.1%	1.1%	1.8%	2.5%	27.8%	37.7%	0.7%	0.4%	100.0%
		% within MGT ETHNICITY	79.8%	100.0%	71.4%	87.5%	68.4%	65.8%	66.7%	16.7%	70.1%
		% of Total	19.7%	0.7%	1.2%	1.7%	19.5%	26.4%	0.5%	0.2%	70.1%
	CEO/President	Count	10	0	0	0	16	22	0	1	49
		% within Q1. What is your title?	20.4%	0.0%	0.0%	0.0%	32.7%	44.9%	0.0%	2.0%	100.0%
		% within MGT ETHNICITY	10.1%	0.0%	0.0%	0.0%	14.0%	13.7%	0.0%	16.7%	12.2%
		% of Total	2.5%	0.0%	0.0%	0.0%	4.0%	5.5%	0.0%	0.2%	12.2%
	Manager/Financial Officer	Count	7	0	2	1	17	25	1	2	55
		% within Q1. What is your title?	12.7%	0.0%	3.6%	1.8%	30.9%	45.5%	1.8%	3.6%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	28.6%	12.5%	14.9%	15.5%	33.3%	33.3%	13.7%
		% of Total	1.7%	0.0%	0.5%	0.2%	4.2%	6.2%	0.2%	0.5%	13.7%
	Other	Count	3	0	0	0	3	8	0	2	16
		% within Q1. What is your title?	18.8%	0.0%	0.0%	0.0%	18.8%	50.0%	0.0%	12.5%	100.0%
		% within MGT ETHNICITY	3.0%	0.0%	0.0%	0.0%	2.6%	5.0%	0.0%	33.3%	4.0%
		% of Total	0.7%	0.0%	0.0%	0.0%	0.7%	2.0%	0.0%	0.5%	4.0%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q1. What is your title?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q1. What is your title? \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q1. What is your title?	Owner	Count	172	106	2	1	281
		% within Q1. What is your title?	61.2%	37.7%	0.7%	0.4%	100.0%
		% within MWBE Status	74.5%	65.8%	66.7%	16.7%	70.1%
		% of Total	42.9%	26.4%	0.5%	0.2%	70.1%
	CEO/President	Count	26	22	0	1	49
		% within Q1. What is your title?	53.1%	44.9%	0.0%	2.0%	100.0%
		% within MWBE Status	11.3%	13.7%	0.0%	16.7%	12.2%
		% of Total	6.5%	5.5%	0.0%	0.2%	12.2%
	Manager/Financial Officer	Count	27	25	1	2	55
		% within Q1. What is your title?	49.1%	45.5%	1.8%	3.6%	100.0%
		% within MWBE Status	11.7%	15.5%	33.3%	33.3%	13.7%
		% of Total	6.7%	6.2%	0.2%	0.5%	13.7%
	Other	Count	6	8	0	2	16
		% within Q1. What is your title?	37.5%	50.0%	0.0%	12.5%	100.0%
		% within MWBE Status	2.6%	5.0%	0.0%	33.3%	4.0%
		% of Total	1.5%	2.0%	0.0%	0.5%	4.0%
Total	Count	231	161	3	6	401	
	% within Q1. What is your title?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q5. Is 51% or more of your company owned and controlled by a woman or women? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q5. Is 51% or more of your company owned and controlled by a woman or women?	Yes	Count	32	1	1	2	114	0	1	1	152
		% within Q5. Is 51% or more of your company owned and controlled by a woman or women?	21.1%	0.7%	0.7%	1.3%	75.0%	0.0%	0.7%	0.7%	100.0%
		% within MGT ETHNICITY	32.3%	33.3%	14.3%	25.0%	100.0%	0.0%	33.3%	16.7%	37.9%
		% of Total	8.0%	0.2%	0.2%	0.5%	28.4%	0.0%	0.2%	0.2%	37.9%
	No	Count	67	2	6	6	0	161	2	4	248
		% within Q5. Is 51% or more of your company owned and controlled by a woman or women?	27.0%	0.8%	2.4%	2.4%	0.0%	64.9%	0.8%	1.6%	100.0%
		% within MGT ETHNICITY	67.7%	66.7%	85.7%	75.0%	0.0%	100.0%	66.7%	66.7%	61.8%
		% of Total	16.7%	0.5%	1.5%	1.5%	0.0%	40.1%	0.5%	1.0%	61.8%
	Don't Know	Count	0	0	0	0	0	0	0	1	1
		% within Q5. Is 51% or more of your company owned and controlled by a woman or women?	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q5. Is 51% or more of your company owned and controlled by a woman or women?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q4. Which ONE of the following is your company's primary line of business? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	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?	Architecture & Engineering (includes environmental, structural, land development)	Count	4	1	0	0	1	17	0	0	23
		% within Q4. Which ONE of the following is your company's primary line of business?	17.4%	4.3%	0.0%	0.0%	4.3%	73.9%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	4.0%	33.3%	0.0%	0.0%	0.9%	10.6%	0.0%	0.0%	5.7%
	Construction (general contractor, electrical, site work, HVAC, drywall, etc.)	% of Total	1.0%	0.2%	0.0%	0.0%	0.2%	4.2%	0.0%	0.0%	5.7%
		Count	31	0	4	3	38	42	1	1	120
		% within Q4. Which ONE of the following is your company's primary line of business?	25.8%	0.0%	3.3%	2.5%	31.7%	35.0%	0.8%	0.8%	100.0%
	Goods (books, office supplies, computers, equipment, vehicles, etc.)	% within MGT ETHNICITY	31.3%	0.0%	57.1%	37.5%	33.3%	26.1%	33.3%	16.7%	29.9%
		% of Total	7.7%	0.0%	1.0%	0.7%	9.5%	10.5%	0.2%	0.2%	29.9%
		Count	18	1	0	2	24	42	0	3	90
	Other Services (landscaping, software development, janitorial, security, training, vehicle maintenance, etc.)	% within Q4. Which ONE of the following is your company's primary line of business?	20.0%	1.1%	0.0%	2.2%	26.7%	46.7%	0.0%	3.3%	100.0%
		% within MGT ETHNICITY	18.2%	33.3%	0.0%	25.0%	21.1%	26.1%	0.0%	50.0%	22.4%
		% of Total	4.5%	0.2%	0.0%	0.5%	6.0%	10.5%	0.0%	0.7%	22.4%
	Professional Services (consulting, accounting, marketing, legal services, etc.)	Count	32	1	2	3	27	39	1	2	107
		% within Q4. Which ONE of the following is your company's primary line of business?	29.9%	0.9%	1.9%	2.8%	25.2%	36.4%	0.9%	1.9%	100.0%
		% within MGT ETHNICITY	32.3%	33.3%	28.6%	37.5%	23.7%	24.2%	33.3%	33.3%	26.7%
	Total	% of Total	8.0%	0.2%	0.5%	0.7%	6.7%	9.7%	0.2%	0.5%	26.7%
		Count	14	0	1	0	24	21	1	0	61
		% within Q4. Which ONE of the following is your company's primary line of business?	23.0%	0.0%	1.6%	0.0%	39.3%	34.4%	1.6%	0.0%	100.0%
Total	% within MGT ETHNICITY	14.1%	0.0%	14.3%	0.0%	21.1%	13.0%	33.3%	0.0%	15.2%	
	% of Total	3.5%	0.0%	0.2%	0.0%	6.0%	5.2%	0.2%	0.0%	15.2%	
	Count	99	3	7	8	114	161	3	6	401	
Total	% within Q4. Which ONE of the following is your company's primary line of business?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q4. Which ONE of the following is your company's primary line of business?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q4. Which ONE of the following is your company's primary line of business? * MWBE STATUS Crosstabulation							
			MWBE STATUS				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
REVISED LINEOFWO	Architecture & Engineering (includes environmental, structural, land development)	Count	6	17	0	0	23
		% within Q4. Which ONE of the following is your company's primary line of business?	26.1%	73.9%	0.0%	0.0%	100.0%
		% within MWBE STATUS	2.6%	10.6%	0.0%	0.0%	5.7%
		% of Total	1.5%	4.2%	0.0%	0.0%	5.7%
		Count	76	42	1	1	120
		% within Q4. Which ONE of the following is your company's primary line of business?	63.3%	35.0%	0.8%	0.8%	100.0%
	Construction (general contractor, electrical, site work, HVAC, drywall, etc.)	% within MWBE STATUS	32.9%	26.1%	33.3%	16.7%	29.9%
		% of Total	19.0%	10.5%	0.2%	0.2%	29.9%
		Count	45	42	0	3	90
		% within Q4. Which ONE of the following is your company's primary line of business?	50.0%	46.7%	0.0%	3.3%	100.0%
		% within MWBE STATUS	19.5%	26.1%	0.0%	50.0%	22.4%
		% of Total	11.2%	10.5%	0.0%	0.7%	22.4%
	Goods (books, office supplies, computers, equipment, vehicles, etc.)	Count	65	39	1	2	107
		% within Q4. Which ONE of the following is your company's primary line of business?	60.7%	36.4%	0.9%	1.9%	100.0%
		% within MWBE STATUS	28.1%	24.2%	33.3%	33.3%	26.7%
		% of Total	16.2%	9.7%	0.2%	0.5%	26.7%
		Count	39	21	1	0	61
		% within Q4. Which ONE of the following is your company's primary line of business?	63.9%	34.4%	1.6%	0.0%	100.0%
Other Services (landscaping, software development, janitorial, security, training, vehicle maintenance, etc.)	% within MWBE STATUS	16.9%	13.0%	33.3%	0.0%	15.2%	
	% of Total	9.7%	5.2%	0.2%	0.0%	15.2%	
	Count	231	161	3	6	401	
	% within Q4. Which ONE of the following is your company's primary line of business?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE STATUS	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	
Professional Services (consulting, accounting, marketing, legal services, etc.)	Count	231	161	3	6	401	
	% within Q4. Which ONE of the following is your company's primary line of business?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE STATUS	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	
	Count	231	161	3	6	401	
	% within Q4. Which ONE of the following is your company's primary line of business?	57.6%	40.1%	0.7%	1.5%	100.0%	
Total	% within MWBE STATUS	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	
	Count	231	161	3	6	401	
	% within Q4. Which ONE of the following is your company's primary line of business?	57.6%	40.1%	0.7%	1.5%	100.0%	
Total	% within MWBE STATUS	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	
	Count	231	161	3	6	401	
	% within Q4. Which ONE of the following is your company's primary line of business?	57.6%	40.1%	0.7%	1.5%	100.0%	

Q5. Is 51% or more of your company owned and controlled by a woman or women? * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q5. Is 51% or more of your company owned and controlled by a woman or women?	Yes	Count	150	0	1	1	152
		% within Q5. Is 51% or more of your company owned and controlled by a woman or women?	98.7%	0.0%	0.7%	0.7%	100.0%
		% within MWBE Status	64.9%	0.0%	33.3%	16.7%	37.9%
		% of Total	37.4%	0.0%	0.2%	0.2%	37.9%
	No	Count	81	161	2	4	248
		% within Q5. Is 51% or more of your company owned and controlled by a woman or women?	32.7%	64.9%	0.8%	1.6%	100.0%
		% within MWBE Status	35.1%	100.0%	66.7%	66.7%	61.8%
		% of Total	20.2%	40.1%	0.5%	1.0%	61.8%
	Don't Know	Count	0	0	0	1	1
		% within Q5. Is 51% or more of your company owned and controlled by a woman or women?	0.0%	0.0%	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	0.0%	0.0%	16.7%	0.2%
		% of Total	0.0%	0.0%	0.0%	0.2%	0.2%
Total	Count	231	161	3	6	401	
	% within Q5. Is 51% or more of your company owned and controlled by a woman or women?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	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? Crosstabulation											
			Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	RESPONSE/DON'T KNOW	Total
Race ethnicity	African American	Count	99	0	0	0	0	0	0	0	99
		% within Race ethnicity	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% 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%	0.0%	24.7%
		% of Total	24.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	24.7%
	Asian or Pacific Islander	Count	0	3	0	0	0	0	0	0	3
		% within Race ethnicity	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% 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%	0.0%	0.7%
		% of Total	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%
	Hispanic American	Count	0	0	7	0	0	0	0	0	7
		% within Race ethnicity	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% 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%	0.0%	1.7%
		% of Total	0.0%	0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%
	Native American/Alaskan Native	Count	0	0	0	8	0	0	0	0	8
		% within Race ethnicity	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% 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%	0.0%	2.0%
		% of Total	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%
	No Response/Don't Know	Count	0	0	0	0	0	0	0	6	6
		% within Race ethnicity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
		% 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%	0.0%	100.0%	1.5%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	1.5%
	Other (please specify)	Count	0	0	0	0	0	0	3	0	3
		% within Race ethnicity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	0.0%	0.7%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.7%
White/Caucasian	Count	0	0	0	0	114	161	0	0	275	
	% within Race ethnicity	0.0%	0.0%	0.0%	0.0%	41.5%	58.5%	0.0%	0.0%	100.0%	
	% 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%	100.0%	100.0%	0.0%	0.0%	68.6%	
	% of Total	0.0%	0.0%	0.0%	0.0%	28.4%	40.1%	0.0%	0.0%	68.6%	
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Race ethnicity	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% 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%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	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 Status Crosstabulation							
			MWBE Status				
			MWBE	Non-MWBE	Other	No Response/ Don't Know	Total
Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	AFRICAN AMERICAN	Count	99	0	0	0	99
		% 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%	100.0%
		% within MWBE Status	42.9%	0.0%	0.0%	0.0%	24.7%
		% of Total	24.7%	0.0%	0.0%	0.0%	24.7%
	ASIAN AMERICAN	Count	3	0	0	0	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?	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MWBE Status	1.3%	0.0%	0.0%	0.0%	0.7%
		% of Total	0.7%	0.0%	0.0%	0.0%	0.7%
	HISPANIC AMERICAN	Count	7	0	0	0	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?	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MWBE Status	3.0%	0.0%	0.0%	0.0%	1.7%
		% of Total	1.7%	0.0%	0.0%	0.0%	1.7%
	NATIVE AMERICAN	Count	8	0	0	0	8
		% 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%	100.0%
		% within MWBE Status	3.5%	0.0%	0.0%	0.0%	2.0%
		% of Total	2.0%	0.0%	0.0%	0.0%	2.0%
	NONMINORITY FEMALE	Count	114	0	0	0	114
		% 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%	100.0%
		% within MWBE Status	49.4%	0.0%	0.0%	0.0%	28.4%
		% of Total	28.4%	0.0%	0.0%	0.0%	28.4%
NONMINORITY MALE	Count	0	161	0	0	161	
	% 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%	100.0%	
	% within MWBE Status	0.0%	100.0%	0.0%	0.0%	40.1%	
	% of Total	0.0%	40.1%	0.0%	0.0%	40.1%	
OTHER	Count	0	0	3	0	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%	0.0%	100.0%	
	% within MWBE Status	0.0%	0.0%	100.0%	0.0%	0.7%	
	% of Total	0.0%	0.0%	0.7%	0.0%	0.7%	
NO RESPONSE/ DON'T KNOW	Count	0	0	0	6	6	
	% 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%	100.0%	
	% within MWBE Status	0.0%	0.0%	0.0%	100.0%	1.5%	
	% of Total	0.0%	0.0%	0.0%	1.5%	1.5%	
Total	Count	231	161	3	6	401	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q7. What is the highest level of education completed by the primary owner? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
Q7. What is the highest level of education completed by the primary owner?	Some high school	Count	3	0	0	0	2	2	0	0	7
		% within Q7. What is the highest level of education completed by the primary owner?	42.9%	0.0%	0.0%	0.0%	28.6%	28.6%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	3.0%	0.0%	0.0%	0.0%	1.8%	1.2%	0.0%	0.0%	1.7%
		% of Total	0.7%	0.0%	0.0%	0.0%	0.5%	0.5%	0.0%	0.0%	1.7%
	High school graduate	Count	12	0	1	0	19	24	0	0	56
		% within Q7. What is the highest level of education completed by the primary owner?	21.4%	0.0%	1.8%	0.0%	33.9%	42.9%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	12.1%	0.0%	14.3%	0.0%	16.7%	14.9%	0.0%	0.0%	14.0%
		% of Total	3.0%	0.0%	0.2%	0.0%	4.7%	6.0%	0.0%	0.0%	14.0%
	Trade or technical education	Count	46	3	0	4	52	82	2	0	189
		% within Q7. What is the highest level of education completed by the primary owner?	24.3%	1.6%	0.0%	2.1%	27.5%	43.4%	1.1%	0.0%	100.0%
		% within MGT ETHNICITY	46.5%	100.0%	0.0%	50.0%	45.6%	50.9%	66.7%	0.0%	47.1%
		% of Total	11.5%	0.7%	0.0%	1.0%	13.0%	20.4%	0.5%	0.0%	47.1%
	Some college	Count	20	0	3	2	21	21	0	0	67
		% within Q7. What is the highest level of education completed by the primary owner?	29.9%	0.0%	4.5%	3.0%	31.3%	31.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	20.2%	0.0%	42.9%	25.0%	18.4%	13.0%	0.0%	0.0%	16.7%
		% of Total	5.0%	0.0%	0.7%	0.5%	5.2%	5.2%	0.0%	0.0%	16.7%
	Post graduate degree	Count	17	0	2	1	18	28	1	2	69
		% within Q7. What is the highest level of education completed by the primary owner?	24.6%	0.0%	2.9%	1.4%	26.1%	40.6%	1.4%	2.9%	100.0%
% within MGT ETHNICITY		17.2%	0.0%	28.6%	12.5%	15.8%	17.4%	33.3%	33.3%	17.2%	
% of Total		4.2%	0.0%	0.5%	0.2%	4.5%	7.0%	0.2%	0.5%	17.2%	
No response/ Don't know	Count	1	0	1	1	2	4	0	4	13	
	% within Q7. What is the highest level of education completed by the primary owner?	7.7%	0.0%	7.7%	7.7%	15.4%	30.8%	0.0%	30.8%	100.0%	
	% within MGT ETHNICITY	1.0%	0.0%	14.3%	12.5%	1.8%	2.5%	0.0%	66.7%	3.2%	
	% of Total	0.2%	0.0%	0.2%	0.2%	0.5%	1.0%	0.0%	1.0%	3.2%	
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q7. What is the highest level of education completed by the primary owner?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q7. What is the highest level of education completed by the primary owner? * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q7. What is the highest level of education completed by the primary owner?	Some high school	Count	5	2	0	0	7
		% within Q7. What is the highest level of education completed by the primary owner?	71.4%	28.6%	0.0%	0.0%	100.0%
		% within MWBE Status	2.2%	1.2%	0.0%	0.0%	1.7%
		% of Total	1.2%	0.5%	0.0%	0.0%	1.7%
	High school graduate	Count	32	24	0	0	56
		% within Q7. What is the highest level of education completed by the primary owner?	57.1%	42.9%	0.0%	0.0%	100.0%
		% within MWBE Status	13.9%	14.9%	0.0%	0.0%	14.0%
		% of Total	8.0%	6.0%	0.0%	0.0%	14.0%
	Trade or technical education	Count	105	82	2	0	189
		% within Q7. What is the highest level of education completed by the primary owner?	55.6%	43.4%	1.1%	0.0%	100.0%
		% within MWBE Status	45.5%	50.9%	66.7%	0.0%	47.1%
		% of Total	26.2%	20.4%	0.5%	0.0%	47.1%
	Some college	Count	46	21	0	0	67
		% within Q7. What is the highest level of education completed by the primary owner?	68.7%	31.3%	0.0%	0.0%	100.0%
		% within MWBE Status	19.9%	13.0%	0.0%	0.0%	16.7%
		% of Total	11.5%	5.2%	0.0%	0.0%	16.7%
	Post graduate degree	Count	38	28	1	2	69
		% within Q7. What is the highest level of education completed by the primary owner?	55.1%	40.6%	1.4%	2.9%	100.0%
		% within MWBE Status	16.5%	17.4%	33.3%	33.3%	17.2%
		% of Total	9.5%	7.0%	0.2%	0.5%	17.2%
	No response/ Don't know	Count	5	4	0	4	13
		% within Q7. What is the highest level of education completed by the primary owner?	38.5%	30.8%	0.0%	30.8%	100.0%
		% within MWBE Status	2.2%	2.5%	0.0%	66.7%	3.2%
		% of Total	1.2%	1.0%	0.0%	1.0%	3.2%
Total	Count	231	161	3	6	401	
	% within Q7. What is the highest level of education completed by the primary owner?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q8. In what year was your company established? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q8. In what year was your company established?	Prior to 1970	Count	5	0	1	1	6	40	1	3	57
		% within Q8. In what year was your company established?	8.8%	0.0%	1.8%	1.8%	10.5%	70.2%	1.8%	5.3%	100.0%
		% within MGT ETHNICITY	5.1%	0.0%	14.3%	12.5%	5.3%	24.8%	33.3%	50.0%	14.2%
		% of Total	1.2%	0.0%	0.2%	0.2%	1.5%	10.0%	0.2%	0.7%	14.2%
	1971-1990	Count	20	0	0	3	32	46	1	2	104
		% within Q8. In what year was your company established?	19.2%	0.0%	0.0%	2.9%	30.8%	44.2%	1.0%	1.9%	100.0%
		% within MGT ETHNICITY	20.2%	0.0%	0.0%	37.5%	28.1%	28.6%	33.3%	33.3%	25.9%
		% of Total	5.0%	0.0%	0.0%	0.7%	8.0%	11.5%	0.2%	0.5%	25.9%
	1991-2000	Count	35	1	2	0	36	31	0	0	105
		% within Q8. In what year was your company established?	33.3%	1.0%	1.9%	0.0%	34.3%	29.5%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	35.4%	33.3%	28.6%	0.0%	31.6%	19.3%	0.0%	0.0%	26.2%
		% of Total	8.7%	0.2%	0.5%	0.0%	9.0%	7.7%	0.0%	0.0%	26.2%
	After 2001	Count	39	2	4	4	40	44	1	1	135
		% within Q8. In what year was your company established?	28.9%	1.5%	3.0%	3.0%	29.6%	32.6%	0.7%	0.7%	100.0%
		% within MGT ETHNICITY	39.4%	66.7%	57.1%	50.0%	35.1%	27.3%	33.3%	16.7%	33.7%
		% of Total	9.7%	0.5%	1.0%	1.0%	10.0%	11.0%	0.2%	0.2%	33.7%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q8. In what year was your company established?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q8. In what year was your company established? \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q8. In what year was your company established?	Prior to 1970	Count	13	40	1	3	57
		% within Q8. In what year was your company established?	22.8%	70.2%	1.8%	5.3%	100.0%
		% within MWBE Status	5.6%	24.8%	33.3%	50.0%	14.2%
		% of Total	3.2%	10.0%	0.2%	0.7%	14.2%
	1971-1990	Count	55	46	1	2	104
		% within Q8. In what year was your company established?	52.9%	44.2%	1.0%	1.9%	100.0%
		% within MWBE Status	23.8%	28.6%	33.3%	33.3%	25.9%
		% of Total	13.7%	11.5%	0.2%	0.5%	25.9%
	1991-2000	Count	74	31	0	0	105
		% within Q8. In what year was your company established?	70.5%	29.5%	0.0%	0.0%	100.0%
		% within MWBE Status	32.0%	19.3%	0.0%	0.0%	26.2%
		% of Total	18.5%	7.7%	0.0%	0.0%	26.2%
	After 2001	Count	89	44	1	1	135
		% within Q8. In what year was your company established?	65.9%	32.6%	0.7%	0.7%	100.0%
		% within MWBE Status	38.5%	27.3%	33.3%	16.7%	33.7%
		% of Total	22.2%	11.0%	0.2%	0.2%	33.7%
Total	Count	231	161	3	6	401	
	% within Q8. In what year was your company established?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q9. How many years experience in your company's business line does the primary owner of your firm have? * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q9. How many years experience in your company's business line does the primary owner of your firm have?	0-10 years	Count	46	18	1	2	67
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	68.7%	26.9%	1.5%	3.0%	100.0%
		% within MWBE Status	19.9%	11.2%	33.3%	33.3%	16.7%
		% of Total	11.5%	4.5%	0.2%	0.5%	16.7%
	11-20 years	Count	70	31	0	0	101
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	69.3%	30.7%	0.0%	0.0%	100.0%
		% within MWBE Status	30.3%	19.3%	0.0%	0.0%	25.2%
		% of Total	17.5%	7.7%	0.0%	0.0%	25.2%
	21-30 years	Count	72	54	1	2	129
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	55.8%	41.9%	0.8%	1.6%	100.0%
		% within MWBE Status	31.2%	33.5%	33.3%	33.3%	32.2%
		% of Total	18.0%	13.5%	0.2%	0.5%	32.2%
	31-40 years	Count	33	34	0	1	68
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	48.5%	50.0%	0.0%	1.5%	100.0%
		% within MWBE Status	14.3%	21.1%	0.0%	16.7%	17.0%
		% of Total	8.2%	8.5%	0.0%	0.2%	17.0%
	41+ years	Count	10	24	1	1	36
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	27.8%	66.7%	2.8%	2.8%	100.0%
% within MWBE Status		4.3%	14.9%	33.3%	16.7%	9.0%	
% of Total		2.5%	6.0%	0.2%	0.2%	9.0%	
Total	Count	231	161	3	6	401	
	% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q9. How many years experience in your company's business line does the primary owner of your firm have? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
Q9. How many years experience in your company's business line does the primary owner of your firm have?	0-10 years	Count	17	1	0	2	26	18	1	2	67
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	25.4%	1.5%	0.0%	3.0%	38.8%	26.9%	1.5%	3.0%	100.0%
		% within MGT ETHNICITY	17.2%	33.3%	0.0%	25.0%	22.8%	11.2%	33.3%	33.3%	16.7%
		% of Total	4.2%	0.2%	0.0%	0.5%	6.5%	4.5%	0.2%	0.5%	16.7%
	11-20 years	Count	30	1	6	1	32	31	0	0	101
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	29.7%	1.0%	5.9%	1.0%	31.7%	30.7%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	30.3%	33.3%	85.7%	12.5%	28.1%	19.3%	0.0%	0.0%	25.2%
		% of Total	7.5%	0.2%	1.5%	0.2%	8.0%	7.7%	0.0%	0.0%	25.2%
	21-30 years	Count	38	1	0	2	31	54	1	2	129
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	29.5%	0.8%	0.0%	1.6%	24.0%	41.9%	0.8%	1.6%	100.0%
		% within MGT ETHNICITY	38.4%	33.3%	0.0%	25.0%	27.2%	33.5%	33.3%	33.3%	32.2%
		% of Total	9.5%	0.2%	0.0%	0.5%	7.7%	13.5%	0.2%	0.5%	32.2%
	31-40 years	Count	11	0	0	3	19	34	0	1	68
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	16.2%	0.0%	0.0%	4.4%	27.9%	50.0%	0.0%	1.5%	100.0%
		% within MGT ETHNICITY	11.1%	0.0%	0.0%	37.5%	16.7%	21.1%	0.0%	16.7%	17.0%
		% of Total	2.7%	0.0%	0.0%	0.7%	4.7%	8.5%	0.0%	0.2%	17.0%
	41+ years	Count	3	0	1	0	6	24	1	1	36
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	8.3%	0.0%	2.8%	0.0%	16.7%	66.7%	2.8%	2.8%	100.0%
		% within MGT ETHNICITY	3.0%	0.0%	14.3%	0.0%	5.3%	14.9%	33.3%	16.7%	9.0%
		% of Total	0.7%	0.0%	0.2%	0.0%	1.5%	6.0%	0.2%	0.2%	9.0%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	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 Status Crosstabulation			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
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	182	99	1	1	283
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	64.3%	35.0%	0.4%	0.4%	100.0%
		% within MWBE Status	78.8%	61.5%	33.3%	16.7%	70.6%
		% of Total	45.4%	24.7%	0.2%	0.2%	70.6%
	11-20 employees	Count	25	27	0	2	54
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	46.3%	50.0%	0.0%	3.7%	100.0%
		% within MWBE Status	10.8%	16.8%	0.0%	33.3%	13.5%
		% of Total	6.2%	6.7%	0.0%	0.5%	13.5%
	21-30 employees	Count	9	9	0	2	20
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	45.0%	45.0%	0.0%	10.0%	100.0%
		% within MWBE Status	3.9%	5.6%	0.0%	33.3%	5.0%
		% of Total	2.2%	2.2%	0.0%	0.5%	5.0%
	31-40 employees	Count	2	7	0	0	9
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	22.2%	77.8%	0.0%	0.0%	100.0%
		% within MWBE Status	0.9%	4.3%	0.0%	0.0%	2.2%
		% of Total	0.5%	1.7%	0.0%	0.0%	2.2%
	40 or more employees	Count	13	19	2	1	35
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	37.1%	54.3%	5.7%	2.9%	100.0%
		% within MWBE Status	5.6%	11.8%	66.7%	16.7%	8.7%
		% of Total	3.2%	4.7%	0.5%	0.2%	8.7%
Total	Count	231	161	3	6	401	
	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
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	85	2	5	5	85	99	1	1	283
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	30.0%	0.7%	1.8%	1.8%	30.0%	35.0%	0.4%	0.4%	100.0%
		% within MGT ETHNICITY	85.9%	66.7%	71.4%	62.5%	74.6%	61.5%	33.3%	16.7%	70.6%
		% of Total	21.2%	0.5%	1.2%	1.2%	21.2%	24.7%	0.2%	0.2%	70.6%
	11-20 employees	Count	7	1	1	2	14	27	0	2	54
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	13.0%	1.9%	1.9%	3.7%	25.9%	50.0%	0.0%	3.7%	100.0%
		% within MGT ETHNICITY	7.1%	33.3%	14.3%	25.0%	12.3%	16.8%	0.0%	33.3%	13.5%
		% of Total	1.7%	0.2%	0.2%	0.5%	3.5%	6.7%	0.0%	0.5%	13.5%
	21-30 employees	Count	3	0	1	0	5	9	0	2	20
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	15.0%	0.0%	5.0%	0.0%	25.0%	45.0%	0.0%	10.0%	100.0%
		% within MGT ETHNICITY	3.0%	0.0%	14.3%	0.0%	4.4%	5.6%	0.0%	33.3%	5.0%
		% of Total	0.7%	0.0%	0.2%	0.0%	1.2%	2.2%	0.0%	0.5%	5.0%
	31-40 employees	Count	2	0	0	0	0	7	0	0	9
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	22.2%	0.0%	0.0%	0.0%	0.0%	77.8%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	2.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	2.2%
		% of Total	0.5%	0.0%	0.0%	0.0%	0.0%	1.7%	0.0%	0.0%	2.2%
	40 or more employees	Count	2	0	0	1	10	19	2	1	35
		% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	5.7%	0.0%	0.0%	2.9%	28.6%	54.3%	5.7%	2.9%	100.0%
		% within MGT ETHNICITY	2.0%	0.0%	0.0%	12.5%	8.8%	11.8%	66.7%	16.7%	8.7%
		% of Total	0.5%	0.0%	0.0%	0.2%	2.5%	4.7%	0.5%	0.2%	8.7%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q10. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies? * MWBE Status							
			Crosstabulation				
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	0%	Count	18	7	0	0	25
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	72.0%	28.0%	0.0%	0.0%	100.0%
		% within MWBE Status	7.8%	4.3%	0.0%	0.0%	6.2%
		% of Total	4.5%	1.7%	0.0%	0.0%	6.2%
	1%-10%	Count	14	2	1	0	17
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	82.4%	11.8%	5.9%	0.0%	100.0%
		% within MWBE Status	6.1%	1.2%	33.3%	0.0%	4.2%
		% of Total	3.5%	0.5%	0.2%	0.0%	4.2%
	11%-30%	Count	14	12	0	1	27
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	51.9%	44.4%	0.0%	3.7%	100.0%
		% within MWBE Status	6.1%	7.5%	0.0%	16.7%	6.7%
		% of Total	3.5%	3.0%	0.0%	0.2%	6.7%
	31%-50%	Count	21	17	0	1	39
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	53.8%	43.6%	0.0%	2.6%	100.0%
		% within MWBE Status	9.1%	10.6%	0.0%	16.7%	9.7%
		% of Total	5.2%	4.2%	0.0%	0.2%	9.7%
	51%-100%	Count	164	123	2	4	293
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	56.0%	42.0%	0.7%	1.4%	100.0%
% within MWBE Status		71.0%	76.4%	66.7%	66.7%	73.1%	
% of Total		40.9%	30.7%	0.5%	1.0%	73.1%	
Total	Count	231	161	3	6	401	
	% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	0%	Count	7	0	0	1	10	7	0	0	25
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	28.0%	0.0%	0.0%	4.0%	40.0%	28.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	12.5%	8.8%	4.3%	0.0%	0.0%	6.2%
		% of Total	1.7%	0.0%	0.0%	0.2%	2.5%	1.7%	0.0%	0.0%	6.2%
	1%-10%	Count	6	0	2	0	6	2	1	0	17
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	35.3%	0.0%	11.8%	0.0%	35.3%	11.8%	5.9%	0.0%	100.0%
		% within MGT ETHNICITY	6.1%	0.0%	28.6%	0.0%	5.3%	1.2%	33.3%	0.0%	4.2%
		% of Total	1.5%	0.0%	0.5%	0.0%	1.5%	0.5%	0.2%	0.0%	4.2%
	11%-30%	Count	5	1	0	1	7	12	0	1	27
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	18.5%	3.7%	0.0%	3.7%	25.9%	44.4%	0.0%	3.7%	100.0%
		% within MGT ETHNICITY	5.1%	33.3%	0.0%	12.5%	6.1%	7.5%	0.0%	16.7%	6.7%
		% of Total	1.2%	0.2%	0.0%	0.2%	1.7%	3.0%	0.0%	0.2%	6.7%
	31%-50%	Count	8	0	0	1	12	17	0	1	39
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	20.5%	0.0%	0.0%	2.6%	30.8%	43.6%	0.0%	2.6%	100.0%
		% within MGT ETHNICITY	8.1%	0.0%	0.0%	12.5%	10.5%	10.6%	0.0%	16.7%	9.7%
		% of Total	2.0%	0.0%	0.0%	0.2%	3.0%	4.2%	0.0%	0.2%	9.7%
	51%-100%	Count	73	2	5	5	79	123	2	4	293
		% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	24.9%	0.7%	1.7%	1.7%	27.0%	42.0%	0.7%	1.4%	100.0%
		% within MGT ETHNICITY	73.7%	66.7%	71.4%	62.5%	69.3%	76.4%	66.7%	66.7%	73.1%
		% of Total	18.2%	0.5%	1.2%	1.2%	19.7%	30.7%	0.5%	1.0%	73.1%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q11. Approximately what percentage of your company's gross revenues between 2005 through 2010 came from doing business with Other Government Agencies?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

**Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program? \* MWBE Status**  
**Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	Yes	Count	127	19	2	0	148
		% within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	85.8%	12.8%	1.4%	0.0%	100.0%
		% within MWBE Status	55.0%	11.8%	66.7%	0.0%	36.9%
		% of Total	31.7%	4.7%	0.5%	0.0%	36.9%
	No	Count	89	126	1	4	220
		% within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	40.5%	57.3%	0.5%	1.8%	100.0%
		% within MWBE Status	38.5%	78.3%	33.3%	66.7%	54.9%
		% of Total	22.2%	31.4%	0.2%	1.0%	54.9%
	Don't know	Count	15	16	0	2	33
		% within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	45.5%	48.5%	0.0%	6.1%	100.0%
		% within MWBE Status	6.5%	9.9%	0.0%	33.3%	8.2%
		% of Total	3.7%	4.0%	0.0%	0.5%	8.2%
Total	Count	231	161	3	6	401	
	% within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	Yes	Count	61	2	5	5	54	19	2	0	148
		% within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	41.2%	1.4%	3.4%	3.4%	36.5%	12.8%	1.4%	0.0%	100.0%
		% within MGT ETHNICITY	61.6%	66.7%	71.4%	62.5%	47.4%	11.8%	66.7%	0.0%	36.9%
		% of Total	15.2%	0.5%	1.2%	1.2%	13.5%	4.7%	0.5%	0.0%	36.9%
	No	Count	34	1	2	2	50	126	1	4	220
		% within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	15.5%	0.5%	0.9%	0.9%	22.7%	57.3%	0.5%	1.8%	100.0%
		% within MGT ETHNICITY	34.3%	33.3%	28.6%	25.0%	43.9%	78.3%	33.3%	66.7%	54.9%
		% of Total	8.5%	0.2%	0.5%	0.5%	12.5%	31.4%	0.2%	1.0%	54.9%
	Don't know	Count	4	0	0	1	10	16	0	2	33
		% within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	12.1%	0.0%	0.0%	3.0%	30.3%	48.5%	0.0%	6.1%	100.0%
		% within MGT ETHNICITY	4.0%	0.0%	0.0%	12.5%	8.8%	9.9%	0.0%	33.3%	8.2%
		% of Total	1.0%	0.0%	0.0%	0.2%	2.5%	4.0%	0.0%	0.5%	8.2%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q12. Is your business certified with the State of North Carolina Historically Underutilized Business (HUB) Statewide Uniform Certification (SWUC) Program?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q13. If you are not certified as an HUB, what is the primary reason you are not? \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q13. If you are not certified as an HUB, what is the primary reason you are not?	Not qualified	Count	14	44	0	2	60
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	23.3%	73.3%	0.0%	3.3%	100.0%
		% within MWBE Status	15.7%	34.9%	0.0%	50.0%	27.3%
		% of Total	6.4%	20.0%	0.0%	0.9%	27.3%
	Certification does not benefit my firm	Count	5	5	0	0	10
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MWBE Status	5.6%	4.0%	0.0%	0.0%	4.5%
		% of Total	2.3%	2.3%	0.0%	0.0%	4.5%
	Application asks for too much information	Count	3	0	0	0	3
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MWBE Status	3.4%	0.0%	0.0%	0.0%	1.4%
		% of Total	1.4%	0.0%	0.0%	0.0%	1.4%
	No reason	Count	54	70	1	0	125
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	43.2%	56.0%	0.8%	0.0%	100.0%
		% within MWBE Status	60.7%	55.6%	100.0%	0.0%	56.8%
		% of Total	24.5%	31.8%	0.5%	0.0%	56.8%
	Other (please specify)	Count	13	7	0	2	22
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	59.1%	31.8%	0.0%	9.1%	100.0%
		% within MWBE Status	14.6%	5.6%	0.0%	50.0%	10.0%
		% of Total	5.9%	3.2%	0.0%	0.9%	10.0%
Total	Count	89	126	1	4	220	
	% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	40.5%	57.3%	0.5%	1.8%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	40.5%	57.3%	0.5%	1.8%	100.0%	

Q13. If you are not certified as an HUB, what is the primary reason you are not? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q13. If you are not certified as an HUB, what is the primary reason you are not?	Not qualified	Count	3	1	0	0	10	44	0	2	60
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	5.0%	1.7%	0.0%	0.0%	16.7%	73.3%	0.0%	3.3%	100.0%
		% within MGT ETHNICITY	8.8%	100.0%	0.0%	0.0%	20.0%	34.9%	0.0%	50.0%	27.3%
		% of Total	1.4%	0.5%	0.0%	0.0%	4.5%	20.0%	0.0%	0.9%	27.3%
	Certification does not benefit my firm	Count	3	0	0	0	2	5	0	0	10
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	30.0%	0.0%	0.0%	0.0%	20.0%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	8.8%	0.0%	0.0%	0.0%	4.0%	4.0%	0.0%	0.0%	4.5%
		% of Total	1.4%	0.0%	0.0%	0.0%	0.9%	2.3%	0.0%	0.0%	4.5%
	Application asks for too much information	Count	1	0	0	0	2	0	0	0	3
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	33.3%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	2.9%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	1.4%
		% of Total	0.5%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	1.4%
	No reason	Count	19	0	2	1	32	70	1	0	125
		% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	15.2%	0.0%	1.6%	0.8%	25.6%	56.0%	0.8%	0.0%	100.0%
		% within MGT ETHNICITY	55.9%	0.0%	100.0%	50.0%	64.0%	55.6%	100.0%	0.0%	56.8%
		% of Total	8.6%	0.0%	0.9%	0.5%	14.5%	31.8%	0.5%	0.0%	56.8%
Other (please specify)	Count	8	0	0	1	4	7	0	2	22	
	% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	36.4%	0.0%	0.0%	4.5%	18.2%	31.8%	0.0%	9.1%	100.0%	
	% within MGT ETHNICITY	23.5%	0.0%	0.0%	50.0%	8.0%	5.6%	0.0%	50.0%	10.0%	
	% of Total	3.6%	0.0%	0.0%	0.5%	1.8%	3.2%	0.0%	0.9%	10.0%	
Total	Count	34	1	2	2	50	126	1	4	220	
	% within Q13. If you are not certified as an HUB, what is the primary reason you are not?	15.5%	0.5%	0.9%	0.9%	22.7%	57.3%	0.5%	1.8%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	15.5%	0.5%	0.9%	0.9%	22.7%	57.3%	0.5%	1.8%	100.0%	

Q14. Do you have any of these certifications: DBE \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q14. Do you have any of these certifications: DBE	Yes	Count	65	5	2	0	72
		% within Q14. Do you have any of these certifications: DBE	90.3%	6.9%	2.8%	0.0%	100.0%
		% within MWBE Status	28.1%	3.1%	66.7%	0.0%	18.0%
		% of Total	16.2%	1.2%	0.5%	0.0%	18.0%
	No	Count	157	149	1	4	311
		% within Q14. Do you have any of these certifications: DBE	50.5%	47.9%	0.3%	1.3%	100.0%
		% within MWBE Status	68.0%	92.5%	33.3%	66.7%	77.6%
		% of Total	39.2%	37.2%	0.2%	1.0%	77.6%
	Don't know	Count	9	7	0	2	18
		% within Q14. Do you have any of these certifications: DBE	50.0%	38.9%	0.0%	11.1%	100.0%
		% within MWBE Status	3.9%	4.3%	0.0%	33.3%	4.5%
		% of Total	2.2%	1.7%	0.0%	0.5%	4.5%
Total	Count	231	161	3	6	401	
	% within Q14. Do you have any of these certifications: DBE	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q14. Do you have any of these certifications: DBE * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q14. Do you have any of these certifications: DBE	Yes	Count	40	1	3	3	18	5	2	0	72
		% within Q14. Do you have any of these certifications: DBE	55.6%	1.4%	4.2%	4.2%	25.0%	6.9%	2.8%	0.0%	100.0%
		% within MGT ETHNICITY	40.4%	33.3%	42.9%	37.5%	15.8%	3.1%	66.7%	0.0%	18.0%
		% of Total	10.0%	0.2%	0.7%	0.7%	4.5%	1.2%	0.5%	0.0%	18.0%
	No	Count	56	2	4	5	90	149	1	4	311
		% within Q14. Do you have any of these certifications: DBE	18.0%	0.6%	1.3%	1.6%	28.9%	47.9%	0.3%	1.3%	100.0%
		% within MGT ETHNICITY	56.6%	66.7%	57.1%	62.5%	78.9%	92.5%	33.3%	66.7%	77.6%
		% of Total	14.0%	0.5%	1.0%	1.2%	22.4%	37.2%	0.2%	1.0%	77.6%
	Don't know	Count	3	0	0	0	6	7	0	2	18
		% within Q14. Do you have any of these certifications: DBE	16.7%	0.0%	0.0%	0.0%	33.3%	38.9%	0.0%	11.1%	100.0%
		% within MGT ETHNICITY	3.0%	0.0%	0.0%	0.0%	5.3%	4.3%	0.0%	33.3%	4.5%
		% of Total	0.7%	0.0%	0.0%	0.0%	1.5%	1.7%	0.0%	0.5%	4.5%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q14. Do you have any of these certifications: DBE	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q14. Do you have any of these certifications: WBE * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q14. Do you have any of these certifications: WBE	Yes	Count	64	1	1	0	66
		% within Q14. Do you have any of these certifications: WBE	97.0%	1.5%	1.5%	0.0%	100.0%
		% within MWBE Status	27.7%	0.6%	33.3%	0.0%	16.5%
		% of Total	16.0%	0.2%	0.2%	0.0%	16.5%
	No	Count	159	152	2	4	317
		% within Q14. Do you have any of these certifications: WBE	50.2%	47.9%	0.6%	1.3%	100.0%
		% within MWBE Status	68.8%	94.4%	66.7%	66.7%	79.1%
		% of Total	39.7%	37.9%	0.5%	1.0%	79.1%
	Don't know	Count	8	8	0	2	18
		% within Q14. Do you have any of these certifications: WBE	44.4%	44.4%	0.0%	11.1%	100.0%
		% within MWBE Status	3.5%	5.0%	0.0%	33.3%	4.5%
		% of Total	2.0%	2.0%	0.0%	0.5%	4.5%
Total	Count	231	161	3	6	401	
	% within Q14. Do you have any of these certifications: WBE	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q14. Do you have any of these certifications: WBE \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q14. Do you have any of these certifications: WBE	Yes	Count	11	1	0	1	51	1	1	0	66
		% within Q14. Do you have any of these certifications: WBE	16.7%	1.5%	0.0%	1.5%	77.3%	1.5%	1.5%	0.0%	100.0%
		% within MGT ETHNICITY	11.1%	33.3%	0.0%	12.5%	44.7%	0.6%	33.3%	0.0%	16.5%
		% of Total	2.7%	0.2%	0.0%	0.2%	12.7%	0.2%	0.2%	0.0%	16.5%
	No	Count	85	2	7	7	58	152	2	4	317
		% within Q14. Do you have any of these certifications: WBE	26.8%	0.6%	2.2%	2.2%	18.3%	47.9%	0.6%	1.3%	100.0%
		% within MGT ETHNICITY	85.9%	66.7%	100.0%	87.5%	50.9%	94.4%	66.7%	66.7%	79.1%
		% of Total	21.2%	0.5%	1.7%	1.7%	14.5%	37.9%	0.5%	1.0%	79.1%
	Don't know	Count	3	0	0	0	5	8	0	2	18
		% within Q14. Do you have any of these certifications: WBE	16.7%	0.0%	0.0%	0.0%	27.8%	44.4%	0.0%	11.1%	100.0%
		% within MGT ETHNICITY	3.0%	0.0%	0.0%	0.0%	4.4%	5.0%	0.0%	33.3%	4.5%
		% of Total	0.7%	0.0%	0.0%	0.0%	1.2%	2.0%	0.0%	0.5%	4.5%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q14. Do you have any of these certifications: WBE	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q15. Is your business certified with any other agency? \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q15. Is your business certified with any other agency?	Yes	Count	65	31	0	0	96
		% within Q15. Is your business certified with any other agency?	67.7%	32.3%	0.0%	0.0%	100.0%
		% within MWBE Status	28.1%	19.3%	0.0%	0.0%	23.9%
		% of Total	16.2%	7.7%	0.0%	0.0%	23.9%
	No	Count	152	117	3	5	277
		% within Q15. Is your business certified with any other agency?	54.9%	42.2%	1.1%	1.8%	100.0%
		% within MWBE Status	65.8%	72.7%	100.0%	83.3%	69.1%
		% of Total	37.9%	29.2%	0.7%	1.2%	69.1%
	Don't know	Count	14	13	0	1	28
		% within Q15. Is your business certified with any other agency?	50.0%	46.4%	0.0%	3.6%	100.0%
		% within MWBE Status	6.1%	8.1%	0.0%	16.7%	7.0%
		% of Total	3.5%	3.2%	0.0%	0.2%	7.0%
Total	Count	231	161	3	6	401	
	% within Q15. Is your business certified with any other agency?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q15. Is your business certified with any other agency? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q15. Is your business certified with any other agency?	Yes	Count	30	2	1	4	28	31	0	0	96
		% within Q15. Is your business certified with any other agency?	31.3%	2.1%	1.0%	4.2%	29.2%	32.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	30.3%	66.7%	14.3%	50.0%	24.6%	19.3%	0.0%	0.0%	23.9%
		% of Total	7.5%	0.5%	0.2%	1.0%	7.0%	7.7%	0.0%	0.0%	23.9%
	No	Count	63	1	6	4	78	117	3	5	277
		% within Q15. Is your business certified with any other agency?	22.7%	0.4%	2.2%	1.4%	28.2%	42.2%	1.1%	1.8%	100.0%
		% within MGT ETHNICITY	63.6%	33.3%	85.7%	50.0%	68.4%	72.7%	100.0%	83.3%	69.1%
		% of Total	15.7%	0.2%	1.5%	1.0%	19.5%	29.2%	0.7%	1.2%	69.1%
	Don't know	Count	6	0	0	0	8	13	0	1	28
		% within Q15. Is your business certified with any other agency?	21.4%	0.0%	0.0%	0.0%	28.6%	46.4%	0.0%	3.6%	100.0%
		% within MGT ETHNICITY	6.1%	0.0%	0.0%	0.0%	7.0%	8.1%	0.0%	16.7%	7.0%
		% of Total	1.5%	0.0%	0.0%	0.0%	2.0%	3.2%	0.0%	0.2%	7.0%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q15. Is your business certified with any other agency?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q16. What other agency is your business certified? - 3 * MWBE Status Crosstabulation					
Q16. What other agency is your business certified? - 3			MWBE Status		Total
			MWBE	Non-MWBE	
	AHHC	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	CTBCA	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	Global EDGE Approved	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	Grants .gov	Count	0	1	1
		% within Q16. What other agency is your business certified? - 3	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	100.0%	10.0%
		% of Total	0.0%	10.0%	10.0%
	greensboro housing authority, winston housing authority, housing authority of La,	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
Randolph County	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%	
	% within MWBE Status	11.1%	0.0%	10.0%	
	% of Total	10.0%	0.0%	10.0%	
SBE	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%	
	% within MWBE Status	11.1%	0.0%	10.0%	
	% of Total	10.0%	0.0%	10.0%	
Small Business Administration - Economically Disadvantaged Woman-Owned	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%	
	% within MWBE Status	11.1%	0.0%	10.0%	
	% of Total	10.0%	0.0%	10.0%	
VDOT	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%	
	% within MWBE Status	11.1%	0.0%	10.0%	
	% of Total	10.0%	0.0%	10.0%	
Virginia	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%	
	% within MWBE Status	11.1%	0.0%	10.0%	
	% of Total	10.0%	0.0%	10.0%	
Total	Count	9	1	10	
	% within Q16. What other agency is your business certified? - 3	90.0%	10.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	90.0%	10.0%	100.0%	

Q16. What other agency is your business certified? - 3 * Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?			ethnic origin of the controlling owner or controlling party?				Total
			AFRICAN AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q16. What other agency is your business certified? - 3	AHHC	Count	1	0	0	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%
		% of Total	10.0%	0.0%	0.0%	0.0%	10.0%
	CTBCA	Count	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 3	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	33.3%	0.0%	10.0%
		% of Total	0.0%	0.0%	10.0%	0.0%	10.0%
	Global EDGE Approved	Count	1	0	0	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%
		% of Total	10.0%	0.0%	0.0%	0.0%	10.0%
	Grants.gov	Count	0	0	0	1	1
		% within Q16. What other agency is your business certified? - 3	0.0%	0.0%	0.0%	100.0%	100.0%
		% 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%	10.0%
		% of Total	0.0%	0.0%	0.0%	10.0%	10.0%
	greensboro housing authority, winston housing authority, housing authority of La,	Count	1	0	0	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%
		% of Total	10.0%	0.0%	0.0%	0.0%	10.0%
	Randolph County	Count	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 3	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	33.3%	0.0%	10.0%
		% of Total	0.0%	0.0%	10.0%	0.0%	10.0%
SBE	Count	1	0	0	0	1	
	% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%	
	% of Total	10.0%	0.0%	0.0%	0.0%	10.0%	
Small Business Administration - Economically Disadvantaged Woman-Owned Small Business - Self-Certified	Count	0	1	0	0	1	
	% within Q16. What other agency is your business certified? - 3	0.0%	100.0%	0.0%	0.0%	100.0%	
	% 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%	10.0%	
	% of Total	0.0%	10.0%	0.0%	0.0%	10.0%	
VDOT	Count	0	0	1	0	1	
	% within Q16. What other agency is your business certified? - 3	0.0%	0.0%	100.0%	0.0%	100.0%	
	% 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%	33.3%	0.0%	10.0%	
	% of Total	0.0%	0.0%	10.0%	0.0%	10.0%	
Virginia	Count	1	0	0	0	1	
	% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%	
	% of Total	10.0%	0.0%	0.0%	0.0%	10.0%	
Total	Count	5	1	3	1	10	
	% within Q16. What other agency is your business certified? - 3	50.0%	10.0%	30.0%	10.0%	100.0%	
	% 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%	100.0%	100.0%	100.0%	100.0%	
	% of Total	50.0%	10.0%	30.0%	10.0%	100.0%	

Q16. What other agency is your business certified? - 4 * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q16. What other agency is your business certified? - 4	Dunn & Bradstreet	Count	1	0	1
		% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	100.0%
		% within MWBE Status	25.0%	0.0%	20.0%
		% of Total	20.0%	0.0%	20.0%
	durham transit authority	Count	1	0	1
		% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	100.0%
		% within MWBE Status	25.0%	0.0%	20.0%
		% of Total	20.0%	0.0%	20.0%
	Others	Count	0	1	1
		% within Q16. What other agency is your business certified? - 4	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	100.0%	20.0%
		% of Total	0.0%	20.0%	20.0%
	SCDOT	Count	1	0	1
		% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	100.0%
		% within MWBE Status	25.0%	0.0%	20.0%
		% of Total	20.0%	0.0%	20.0%
South Carolina	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	100.0%	
	% within MWBE Status	25.0%	0.0%	20.0%	
	% of Total	20.0%	0.0%	20.0%	
Total	Count	4	1	5	
	% within Q16. What other agency is your business certified? - 4	80.0%	20.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

Q16. What other agency is your business certified? - 4 * Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or			to be the race or ethnic origin of the controlling			Total
			AFRICAN AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q16. What other agency is your business certified? - 4	Dunn & Bradstreet	Count	1	0	0	1
		% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	33.3%	0.0%	0.0%	20.0%
		% of Total	20.0%	0.0%	0.0%	20.0%
	durham transit authority	Count	1	0	0	1
		% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	33.3%	0.0%	0.0%	20.0%
		% of Total	20.0%	0.0%	0.0%	20.0%
	Others	Count	0	0	1	1
		% within Q16. What other agency is your business certified? - 4	0.0%	0.0%	100.0%	100.0%
		% 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%	20.0%
		% of Total	0.0%	0.0%	20.0%	20.0%
	SCDOT	Count	0	1	0	1
		% within Q16. What other agency is your business certified? - 4	0.0%	100.0%	0.0%	100.0%
		% 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%	20.0%
	% of Total	0.0%	20.0%	0.0%	20.0%	
South Carolina	Count	1	0	0	1	
	% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	33.3%	0.0%	0.0%	20.0%	
	% of Total	20.0%	0.0%	0.0%	20.0%	
Total	Count	3	1	1	5	
	% within Q16. What other agency is your business certified? - 4	60.0%	20.0%	20.0%	100.0%	
	% 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%	100.0%	100.0%	100.0%	
	% of Total	60.0%	20.0%	20.0%	100.0%	

Q17. Is your company registered with the City's vendor registration system? * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q17. Is your company registered with the City's vendor registration system?	Yes	Count	132	80	2	3	217
		% within Q17. Is your company registered with the City's vendor registration system?	60.8%	36.9%	0.9%	1.4%	100.0%
		% within MWBE Status	57.1%	49.7%	66.7%	50.0%	54.1%
		% of Total	32.9%	20.0%	0.5%	0.7%	54.1%
	No	Count	64	46	1	1	112
		% within Q17. Is your company registered with the City's vendor registration system?	57.1%	41.1%	0.9%	0.9%	100.0%
		% within MWBE Status	27.7%	28.6%	33.3%	16.7%	27.9%
		% of Total	16.0%	11.5%	0.2%	0.2%	27.9%
	Don't know	Count	35	35	0	2	72
		% within Q17. Is your company registered with the City's vendor registration system?	48.6%	48.6%	0.0%	2.8%	100.0%
		% within MWBE Status	15.2%	21.7%	0.0%	33.3%	18.0%
		% of Total	8.7%	8.7%	0.0%	0.5%	18.0%
Total	Count	231	161	3	6	401	
	% within Q17. Is your company registered with the City's vendor registration system?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q17. Is your company registered with the City's vendor registration system? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q17. Is your company registered with the City's vendor registration system?	Yes	Count	56	2	5	5	64	80	2	3	217
		% within Q17. Is your company registered with the City's vendor registration system?	25.8%	0.9%	2.3%	2.3%	29.5%	36.9%	0.9%	1.4%	100.0%
		% within MGT ETHNICITY	56.6%	66.7%	71.4%	62.5%	56.1%	49.7%	66.7%	50.0%	54.1%
		% of Total	14.0%	0.5%	1.2%	1.2%	16.0%	20.0%	0.5%	0.7%	54.1%
	No	Count	31	1	1	2	29	46	1	1	112
		% within Q17. Is your company registered with the City's vendor registration system?	27.7%	0.9%	0.9%	1.8%	25.9%	41.1%	0.9%	0.9%	100.0%
		% within MGT ETHNICITY	31.3%	33.3%	14.3%	25.0%	25.4%	28.6%	33.3%	16.7%	27.9%
		% of Total	7.7%	0.2%	0.2%	0.5%	7.2%	11.5%	0.2%	0.2%	27.9%
	Don't know	Count	12	0	1	1	21	35	0	2	72
		% within Q17. Is your company registered with the City's vendor registration system?	16.7%	0.0%	1.4%	1.4%	29.2%	48.6%	0.0%	2.8%	100.0%
		% within MGT ETHNICITY	12.1%	0.0%	14.3%	12.5%	18.4%	21.7%	0.0%	33.3%	18.0%
		% of Total	3.0%	0.0%	0.2%	0.2%	5.2%	8.7%	0.0%	0.5%	18.0%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q17. Is your company registered with the City's vendor registration system?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q18. 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 * MWBE			MWBE Status				
			MWBE	Non-MWBE	Other	No Response/ Don't Know	Total
Q18. 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	Count	30	33	0	2	65
		% within Q18. 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	46.2%	50.8%	0.0%	3.1%	100.0%
		% within MWBE Status	13.2%	20.9%	0.0%	40.0%	16.5%
		% of Total	7.6%	8.4%	0.0%	0.5%	16.5%
	2 - Somewhat easy	Count	18	18	0	1	37
		% within Q18. 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	48.6%	48.6%	0.0%	2.7%	100.0%
		% within MWBE Status	7.9%	11.4%	0.0%	20.0%	9.4%
		% of Total	4.6%	4.6%	0.0%	0.3%	9.4%
	3 - Easy	Count	53	46	1	0	100
		% within Q18. 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	53.0%	46.0%	1.0%	0.0%	100.0%
		% within MWBE Status	23.2%	29.1%	33.3%	0.0%	25.4%
		% of Total	13.5%	11.7%	0.3%	0.0%	25.4%
	4 - Difficult	Count	37	12	0	1	50
		% within Q18. 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	74.0%	24.0%	0.0%	2.0%	100.0%
		% within MWBE Status	16.2%	7.6%	0.0%	20.0%	12.7%
		% of Total	9.4%	3.0%	0.0%	0.3%	12.7%
	5 - Somewhat difficult	Count	30	19	2	0	51
		% within Q18. 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	58.8%	37.3%	3.9%	0.0%	100.0%
		% within MWBE Status	13.2%	12.0%	66.7%	0.0%	12.9%
		% of Total	7.6%	4.8%	0.5%	0.0%	12.9%
	6 - Extremely difficult	Count	60	30	0	1	91
		% within Q18. 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	65.9%	33.0%	0.0%	1.1%	100.0%
		% within MWBE Status	26.3%	19.0%	0.0%	20.0%	23.1%
		% of Total	15.2%	7.6%	0.0%	0.3%	23.1%
Total	Count	228	158	3	5	394	
	% within Q18. 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	57.9%	40.1%	0.8%	1.3%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.9%	40.1%	0.8%	1.3%	100.0%	

Q18. 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 * MGT ETHNICITY Crosstabulation													
			MGT ETHNICITY										
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	Total		
Q18. 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	Count	4	0	5	1	20	33	0	2	65		
		% within Q18. 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	6.2%	0.0%	7.7%	1.5%	30.8%	50.8%	0.0%	3.1%	100.0%		
		% within MGT ETHNICITY	4.1%	0.0%	71.4%	12.5%	17.9%	20.9%	0.0%	40.0%	16.5%		
	2 - Somewhat easy	Count	7	0	0	0	11	18	0	1	37		
		% within Q18. 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	18.9%	0.0%	0.0%	0.0%	29.7%	48.6%	0.0%	2.7%	100.0%		
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	0.0%	9.8%	11.4%	0.0%	20.0%	9.4%		
	3 - Easy	Count	16	1	0	1	35	46	1	0	100		
		% within Q18. 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	16.0%	1.0%	0.0%	1.0%	35.0%	46.0%	1.0%	0.0%	100.0%		
		% within MGT ETHNICITY	16.3%	33.3%	0.0%	12.5%	31.3%	29.1%	33.3%	0.0%	25.4%		
	4 - Difficult	Count	19	1	0	2	15	12	0	1	50		
		% within Q18. 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	38.0%	2.0%	0.0%	4.0%	30.0%	24.0%	0.0%	2.0%	100.0%		
		% within MGT ETHNICITY	19.4%	33.3%	0.0%	25.0%	13.4%	7.6%	0.0%	20.0%	12.7%		
	5 - Somewhat difficult	Count	16	0	2	1	11	19	2	0	51		
		% within Q18. 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	31.4%	0.0%	3.9%	2.0%	21.6%	37.3%	3.9%	0.0%	100.0%		
		% within MGT ETHNICITY	16.3%	0.0%	28.6%	12.5%	9.8%	12.0%	66.7%	0.0%	12.9%		
	6 - Extremely difficult	Count	36	1	0	3	20	30	0	1	91		
		% within Q18. 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	39.6%	1.1%	0.0%	3.3%	22.0%	33.0%	0.0%	1.1%	100.0%		
		% within MGT ETHNICITY	36.7%	33.3%	0.0%	37.5%	17.9%	19.0%	0.0%	20.0%	23.1%		
	Total	Count	98	3	7	8	112	158	3	5	394		
		% within Q18. 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	24.9%	0.8%	1.8%	2.0%	28.4%	40.1%	0.8%	1.3%	100.0%		
		% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
				% of Total	24.9%	0.8%	1.8%	2.0%	28.4%	40.1%	0.8%	1.3%	100.0%

Q19. List of barriers: Prequalification requirements * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Prequalification requirements	Yes	Count	26	5	0	0	31
		% within Q19. List of barriers: Prequalification requirements	83.9%	16.1%	0.0%	0.0%	100.0%
		% within MWBE Status	11.3%	3.1%	0.0%	0.0%	7.7%
		% of Total	6.5%	1.2%	0.0%	0.0%	7.7%
	No	Count	107	63	3	3	176
		% within Q19. List of barriers: Prequalification requirements	60.8%	35.8%	1.7%	1.7%	100.0%
		% within MWBE Status	46.3%	39.1%	100.0%	50.0%	43.9%
		% of Total	26.7%	15.7%	0.7%	0.7%	43.9%
	Don't know	Count	22	13	0	1	36
		% within Q19. List of barriers: Prequalification requirements	61.1%	36.1%	0.0%	2.8%	100.0%
		% within MWBE Status	9.5%	8.1%	0.0%	16.7%	9.0%
		% of Total	5.5%	3.2%	0.0%	0.2%	9.0%
	Not applicable	Count	76	80	0	2	158
		% within Q19. List of barriers: Prequalification requirements	48.1%	50.6%	0.0%	1.3%	100.0%
		% within MWBE Status	32.9%	49.7%	0.0%	33.3%	39.4%
		% of Total	19.0%	20.0%	0.0%	0.5%	39.4%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Prequalification requirements	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Prequalification requirements * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DON'T KNOW
Q19. List of barriers: Prequalification requirements	Yes	Count	21	0	0	0	5	5	0	0	31
		% within Q19. List of barriers: Prequalification requirements	67.7%	0.0%	0.0%	0.0%	16.1%	16.1%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	21.2%	0.0%	0.0%	0.0%	4.4%	3.1%	0.0%	0.0%	7.7%
		% of Total	5.2%	0.0%	0.0%	0.0%	1.2%	1.2%	0.0%	0.0%	7.7%
	No	Count	46	2	5	4	50	63	3	3	176
		% within Q19. List of barriers: Prequalification requirements	26.1%	1.1%	2.8%	2.3%	28.4%	35.8%	1.7%	1.7%	100.0%
		% within MGT ETHNICITY	46.5%	66.7%	71.4%	50.0%	43.9%	39.1%	100.0%	50.0%	43.9%
		% of Total	11.5%	0.5%	1.2%	1.0%	12.5%	15.7%	0.7%	0.7%	43.9%
	Don't know	Count	7	1	0	1	13	13	0	1	36
		% within Q19. List of barriers: Prequalification requirements	19.4%	2.8%	0.0%	2.8%	36.1%	36.1%	0.0%	2.8%	100.0%
		% within MGT ETHNICITY	7.1%	33.3%	0.0%	12.5%	11.4%	8.1%	0.0%	16.7%	9.0%
		% of Total	1.7%	0.2%	0.0%	0.2%	3.2%	3.2%	0.0%	0.2%	9.0%
	Not applicable	Count	25	0	2	3	46	80	0	2	158
		% within Q19. List of barriers: Prequalification requirements	15.8%	0.0%	1.3%	1.9%	29.1%	50.6%	0.0%	1.3%	100.0%
		% within MGT ETHNICITY	25.3%	0.0%	28.6%	37.5%	40.4%	49.7%	0.0%	33.3%	39.4%
		% of Total	6.2%	0.0%	0.5%	0.7%	11.5%	20.0%	0.0%	0.5%	39.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Prequalification requirements	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Bid bond requirement \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Bid bond requirement	Yes	Count	30	6	0	0	36
		% within Q19. List of barriers: Bid bond requirement	83.3%	16.7%	0.0%	0.0%	100.0%
		% within MWBE Status	13.0%	3.7%	0.0%	0.0%	9.0%
		% of Total	7.5%	1.5%	0.0%	0.0%	9.0%
	No	Count	95	60	3	3	161
		% within Q19. List of barriers: Bid bond requirement	59.0%	37.3%	1.9%	1.9%	100.0%
		% within MWBE Status	41.1%	37.3%	100.0%	50.0%	40.1%
		% of Total	23.7%	15.0%	0.7%	0.7%	40.1%
	Don't know	Count	19	10	0	1	30
		% within Q19. List of barriers: Bid bond requirement	63.3%	33.3%	0.0%	3.3%	100.0%
		% within MWBE Status	8.2%	6.2%	0.0%	16.7%	7.5%
		% of Total	4.7%	2.5%	0.0%	0.2%	7.5%
	Not applicable	Count	87	85	0	2	174
		% within Q19. List of barriers: Bid bond requirement	50.0%	48.9%	0.0%	1.1%	100.0%
		% within MWBE Status	37.7%	52.8%	0.0%	33.3%	43.4%
		% of Total	21.7%	21.2%	0.0%	0.5%	43.4%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Bid bond requirement	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Bid bond requirement \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q19. List of barriers: Bid bond requirement	Yes	Count	17	0	1	1	11	6	0	0	36
		% within Q19. List of barriers: Bid bond requirement	47.2%	0.0%	2.8%	2.8%	30.6%	16.7%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	17.2%	0.0%	14.3%	12.5%	9.6%	3.7%	0.0%	0.0%	9.0%
		% of Total	4.2%	0.0%	0.2%	0.2%	2.7%	1.5%	0.0%	0.0%	9.0%
	No	Count	45	2	4	2	42	60	3	3	161
		% within Q19. List of barriers: Bid bond requirement	28.0%	1.2%	2.5%	1.2%	26.1%	37.3%	1.9%	1.9%	100.0%
		% within MGT ETHNICITY	45.5%	66.7%	57.1%	25.0%	36.8%	37.3%	100.0%	50.0%	40.1%
		% of Total	11.2%	0.5%	1.0%	0.5%	10.5%	15.0%	0.7%	0.7%	40.1%
	Don't know	Count	7	1	0	0	11	10	0	1	30
		% within Q19. List of barriers: Bid bond requirement	23.3%	3.3%	0.0%	0.0%	36.7%	33.3%	0.0%	3.3%	100.0%
		% within MGT ETHNICITY	7.1%	33.3%	0.0%	0.0%	9.6%	6.2%	0.0%	16.7%	7.5%
		% of Total	1.7%	0.2%	0.0%	0.0%	2.7%	2.5%	0.0%	0.2%	7.5%
	Not applicable	Count	30	0	2	5	50	85	0	2	174
		% within Q19. List of barriers: Bid bond requirement	17.2%	0.0%	1.1%	2.9%	28.7%	48.9%	0.0%	1.1%	100.0%
		% within MGT ETHNICITY	30.3%	0.0%	28.6%	62.5%	43.9%	52.8%	0.0%	33.3%	43.4%
		% of Total	7.5%	0.0%	0.5%	1.2%	12.5%	21.2%	0.0%	0.5%	43.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Bid bond requirement	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Performance bond requirement * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Performance bond requirement	Yes	Count	27	6	0	0	33
		% within Q19. List of barriers: Performance bond requirement	81.8%	18.2%	0.0%	0.0%	100.0%
		% within MWBE Status	11.7%	3.7%	0.0%	0.0%	8.2%
		% of Total	6.7%	1.5%	0.0%	0.0%	8.2%
	No	Count	94	61	3	3	161
		% within Q19. List of barriers: Performance bond requirement	58.4%	37.9%	1.9%	1.9%	100.0%
		% within MWBE Status	40.7%	37.9%	100.0%	50.0%	40.1%
		% of Total	23.4%	15.2%	0.7%	0.7%	40.1%
	Don't know	Count	21	11	0	1	33
		% within Q19. List of barriers: Performance bond requirement	63.6%	33.3%	0.0%	3.0%	100.0%
		% within MWBE Status	9.1%	6.8%	0.0%	16.7%	8.2%
		% of Total	5.2%	2.7%	0.0%	0.2%	8.2%
	Not applicable	Count	89	83	0	2	174
		% within Q19. List of barriers: Performance bond requirement	51.1%	47.7%	0.0%	1.1%	100.0%
		% within MWBE Status	38.5%	51.6%	0.0%	33.3%	43.4%
		% of Total	22.2%	20.7%	0.0%	0.5%	43.4%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Performance bond requirement	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Performance bond requirement * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q19. List of barriers: Performance bond requirement	Yes	Count	18	0	1	1	7	6	0	0	33
		% within Q19. List of barriers: Performance bond requirement	54.5%	0.0%	3.0%	3.0%	21.2%	18.2%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	18.2%	0.0%	14.3%	12.5%	6.1%	3.7%	0.0%	0.0%	8.2%
		% of Total	4.5%	0.0%	0.2%	0.2%	1.7%	1.5%	0.0%	0.0%	8.2%
	No	Count	44	2	4	2	42	61	3	3	161
		% within Q19. List of barriers: Performance bond requirement	27.3%	1.2%	2.5%	1.2%	26.1%	37.9%	1.9%	1.9%	100.0%
		% within MGT ETHNICITY	44.4%	66.7%	57.1%	25.0%	36.8%	37.9%	100.0%	50.0%	40.1%
		% of Total	11.0%	0.5%	1.0%	0.5%	10.5%	15.2%	0.7%	0.7%	40.1%
	Don't know	Count	8	1	0	0	12	11	0	1	33
		% within Q19. List of barriers: Performance bond requirement	24.2%	3.0%	0.0%	0.0%	36.4%	33.3%	0.0%	3.0%	100.0%
		% within MGT ETHNICITY	8.1%	33.3%	0.0%	0.0%	10.5%	6.8%	0.0%	16.7%	8.2%
		% of Total	2.0%	0.2%	0.0%	0.0%	3.0%	2.7%	0.0%	0.2%	8.2%
	Not applicable	Count	29	0	2	5	53	83	0	2	174
		% within Q19. List of barriers: Performance bond requirement	16.7%	0.0%	1.1%	2.9%	30.5%	47.7%	0.0%	1.1%	100.0%
		% within MGT ETHNICITY	29.3%	0.0%	28.6%	62.5%	46.5%	51.6%	0.0%	33.3%	43.4%
		% of Total	7.2%	0.0%	0.5%	1.2%	13.2%	20.7%	0.0%	0.5%	43.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Performance bond requirement	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Payment bond requirement \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Payment bond requirement	Yes	Count	27	6	0	0	33
		% within Q19. List of barriers: Payment bond requirement	81.8%	18.2%	0.0%	0.0%	100.0%
		% within MWBE Status	11.7%	3.7%	0.0%	0.0%	8.2%
		% of Total	6.7%	1.5%	0.0%	0.0%	8.2%
	No	Count	96	61	3	3	163
		% within Q19. List of barriers: Payment bond requirement	58.9%	37.4%	1.8%	1.8%	100.0%
		% within MWBE Status	41.6%	37.9%	100.0%	50.0%	40.6%
		% of Total	23.9%	15.2%	0.7%	0.7%	40.6%
	Don't know	Count	19	11	0	1	31
		% within Q19. List of barriers: Payment bond requirement	61.3%	35.5%	0.0%	3.2%	100.0%
		% within MWBE Status	8.2%	6.8%	0.0%	16.7%	7.7%
		% of Total	4.7%	2.7%	0.0%	0.2%	7.7%
	Not applicable	Count	89	83	0	2	174
		% within Q19. List of barriers: Payment bond requirement	51.1%	47.7%	0.0%	1.1%	100.0%
		% within MWBE Status	38.5%	51.6%	0.0%	33.3%	43.4%
		% of Total	22.2%	20.7%	0.0%	0.5%	43.4%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Payment bond requirement	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Payment bond requirement * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q19. List of barriers: Payment bond requirement	Yes	Count	18	0	1	1	7	6	0	0	33
		% within Q19. List of barriers: Payment bond requirement	54.5%	0.0%	3.0%	3.0%	21.2%	18.2%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	18.2%	0.0%	14.3%	12.5%	6.1%	3.7%	0.0%	0.0%	8.2%
		% of Total	4.5%	0.0%	0.2%	0.2%	1.7%	1.5%	0.0%	0.0%	8.2%
	No	Count	46	2	4	2	42	61	3	3	163
		% within Q19. List of barriers: Payment bond requirement	28.2%	1.2%	2.5%	1.2%	25.8%	37.4%	1.8%	1.8%	100.0%
		% within MGT ETHNICITY	46.5%	66.7%	57.1%	25.0%	36.8%	37.9%	100.0%	50.0%	40.6%
		% of Total	11.5%	0.5%	1.0%	0.5%	10.5%	15.2%	0.7%	0.7%	40.6%
	Don't know	Count	6	1	0	0	12	11	0	1	31
		% within Q19. List of barriers: Payment bond requirement	19.4%	3.2%	0.0%	0.0%	38.7%	35.5%	0.0%	3.2%	100.0%
		% within MGT ETHNICITY	6.1%	33.3%	0.0%	0.0%	10.5%	6.8%	0.0%	16.7%	7.7%
		% of Total	1.5%	0.2%	0.0%	0.0%	3.0%	2.7%	0.0%	0.2%	7.7%
	Not applicable	Count	29	0	2	5	53	83	0	2	174
		% within Q19. List of barriers: Payment bond requirement	16.7%	0.0%	1.1%	2.9%	30.5%	47.7%	0.0%	1.1%	100.0%
		% within MGT ETHNICITY	29.3%	0.0%	28.6%	62.5%	46.5%	51.6%	0.0%	33.3%	43.4%
		% of Total	7.2%	0.0%	0.5%	1.2%	13.2%	20.7%	0.0%	0.5%	43.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Payment bond requirement	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Financing \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Financing	Yes	Count	27	3	0	0	30
		% within Q19. List of barriers: Financing	90.0%	10.0%	0.0%	0.0%	100.0%
		% within MWBE Status	11.7%	1.9%	0.0%	0.0%	7.5%
		% of Total	6.7%	0.7%	0.0%	0.0%	7.5%
	No	Count	111	69	3	3	186
		% within Q19. List of barriers: Financing	59.7%	37.1%	1.6%	1.6%	100.0%
		% within MWBE Status	48.1%	42.9%	100.0%	50.0%	46.4%
		% of Total	27.7%	17.2%	0.7%	0.7%	46.4%
	Don't know	Count	14	9	0	1	24
		% within Q19. List of barriers: Financing	58.3%	37.5%	0.0%	4.2%	100.0%
		% within MWBE Status	6.1%	5.6%	0.0%	16.7%	6.0%
		% of Total	3.5%	2.2%	0.0%	0.2%	6.0%
	Not applicable	Count	79	80	0	2	161
		% within Q19. List of barriers: Financing	49.1%	49.7%	0.0%	1.2%	100.0%
		% within MWBE Status	34.2%	49.7%	0.0%	33.3%	40.1%
		% of Total	19.7%	20.0%	0.0%	0.5%	40.1%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Financing	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Financing \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q19. List of barriers: Financing	Yes	Count	19	0	1	1	6	3	0	0	30
		% within Q19. List of barriers: Financing	63.3%	0.0%	3.3%	3.3%	20.0%	10.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	19.2%	0.0%	14.3%	12.5%	5.3%	1.9%	0.0%	0.0%	7.5%
		% of Total	4.7%	0.0%	0.2%	0.2%	1.5%	0.7%	0.0%	0.0%	7.5%
	No	Count	46	2	5	4	54	69	3	3	186
		% within Q19. List of barriers: Financing	24.7%	1.1%	2.7%	2.2%	29.0%	37.1%	1.6%	1.6%	100.0%
		% within MGT ETHNICITY	46.5%	66.7%	71.4%	50.0%	47.4%	42.9%	100.0%	50.0%	46.4%
		% of Total	11.5%	0.5%	1.2%	1.0%	13.5%	17.2%	0.7%	0.7%	46.4%
	Don't know	Count	7	1	0	0	6	9	0	1	24
		% within Q19. List of barriers: Financing	29.2%	4.2%	0.0%	0.0%	25.0%	37.5%	0.0%	4.2%	100.0%
		% within MGT ETHNICITY	7.1%	33.3%	0.0%	0.0%	5.3%	5.6%	0.0%	16.7%	6.0%
		% of Total	1.7%	0.2%	0.0%	0.0%	1.5%	2.2%	0.0%	0.2%	6.0%
	Not applicable	Count	27	0	1	3	48	80	0	2	161
		% within Q19. List of barriers: Financing	16.8%	0.0%	0.6%	1.9%	29.8%	49.7%	0.0%	1.2%	100.0%
		% within MGT ETHNICITY	27.3%	0.0%	14.3%	37.5%	42.1%	49.7%	0.0%	33.3%	40.1%
		% of Total	6.7%	0.0%	0.2%	0.7%	12.0%	20.0%	0.0%	0.5%	40.1%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Financing	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Insurance (general liability, professional liability, etc.) * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Insurance (general liability, professional liability, etc.)	Yes	Count	15	3	0	0	18
		% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	83.3%	16.7%	0.0%	0.0%	100.0%
		% within MWBE Status	6.5%	1.9%	0.0%	0.0%	4.5%
		% of Total	3.7%	0.7%	0.0%	0.0%	4.5%
	No	Count	129	77	3	3	212
		% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	60.8%	36.3%	1.4%	1.4%	100.0%
		% within MWBE Status	55.8%	47.8%	100.0%	50.0%	52.9%
		% of Total	32.2%	19.2%	0.7%	0.7%	52.9%
	Don't know	Count	13	7	0	1	21
		% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	61.9%	33.3%	0.0%	4.8%	100.0%
		% within MWBE Status	5.6%	4.3%	0.0%	16.7%	5.2%
		% of Total	3.2%	1.7%	0.0%	0.2%	5.2%
	Not applicable	Count	74	74	0	2	150
		% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	49.3%	49.3%	0.0%	1.3%	100.0%
		% within MWBE Status	32.0%	46.0%	0.0%	33.3%	37.4%
		% of Total	18.5%	18.5%	0.0%	0.5%	37.4%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Insurance (general liability, professional liability, etc.) * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q19. List of barriers: Insurance (general liability, professional liability, etc.)	Yes	Count	6	1	1	1	6	3	0	0	18
		% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	33.3%	5.6%	5.6%	5.6%	33.3%	16.7%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	6.1%	33.3%	14.3%	12.5%	5.3%	1.9%	0.0%	0.0%	4.5%
		% of Total	1.5%	0.2%	0.2%	0.2%	1.5%	0.7%	0.0%	0.0%	4.5%
	No	Count	61	2	5	4	57	77	3	3	212
		% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	28.8%	0.9%	2.4%	1.9%	26.9%	36.3%	1.4%	1.4%	100.0%
		% within MGT ETHNICITY	61.6%	66.7%	71.4%	50.0%	50.0%	47.8%	100.0%	50.0%	52.9%
		% of Total	15.2%	0.5%	1.2%	1.0%	14.2%	19.2%	0.7%	0.7%	52.9%
	Don't know	Count	8	0	0	0	5	7	0	1	21
		% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	38.1%	0.0%	0.0%	0.0%	23.8%	33.3%	0.0%	4.8%	100.0%
		% within MGT ETHNICITY	8.1%	0.0%	0.0%	0.0%	4.4%	4.3%	0.0%	16.7%	5.2%
		% of Total	2.0%	0.0%	0.0%	0.0%	1.2%	1.7%	0.0%	0.2%	5.2%
	Not applicable	Count	24	0	1	3	46	74	0	2	150
		% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	16.0%	0.0%	0.7%	2.0%	30.7%	49.3%	0.0%	1.3%	100.0%
		% within MGT ETHNICITY	24.2%	0.0%	14.3%	37.5%	40.4%	46.0%	0.0%	33.3%	37.4%
		% of Total	6.0%	0.0%	0.2%	0.7%	11.5%	18.5%	0.0%	0.5%	37.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Insurance (general liability, professional liability, etc.)	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Proposal/Bid specifications \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Proposal/Bid specifications	Yes	Count	31	7	0	0	38
		% within Q19. List of barriers: Proposal/Bid specifications	81.6%	18.4%	0.0%	0.0%	100.0%
		% within MWBE Status	13.4%	4.3%	0.0%	0.0%	9.5%
		% of Total	7.7%	1.7%	0.0%	0.0%	9.5%
	No	Count	113	70	3	3	189
		% within Q19. List of barriers: Proposal/Bid specifications	59.8%	37.0%	1.6%	1.6%	100.0%
		% within MWBE Status	48.9%	43.5%	100.0%	50.0%	47.1%
		% of Total	28.2%	17.5%	0.7%	0.7%	47.1%
	Don't know	Count	17	8	0	1	26
		% within Q19. List of barriers: Proposal/Bid specifications	65.4%	30.8%	0.0%	3.8%	100.0%
		% within MWBE Status	7.4%	5.0%	0.0%	16.7%	6.5%
		% of Total	4.2%	2.0%	0.0%	0.2%	6.5%
	Not applicable	Count	70	76	0	2	148
		% within Q19. List of barriers: Proposal/Bid specifications	47.3%	51.4%	0.0%	1.4%	100.0%
		% within MWBE Status	30.3%	47.2%	0.0%	33.3%	36.9%
		% of Total	17.5%	19.0%	0.0%	0.5%	36.9%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Proposal/Bid specifications	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Proposal/Bid specifications \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q19. List of barriers: Proposal/Bid specifications	Yes	Count	18	0	1	1	11	7	0	0	38
		% within Q19. List of barriers: Proposal/Bid specifications	47.4%	0.0%	2.6%	2.6%	28.9%	18.4%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	18.2%	0.0%	14.3%	12.5%	9.6%	4.3%	0.0%	0.0%	9.5%
		% of Total	4.5%	0.0%	0.2%	0.2%	2.7%	1.7%	0.0%	0.0%	9.5%
	No	Count	49	3	5	4	52	70	3	3	189
		% within Q19. List of barriers: Proposal/Bid specifications	25.9%	1.6%	2.6%	2.1%	27.5%	37.0%	1.6%	1.6%	100.0%
		% within MGT ETHNICITY	49.5%	100.0%	71.4%	50.0%	45.6%	43.5%	100.0%	50.0%	47.1%
		% of Total	12.2%	0.7%	1.2%	1.0%	13.0%	17.5%	0.7%	0.7%	47.1%
	Don't know	Count	8	0	0	0	9	8	0	1	26
		% within Q19. List of barriers: Proposal/Bid specifications	30.8%	0.0%	0.0%	0.0%	34.6%	30.8%	0.0%	3.8%	100.0%
		% within MGT ETHNICITY	8.1%	0.0%	0.0%	0.0%	7.9%	5.0%	0.0%	16.7%	6.5%
		% of Total	2.0%	0.0%	0.0%	0.0%	2.2%	2.0%	0.0%	0.2%	6.5%
	Not applicable	Count	24	0	1	3	42	76	0	2	148
		% within Q19. List of barriers: Proposal/Bid specifications	16.2%	0.0%	0.7%	2.0%	28.4%	51.4%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	24.2%	0.0%	14.3%	37.5%	36.8%	47.2%	0.0%	33.3%	36.9%
		% of Total	6.0%	0.0%	0.2%	0.7%	10.5%	19.0%	0.0%	0.5%	36.9%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Proposal/Bid specifications	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Limited time given to prepare bid package or quote * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Limited time given to prepare bid package or quote	Yes	Count	38	10	0	0	48
		% within Q19. List of barriers: Limited time given to prepare bid package or quote	79.2%	20.8%	0.0%	0.0%	100.0%
		% within MWBE Status	16.5%	6.2%	0.0%	0.0%	12.0%
		% of Total	9.5%	2.5%	0.0%	0.0%	12.0%
	No	Count	106	67	3	3	179
		% within Q19. List of barriers: Limited time given to prepare bid package or quote	59.2%	37.4%	1.7%	1.7%	100.0%
		% within MWBE Status	45.9%	41.6%	100.0%	50.0%	44.6%
		% of Total	26.4%	16.7%	0.7%	0.7%	44.6%
	Don't know	Count	17	9	0	1	27
		% within Q19. List of barriers: Limited time given to prepare bid package or quote	63.0%	33.3%	0.0%	3.7%	100.0%
		% within MWBE Status	7.4%	5.6%	0.0%	16.7%	6.7%
		% of Total	4.2%	2.2%	0.0%	0.2%	6.7%
	Not applicable	Count	70	75	0	2	147
		% within Q19. List of barriers: Limited time given to prepare bid package or quote	47.6%	51.0%	0.0%	1.4%	100.0%
		% within MWBE Status	30.3%	46.6%	0.0%	33.3%	36.7%
		% of Total	17.5%	18.7%	0.0%	0.5%	36.7%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Limited time given to prepare bid package or quote	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Limited time given to prepare bid package or quote * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q19. List of barriers: Limited time given to prepare bid package or quote	Yes	Count	22	1	0	3	12	10	0	0	48
		% within Q19. List of barriers: Limited time given to prepare bid package or quote	45.8%	2.1%	0.0%	6.3%	25.0%	20.8%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	22.2%	33.3%	0.0%	37.5%	10.5%	6.2%	0.0%	0.0%	12.0%
		% of Total	5.5%	0.2%	0.0%	0.7%	3.0%	2.5%	0.0%	0.0%	12.0%
	No	Count	47	2	5	3	49	67	3	3	179
		% within Q19. List of barriers: Limited time given to prepare bid package or quote	26.3%	1.1%	2.8%	1.7%	27.4%	37.4%	1.7%	1.7%	100.0%
		% within MGT ETHNICITY	47.5%	66.7%	71.4%	37.5%	43.0%	41.6%	100.0%	50.0%	44.6%
		% of Total	11.7%	0.5%	1.2%	0.7%	12.2%	16.7%	0.7%	0.7%	44.6%
	Don't know	Count	7	0	1	0	9	9	0	1	27
		% within Q19. List of barriers: Limited time given to prepare bid package or quote	25.9%	0.0%	3.7%	0.0%	33.3%	33.3%	0.0%	3.7%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	14.3%	0.0%	7.9%	5.6%	0.0%	16.7%	6.7%
		% of Total	1.7%	0.0%	0.2%	0.0%	2.2%	2.2%	0.0%	0.2%	6.7%
	Not applicable	Count	23	0	1	2	44	75	0	2	147
		% within Q19. List of barriers: Limited time given to prepare bid package or quote	15.6%	0.0%	0.7%	1.4%	29.9%	51.0%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	23.2%	0.0%	14.3%	25.0%	38.6%	46.6%	0.0%	33.3%	36.7%
		% of Total	5.7%	0.0%	0.2%	0.5%	11.0%	18.7%	0.0%	0.5%	36.7%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Limited time given to prepare bid package or quote	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	Yes	Count	41	12	0	0	53
		% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	77.4%	22.6%	0.0%	0.0%	100.0%
		% within MWBE Status	17.7%	7.5%	0.0%	0.0%	13.2%
		% of Total	10.2%	3.0%	0.0%	0.0%	13.2%
	No	Count	108	65	3	3	179
		% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	60.3%	36.3%	1.7%	1.7%	100.0%
		% within MWBE Status	46.8%	40.4%	100.0%	50.0%	44.6%
		% of Total	26.9%	16.2%	0.7%	0.7%	44.6%
	Don't know	Count	15	9	0	1	25
		% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	60.0%	36.0%	0.0%	4.0%	100.0%
		% within MWBE Status	6.5%	5.6%	0.0%	16.7%	6.2%
		% of Total	3.7%	2.2%	0.0%	0.2%	6.2%
	Not applicable	Count	67	75	0	2	144
		% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	46.5%	52.1%	0.0%	1.4%	100.0%
		% within MWBE Status	29.0%	46.6%	0.0%	33.3%	35.9%
		% of Total	16.7%	18.7%	0.0%	0.5%	35.9%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	Yes	Count	20	0	1	1	19	12	0	0	53
		% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	37.7%	0.0%	1.9%	1.9%	35.8%	22.6%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	20.2%	0.0%	14.3%	12.5%	16.7%	7.5%	0.0%	0.0%	13.2%
		% of Total	5.0%	0.0%	0.2%	0.2%	4.7%	3.0%	0.0%	0.0%	13.2%
	No	Count	51	2	5	5	45	65	3	3	179
		% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	28.5%	1.1%	2.8%	2.8%	25.1%	36.3%	1.7%	1.7%	100.0%
		% within MGT ETHNICITY	51.5%	66.7%	71.4%	62.5%	39.5%	40.4%	100.0%	50.0%	44.6%
		% of Total	12.7%	0.5%	1.2%	1.2%	11.2%	16.2%	0.7%	0.7%	44.6%
	Don't know	Count	6	1	0	0	8	9	0	1	25
		% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	24.0%	4.0%	0.0%	0.0%	32.0%	36.0%	0.0%	4.0%	100.0%
		% within MGT ETHNICITY	6.1%	33.3%	0.0%	0.0%	7.0%	5.6%	0.0%	16.7%	6.2%
		% of Total	1.5%	0.2%	0.0%	0.0%	2.0%	2.2%	0.0%	0.2%	6.2%
	Not applicable	Count	22	0	1	2	42	75	0	2	144
		% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	15.3%	0.0%	0.7%	1.4%	29.2%	52.1%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	22.2%	0.0%	14.3%	25.0%	36.8%	46.6%	0.0%	33.3%	35.9%
		% of Total	5.5%	0.0%	0.2%	0.5%	10.5%	18.7%	0.0%	0.5%	35.9%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Limited knowledge of purchasing contracting policies and procedures	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Lack of experience \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Lack of experience	Yes	Count	20	2	0	0	22
		% within Q19. List of barriers: Lack of experience	90.9%	9.1%	0.0%	0.0%	100.0%
		% within MWBE Status	8.7%	1.2%	0.0%	0.0%	5.5%
		% of Total	5.0%	0.5%	0.0%	0.0%	5.5%
	No	Count	135	82	3	3	223
		% within Q19. List of barriers: Lack of experience	60.5%	36.8%	1.3%	1.3%	100.0%
		% within MWBE Status	58.4%	50.9%	100.0%	50.0%	55.6%
		% of Total	33.7%	20.4%	0.7%	0.7%	55.6%
	Don't know	Count	10	6	0	1	17
		% within Q19. List of barriers: Lack of experience	58.8%	35.3%	0.0%	5.9%	100.0%
		% within MWBE Status	4.3%	3.7%	0.0%	16.7%	4.2%
		% of Total	2.5%	1.5%	0.0%	0.2%	4.2%
	Not applicable	Count	66	71	0	2	139
		% within Q19. List of barriers: Lack of experience	47.5%	51.1%	0.0%	1.4%	100.0%
		% within MWBE Status	28.6%	44.1%	0.0%	33.3%	34.7%
		% of Total	16.5%	17.7%	0.0%	0.5%	34.7%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Lack of experience	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Lack of experience \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q19. List of barriers: Lack of experience	Yes	Count	12	0	1	1	6	2	0	0	22
		% within Q19. List of barriers: Lack of experience	54.5%	0.0%	4.5%	4.5%	27.3%	9.1%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	12.1%	0.0%	14.3%	12.5%	5.3%	1.2%	0.0%	0.0%	5.5%
		% of Total	3.0%	0.0%	0.2%	0.2%	1.5%	0.5%	0.0%	0.0%	5.5%
	No	Count	60	3	5	5	62	82	3	3	223
		% within Q19. List of barriers: Lack of experience	26.9%	1.3%	2.2%	2.2%	27.8%	36.8%	1.3%	1.3%	100.0%
		% within MGT ETHNICITY	60.6%	100.0%	71.4%	62.5%	54.4%	50.9%	100.0%	50.0%	55.6%
		% of Total	15.0%	0.7%	1.2%	1.2%	15.5%	20.4%	0.7%	0.7%	55.6%
	Don't know	Count	6	0	0	0	4	6	0	1	17
		% within Q19. List of barriers: Lack of experience	35.3%	0.0%	0.0%	0.0%	23.5%	35.3%	0.0%	5.9%	100.0%
		% within MGT ETHNICITY	6.1%	0.0%	0.0%	0.0%	3.5%	3.7%	0.0%	16.7%	4.2%
		% of Total	1.5%	0.0%	0.0%	0.0%	1.0%	1.5%	0.0%	0.2%	4.2%
	Not applicable	Count	21	0	1	2	42	71	0	2	139
		% within Q19. List of barriers: Lack of experience	15.1%	0.0%	0.7%	1.4%	30.2%	51.1%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	21.2%	0.0%	14.3%	25.0%	36.8%	44.1%	0.0%	33.3%	34.7%
		% of Total	5.2%	0.0%	0.2%	0.5%	10.5%	17.7%	0.0%	0.5%	34.7%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Lack of experience	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Lack of personnel \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Lack of personnel	Yes	Count	15	6	0	0	21
		% within Q19. List of barriers: Lack of personnel	71.4%	28.6%	0.0%	0.0%	100.0%
		% within MWBE Status	6.5%	3.7%	0.0%	0.0%	5.2%
		% of Total	3.7%	1.5%	0.0%	0.0%	5.2%
	No	Count	141	80	3	3	227
		% within Q19. List of barriers: Lack of personnel	62.1%	35.2%	1.3%	1.3%	100.0%
		% within MWBE Status	61.0%	49.7%	100.0%	50.0%	56.6%
		% of Total	35.2%	20.0%	0.7%	0.7%	56.6%
	Don't know	Count	7	6	0	1	14
		% within Q19. List of barriers: Lack of personnel	50.0%	42.9%	0.0%	7.1%	100.0%
		% within MWBE Status	3.0%	3.7%	0.0%	16.7%	3.5%
		% of Total	1.7%	1.5%	0.0%	0.2%	3.5%
	Not applicable	Count	68	69	0	2	139
		% within Q19. List of barriers: Lack of personnel	48.9%	49.6%	0.0%	1.4%	100.0%
		% within MWBE Status	29.4%	42.9%	0.0%	33.3%	34.7%
		% of Total	17.0%	17.2%	0.0%	0.5%	34.7%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Lack of personnel	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Lack of personnel * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q19. List of barriers: Lack of personnel	Yes	Count	12	0	1	0	2	6	0	0	21
		% within Q19. List of barriers: Lack of personnel	57.1%	0.0%	4.8%	0.0%	9.5%	28.6%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	12.1%	0.0%	14.3%	0.0%	1.8%	3.7%	0.0%	0.0%	5.2%
		% of Total	3.0%	0.0%	0.2%	0.0%	0.5%	1.5%	0.0%	0.0%	5.2%
	No	Count	60	3	5	6	67	80	3	3	227
		% within Q19. List of barriers: Lack of personnel	26.4%	1.3%	2.2%	2.6%	29.5%	35.2%	1.3%	1.3%	100.0%
		% within MGT ETHNICITY	60.6%	100.0%	71.4%	75.0%	58.8%	49.7%	100.0%	50.0%	56.6%
		% of Total	15.0%	0.7%	1.2%	1.5%	16.7%	20.0%	0.7%	0.7%	56.6%
	Don't know	Count	5	0	0	0	2	6	0	1	14
		% within Q19. List of barriers: Lack of personnel	35.7%	0.0%	0.0%	0.0%	14.3%	42.9%	0.0%	7.1%	100.0%
		% within MGT ETHNICITY	5.1%	0.0%	0.0%	0.0%	1.8%	3.7%	0.0%	16.7%	3.5%
		% of Total	1.2%	0.0%	0.0%	0.0%	0.5%	1.5%	0.0%	0.2%	3.5%
	Not applicable	Count	22	0	1	2	43	69	0	2	139
		% within Q19. List of barriers: Lack of personnel	15.8%	0.0%	0.7%	1.4%	30.9%	49.6%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	22.2%	0.0%	14.3%	25.0%	37.7%	42.9%	0.0%	33.3%	34.7%
		% of Total	5.5%	0.0%	0.2%	0.5%	10.7%	17.2%	0.0%	0.5%	34.7%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Lack of personnel	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Contract too large \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Contract too large	Yes	Count	23	5	1	0	29
		% within Q19. List of barriers: Contract too large	79.3%	17.2%	3.4%	0.0%	100.0%
		% within MWBE Status	10.0%	3.1%	33.3%	0.0%	7.2%
		% of Total	5.7%	1.2%	0.2%	0.0%	7.2%
	No	Count	122	77	2	3	204
		% within Q19. List of barriers: Contract too large	59.8%	37.7%	1.0%	1.5%	100.0%
		% within MWBE Status	52.8%	47.8%	66.7%	50.0%	50.9%
		% of Total	30.4%	19.2%	0.5%	0.7%	50.9%
	Don't know	Count	16	8	0	1	25
		% within Q19. List of barriers: Contract too large	64.0%	32.0%	0.0%	4.0%	100.0%
		% within MWBE Status	6.9%	5.0%	0.0%	16.7%	6.2%
		% of Total	4.0%	2.0%	0.0%	0.2%	6.2%
	Not applicable	Count	70	71	0	2	143
		% within Q19. List of barriers: Contract too large	49.0%	49.7%	0.0%	1.4%	100.0%
		% within MWBE Status	30.3%	44.1%	0.0%	33.3%	35.7%
		% of Total	17.5%	17.7%	0.0%	0.5%	35.7%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Contract too large	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Contract too large * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q19. List of barriers: Contract too large	Yes	Count	18	0	0	1	4	5	1	0	29
		% within Q19. List of barriers: Contract too large	62.1%	0.0%	0.0%	3.4%	13.8%	17.2%	3.4%	0.0%	100.0%
		% within MGT ETHNICITY	18.2%	0.0%	0.0%	12.5%	3.5%	3.1%	33.3%	0.0%	7.2%
		% of Total	4.5%	0.0%	0.0%	0.2%	1.0%	1.2%	0.2%	0.0%	7.2%
	No	Count	47	3	5	5	62	77	2	3	204
		% within Q19. List of barriers: Contract too large	23.0%	1.5%	2.5%	2.5%	30.4%	37.7%	1.0%	1.5%	100.0%
		% within MGT ETHNICITY	47.5%	100.0%	71.4%	62.5%	54.4%	47.8%	66.7%	50.0%	50.9%
		% of Total	11.7%	0.7%	1.2%	1.2%	15.5%	19.2%	0.5%	0.7%	50.9%
	Don't know	Count	8	0	1	0	7	8	0	1	25
		% within Q19. List of barriers: Contract too large	32.0%	0.0%	4.0%	0.0%	28.0%	32.0%	0.0%	4.0%	100.0%
		% within MGT ETHNICITY	8.1%	0.0%	14.3%	0.0%	6.1%	5.0%	0.0%	16.7%	6.2%
		% of Total	2.0%	0.0%	0.2%	0.0%	1.7%	2.0%	0.0%	0.2%	6.2%
	Not applicable	Count	26	0	1	2	41	71	0	2	143
		% within Q19. List of barriers: Contract too large	18.2%	0.0%	0.7%	1.4%	28.7%	49.7%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	26.3%	0.0%	14.3%	25.0%	36.0%	44.1%	0.0%	33.3%	35.7%
		% of Total	6.5%	0.0%	0.2%	0.5%	10.2%	17.7%	0.0%	0.5%	35.7%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Contract too large	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Contract too large \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Contract too large	Yes	Count	23	5	1	0	29
		% within Q19. List of barriers: Contract too large	79.3%	17.2%	3.4%	0.0%	100.0%
		% within MWBE Status	10.0%	3.1%	33.3%	0.0%	7.2%
		% of Total	5.7%	1.2%	0.2%	0.0%	7.2%
	No	Count	122	77	2	3	204
		% within Q19. List of barriers: Contract too large	59.8%	37.7%	1.0%	1.5%	100.0%
		% within MWBE Status	52.8%	47.8%	66.7%	50.0%	50.9%
		% of Total	30.4%	19.2%	0.5%	0.7%	50.9%
	Don't know	Count	16	8	0	1	25
		% within Q19. List of barriers: Contract too large	64.0%	32.0%	0.0%	4.0%	100.0%
		% within MWBE Status	6.9%	5.0%	0.0%	16.7%	6.2%
		% of Total	4.0%	2.0%	0.0%	0.2%	6.2%
	Not applicable	Count	70	71	0	2	143
		% within Q19. List of barriers: Contract too large	49.0%	49.7%	0.0%	1.4%	100.0%
		% within MWBE Status	30.3%	44.1%	0.0%	33.3%	35.7%
		% of Total	17.5%	17.7%	0.0%	0.5%	35.7%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Contract too large	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Contract too large * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q19. List of barriers: Contract too large	Yes	Count	18	0	0	1	4	5	1	0	29
		% within Q19. List of barriers: Contract too large	62.1%	0.0%	0.0%	3.4%	13.8%	17.2%	3.4%	0.0%	100.0%
		% within MGT ETHNICITY	18.2%	0.0%	0.0%	12.5%	3.5%	3.1%	33.3%	0.0%	7.2%
		% of Total	4.5%	0.0%	0.0%	0.2%	1.0%	1.2%	0.2%	0.0%	7.2%
	No	Count	47	3	5	5	62	77	2	3	204
		% within Q19. List of barriers: Contract too large	23.0%	1.5%	2.5%	2.5%	30.4%	37.7%	1.0%	1.5%	100.0%
		% within MGT ETHNICITY	47.5%	100.0%	71.4%	62.5%	54.4%	47.8%	66.7%	50.0%	50.9%
		% of Total	11.7%	0.7%	1.2%	1.2%	15.5%	19.2%	0.5%	0.7%	50.9%
	Don't know	Count	8	0	1	0	7	8	0	1	25
		% within Q19. List of barriers: Contract too large	32.0%	0.0%	4.0%	0.0%	28.0%	32.0%	0.0%	4.0%	100.0%
		% within MGT ETHNICITY	8.1%	0.0%	14.3%	0.0%	6.1%	5.0%	0.0%	16.7%	6.2%
		% of Total	2.0%	0.0%	0.2%	0.0%	1.7%	2.0%	0.0%	0.2%	6.2%
	Not applicable	Count	26	0	1	2	41	71	0	2	143
		% within Q19. List of barriers: Contract too large	18.2%	0.0%	0.7%	1.4%	28.7%	49.7%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	26.3%	0.0%	14.3%	25.0%	36.0%	44.1%	0.0%	33.3%	35.7%
		% of Total	6.5%	0.0%	0.2%	0.5%	10.2%	17.7%	0.0%	0.5%	35.7%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Contract too large	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Selection process \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Selection process	Yes	Count	46	19	0	0	65
		% within Q19. List of barriers: Selection process	70.8%	29.2%	0.0%	0.0%	100.0%
		% within MWBE Status	19.9%	11.8%	0.0%	0.0%	16.2%
		% of Total	11.5%	4.7%	0.0%	0.0%	16.2%
	No	Count	92	60	3	3	158
		% within Q19. List of barriers: Selection process	58.2%	38.0%	1.9%	1.9%	100.0%
		% within MWBE Status	39.8%	37.3%	100.0%	50.0%	39.4%
		% of Total	22.9%	15.0%	0.7%	0.7%	39.4%
	Don't know	Count	23	8	0	1	32
		% within Q19. List of barriers: Selection process	71.9%	25.0%	0.0%	3.1%	100.0%
		% within MWBE Status	10.0%	5.0%	0.0%	16.7%	8.0%
		% of Total	5.7%	2.0%	0.0%	0.2%	8.0%
	Not applicable	Count	70	74	0	2	146
		% within Q19. List of barriers: Selection process	47.9%	50.7%	0.0%	1.4%	100.0%
		% within MWBE Status	30.3%	46.0%	0.0%	33.3%	36.4%
		% of Total	17.5%	18.5%	0.0%	0.5%	36.4%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Selection process	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Selection process * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DONT KNOW
Q19. List of barriers: Selection process	Yes	Count	27	0	1	1	17	19	0	0	65
		% within Q19. List of barriers: Selection process	41.5%	0.0%	1.5%	1.5%	26.2%	29.2%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	27.3%	0.0%	14.3%	12.5%	14.9%	11.8%	0.0%	0.0%	16.2%
		% of Total	6.7%	0.0%	0.2%	0.2%	4.2%	4.7%	0.0%	0.0%	16.2%
	No	Count	39	2	4	4	43	60	3	3	158
		% within Q19. List of barriers: Selection process	24.7%	1.3%	2.5%	2.5%	27.2%	38.0%	1.9%	1.9%	100.0%
		% within MGT ETHNICITY	39.4%	66.7%	57.1%	50.0%	37.7%	37.3%	100.0%	50.0%	39.4%
		% of Total	9.7%	0.5%	1.0%	1.0%	10.7%	15.0%	0.7%	0.7%	39.4%
	Don't know	Count	8	1	1	1	12	8	0	1	32
		% within Q19. List of barriers: Selection process	25.0%	3.1%	3.1%	3.1%	37.5%	25.0%	0.0%	3.1%	100.0%
		% within MGT ETHNICITY	8.1%	33.3%	14.3%	12.5%	10.5%	5.0%	0.0%	16.7%	8.0%
		% of Total	2.0%	0.2%	0.2%	0.2%	3.0%	2.0%	0.0%	0.2%	8.0%
	Not applicable	Count	25	0	1	2	42	74	0	2	146
		% within Q19. List of barriers: Selection process	17.1%	0.0%	0.7%	1.4%	28.8%	50.7%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	25.3%	0.0%	14.3%	25.0%	36.8%	46.0%	0.0%	33.3%	36.4%
		% of Total	6.2%	0.0%	0.2%	0.5%	10.5%	18.5%	0.0%	0.5%	36.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Selection process	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Unnecessary restrictive contract specifications * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Unnecessary restrictive contract specifications	Yes	Count	36	17	0	0	53
		% within Q19. List of barriers: Unnecessary restrictive contract specifications	67.9%	32.1%	0.0%	0.0%	100.0%
		% within MWBE Status	15.6%	10.6%	0.0%	0.0%	13.2%
		% of Total	9.0%	4.2%	0.0%	0.0%	13.2%
	No	Count	103	65	3	3	174
		% within Q19. List of barriers: Unnecessary restrictive contract specifications	59.2%	37.4%	1.7%	1.7%	100.0%
		% within MWBE Status	44.6%	40.4%	100.0%	50.0%	43.4%
		% of Total	25.7%	16.2%	0.7%	0.7%	43.4%
	Don't know	Count	21	8	0	1	30
		% within Q19. List of barriers: Unnecessary restrictive contract specifications	70.0%	26.7%	0.0%	3.3%	100.0%
		% within MWBE Status	9.1%	5.0%	0.0%	16.7%	7.5%
		% of Total	5.2%	2.0%	0.0%	0.2%	7.5%
	Not applicable	Count	71	71	0	2	144
		% within Q19. List of barriers: Unnecessary restrictive contract specifications	49.3%	49.3%	0.0%	1.4%	100.0%
		% within MWBE Status	30.7%	44.1%	0.0%	33.3%	35.9%
		% of Total	17.7%	17.7%	0.0%	0.5%	35.9%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Unnecessary restrictive contract specifications	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Unnecessary restrictive contract specifications * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q19. List of barriers: Unnecessary restrictive contract specifications	Yes	Count	23	1	0	1	11	17	0	0	53
		% within Q19. List of barriers: Unnecessary restrictive contract specifications	43.4%	1.9%	0.0%	1.9%	20.8%	32.1%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	23.2%	33.3%	0.0%	12.5%	9.6%	10.6%	0.0%	0.0%	13.2%
		% of Total	5.7%	0.2%	0.0%	0.2%	2.7%	4.2%	0.0%	0.0%	13.2%
	No	Count	44	2	5	5	47	65	3	3	174
		% within Q19. List of barriers: Unnecessary restrictive contract specifications	25.3%	1.1%	2.9%	2.9%	27.0%	37.4%	1.7%	1.7%	100.0%
		% within MGT ETHNICITY	44.4%	66.7%	71.4%	62.5%	41.2%	40.4%	100.0%	50.0%	43.4%
		% of Total	11.0%	0.5%	1.2%	1.2%	11.7%	16.2%	0.7%	0.7%	43.4%
	Don't know	Count	6	0	1	0	14	8	0	1	30
		% within Q19. List of barriers: Unnecessary restrictive contract specifications	20.0%	0.0%	3.3%	0.0%	46.7%	26.7%	0.0%	3.3%	100.0%
		% within MGT ETHNICITY	6.1%	0.0%	14.3%	0.0%	12.3%	5.0%	0.0%	16.7%	7.5%
		% of Total	1.5%	0.0%	0.2%	0.0%	3.5%	2.0%	0.0%	0.2%	7.5%
	Not applicable	Count	26	0	1	2	42	71	0	2	144
		% within Q19. List of barriers: Unnecessary restrictive contract specifications	18.1%	0.0%	0.7%	1.4%	29.2%	49.3%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	26.3%	0.0%	14.3%	25.0%	36.8%	44.1%	0.0%	33.3%	35.9%
		% of Total	6.5%	0.0%	0.2%	0.5%	10.5%	17.7%	0.0%	0.5%	35.9%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Unnecessary restrictive contract specifications	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Slow payment or nonpayment * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Slow payment or nonpayment	Yes	Count	21	6	0	0	27
		% within Q19. List of barriers: Slow payment or nonpayment	77.8%	22.2%	0.0%	0.0%	100.0%
		% within MWBE Status	9.1%	3.7%	0.0%	0.0%	6.7%
		% of Total	5.2%	1.5%	0.0%	0.0%	6.7%
	No	Count	120	73	3	3	199
		% within Q19. List of barriers: Slow payment or nonpayment	60.3%	36.7%	1.5%	1.5%	100.0%
		% within MWBE Status	51.9%	45.3%	100.0%	50.0%	49.6%
		% of Total	29.9%	18.2%	0.7%	0.7%	49.6%
	Don't know	Count	18	11	0	1	30
		% within Q19. List of barriers: Slow payment or nonpayment	60.0%	36.7%	0.0%	3.3%	100.0%
		% within MWBE Status	7.8%	6.8%	0.0%	16.7%	7.5%
		% of Total	4.5%	2.7%	0.0%	0.2%	7.5%
	Not applicable	Count	72	71	0	2	145
		% within Q19. List of barriers: Slow payment or nonpayment	49.7%	49.0%	0.0%	1.4%	100.0%
		% within MWBE Status	31.2%	44.1%	0.0%	33.3%	36.2%
		% of Total	18.0%	17.7%	0.0%	0.5%	36.2%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Slow payment or nonpayment	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Slow payment or nonpayment * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DON'T KNOW
Q19. List of barriers: Slow payment or nonpayment	Yes	Count	10	0	1	1	9	6	0	0	27
		% within Q19. List of barriers: Slow payment or nonpayment	37.0%	0.0%	3.7%	3.7%	33.3%	22.2%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	10.1%	0.0%	14.3%	12.5%	7.9%	3.7%	0.0%	0.0%	6.7%
		% of Total	2.5%	0.0%	0.2%	0.2%	2.2%	1.5%	0.0%	0.0%	6.7%
	No	Count	55	3	5	6	51	73	3	3	199
		% within Q19. List of barriers: Slow payment or nonpayment	27.6%	1.5%	2.5%	3.0%	25.6%	36.7%	1.5%	1.5%	100.0%
		% within MGT ETHNICITY	55.6%	100.0%	71.4%	75.0%	44.7%	45.3%	100.0%	50.0%	49.6%
		% of Total	13.7%	0.7%	1.2%	1.5%	12.7%	18.2%	0.7%	0.7%	49.6%
	Don't know	Count	7	0	0	0	11	11	0	1	30
		% within Q19. List of barriers: Slow payment or nonpayment	23.3%	0.0%	0.0%	0.0%	36.7%	36.7%	0.0%	3.3%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	0.0%	9.6%	6.8%	0.0%	16.7%	7.5%
		% of Total	1.7%	0.0%	0.0%	0.0%	2.7%	2.7%	0.0%	0.2%	7.5%
	Not applicable	Count	27	0	1	1	43	71	0	2	145
		% within Q19. List of barriers: Slow payment or nonpayment	18.6%	0.0%	0.7%	0.7%	29.7%	49.0%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	27.3%	0.0%	14.3%	12.5%	37.7%	44.1%	0.0%	33.3%	36.2%
		% of Total	6.7%	0.0%	0.2%	0.2%	10.7%	17.7%	0.0%	0.5%	36.2%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Slow payment or nonpayment	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Competing with large companies * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q19. List of barriers: Competing with large companies	Yes	Count	71	30	1	0	102
		% within Q19. List of barriers: Competing with large companies	69.6%	29.4%	1.0%	0.0%	100.0%
		% within MWBE Status	30.7%	18.6%	33.3%	0.0%	25.4%
		% of Total	17.7%	7.5%	0.2%	0.0%	25.4%
	No	Count	79	58	2	3	142
		% within Q19. List of barriers: Competing with large companies	55.6%	40.8%	1.4%	2.1%	100.0%
		% within MWBE Status	34.2%	36.0%	66.7%	50.0%	35.4%
		% of Total	19.7%	14.5%	0.5%	0.7%	35.4%
	Don't know	Count	14	8	0	1	23
		% within Q19. List of barriers: Competing with large companies	60.9%	34.8%	0.0%	4.3%	100.0%
		% within MWBE Status	6.1%	5.0%	0.0%	16.7%	5.7%
		% of Total	3.5%	2.0%	0.0%	0.2%	5.7%
	Not applicable	Count	67	65	0	2	134
		% within Q19. List of barriers: Competing with large companies	50.0%	48.5%	0.0%	1.5%	100.0%
		% within MWBE Status	29.0%	40.4%	0.0%	33.3%	33.4%
		% of Total	16.7%	16.2%	0.0%	0.5%	33.4%
Total	Count	231	161	3	6	401	
	% within Q19. List of barriers: Competing with large companies	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q19. List of barriers: Competing with large companies * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q19. List of barriers: Competing with large companies	Yes	Count	42	1	2	3	23	30	1	0	102
		% within Q19. List of barriers: Competing with large companies	41.2%	1.0%	2.0%	2.9%	22.5%	29.4%	1.0%	0.0%	100.0%
		% within MGT ETHNICITY	42.4%	33.3%	28.6%	37.5%	20.2%	18.6%	33.3%	0.0%	25.4%
		% of Total	10.5%	0.2%	0.5%	0.7%	5.7%	7.5%	0.2%	0.0%	25.4%
	No	Count	30	2	4	3	40	58	2	3	142
		% within Q19. List of barriers: Competing with large companies	21.1%	1.4%	2.8%	2.1%	28.2%	40.8%	1.4%	2.1%	100.0%
		% within MGT ETHNICITY	30.3%	66.7%	57.1%	37.5%	35.1%	36.0%	66.7%	50.0%	35.4%
		% of Total	7.5%	0.5%	1.0%	0.7%	10.0%	14.5%	0.5%	0.7%	35.4%
	Don't know	Count	4	0	0	0	10	8	0	1	23
		% within Q19. List of barriers: Competing with large companies	17.4%	0.0%	0.0%	0.0%	43.5%	34.8%	0.0%	4.3%	100.0%
		% within MGT ETHNICITY	4.0%	0.0%	0.0%	0.0%	8.8%	5.0%	0.0%	16.7%	5.7%
		% of Total	1.0%	0.0%	0.0%	0.0%	2.5%	2.0%	0.0%	0.2%	5.7%
	Not applicable	Count	23	0	1	2	41	65	0	2	134
		% within Q19. List of barriers: Competing with large companies	17.2%	0.0%	0.7%	1.5%	30.6%	48.5%	0.0%	1.5%	100.0%
		% within MGT ETHNICITY	23.2%	0.0%	14.3%	25.0%	36.0%	40.4%	0.0%	33.3%	33.4%
		% of Total	5.7%	0.0%	0.2%	0.5%	10.2%	16.2%	0.0%	0.5%	33.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q19. List of barriers: Competing with large companies	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project? \* MWBE Status Crosstabulation

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	None	Count	148	90	1	4	243
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	60.9%	37.0%	0.4%	1.6%	100.0%
		% within MWBE Status	64.1%	55.9%	33.3%	66.7%	60.6%
		% of Total	36.9%	22.4%	0.2%	1.0%	60.6%
	1-10 times	Count	66	52	1	1	120
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	55.0%	43.3%	0.8%	0.8%	100.0%
		% within MWBE Status	28.6%	32.3%	33.3%	16.7%	29.9%
		% of Total	16.5%	13.0%	0.2%	0.2%	29.9%
	11-25 times	Count	11	7	0	0	18
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	61.1%	38.9%	0.0%	0.0%	100.0%
		% within MWBE Status	4.8%	4.3%	0.0%	0.0%	4.5%
		% of Total	2.7%	1.7%	0.0%	0.0%	4.5%
	26-50 times	Count	2	5	1	1	9
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	22.2%	55.6%	11.1%	11.1%	100.0%
		% within MWBE Status	0.9%	3.1%	33.3%	16.7%	2.2%
		% of Total	0.5%	1.2%	0.2%	0.2%	2.2%
	51-100 times	Count	1	4	0	0	5
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	20.0%	80.0%	0.0%	0.0%	100.0%
		% within MWBE Status	0.4%	2.5%	0.0%	0.0%	1.2%
		% of Total	0.2%	1.0%	0.0%	0.0%	1.2%
	Over 100 times	Count	3	3	0	0	6
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MWBE Status	1.3%	1.9%	0.0%	0.0%	1.5%
		% of Total	0.7%	0.7%	0.0%	0.0%	1.5%
Total	Count	231	161	3	6	401	
	% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	None	Count	62	2	6	5	73	90	1	4	243
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	25.5%	0.8%	2.5%	2.1%	30.0%	37.0%	0.4%	1.6%	100.0%
		% within MGT ETHNICITY	62.6%	66.7%	85.7%	62.5%	64.0%	55.9%	33.3%	66.7%	60.6%
		% of Total	15.5%	0.5%	1.5%	1.2%	18.2%	22.4%	0.2%	1.0%	60.6%
	1-10 times	Count	30	1	1	2	32	52	1	1	120
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	25.0%	0.8%	0.8%	1.7%	26.7%	43.3%	0.8%	0.8%	100.0%
		% within MGT ETHNICITY	30.3%	33.3%	14.3%	25.0%	28.1%	32.3%	33.3%	16.7%	29.9%
		% of Total	7.5%	0.2%	0.2%	0.5%	8.0%	13.0%	0.2%	0.2%	29.9%
	11-25 times	Count	5	0	0	1	5	7	0	0	18
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	27.8%	0.0%	0.0%	5.6%	27.8%	38.9%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.1%	0.0%	0.0%	12.5%	4.4%	4.3%	0.0%	0.0%	4.5%
		% of Total	1.2%	0.0%	0.0%	0.2%	1.2%	1.7%	0.0%	0.0%	4.5%
	26-50 times	Count	0	0	0	0	2	5	1	1	9
		% within Q20. Between 2005 and 2010, 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%	22.2%	55.6%	11.1%	11.1%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	1.8%	3.1%	33.3%	16.7%	2.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.5%	1.2%	0.2%	0.2%	2.2%
	51-100 times	Count	1	0	0	0	0	4	0	0	5
		% within Q20. Between 2005 and 2010, 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%	80.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	1.0%	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	0.0%	1.2%
		% of Total	0.2%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.2%
	Over 100 times	Count	1	0	0	0	2	3	0	0	6
		% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	16.7%	0.0%	0.0%	0.0%	33.3%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	1.0%	0.0%	0.0%	0.0%	1.8%	1.9%	0.0%	0.0%	1.5%
		% of Total	0.2%	0.0%	0.0%	0.0%	0.5%	0.7%	0.0%	0.0%	1.5%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q20. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a City project?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider? * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	None	Count	187	109	1	4	301
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	62.1%	36.2%	0.3%	1.3%	100.0%
		% within MWBE Status	81.0%	67.7%	33.3%	66.7%	75.1%
		% of Total	46.6%	27.2%	0.2%	1.0%	75.1%
	1-10 times	Count	37	43	1	2	83
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	44.6%	51.8%	1.2%	2.4%	100.0%
		% within MWBE Status	16.0%	26.7%	33.3%	33.3%	20.7%
		% of Total	9.2%	10.7%	0.2%	0.5%	20.7%
	11-25 times	Count	5	4	1	0	10
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	50.0%	40.0%	10.0%	0.0%	100.0%
		% within MWBE Status	2.2%	2.5%	33.3%	0.0%	2.5%
		% of Total	1.2%	1.0%	0.2%	0.0%	2.5%
	26-50 times	Count	0	1	0	0	1
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	0.0%	0.6%	0.0%	0.0%	0.2%
		% of Total	0.0%	0.2%	0.0%	0.0%	0.2%
	51-100 times	Count	0	2	0	0	2
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	0.0%	1.2%	0.0%	0.0%	0.5%
		% of Total	0.0%	0.5%	0.0%	0.0%	0.5%
	Over 100 times	Count	2	2	0	0	4
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MWBE Status	0.9%	1.2%	0.0%	0.0%	1.0%
		% of Total	0.5%	0.5%	0.0%	0.0%	1.0%
Total	Count	231	161	3	6	401	
	% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	None	Count	81	2	6	7	91	109	1	4	301
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	26.9%	0.7%	2.0%	2.3%	30.2%	36.2%	0.3%	1.3%	100.0%
		% within MGT ETHNICITY	81.8%	66.7%	85.7%	87.5%	79.8%	67.7%	33.3%	66.7%	75.1%
		% of Total	20.2%	0.5%	1.5%	1.7%	22.7%	27.2%	0.2%	1.0%	75.1%
	1-10 times	Count	16	1	1	1	18	43	1	2	83
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	19.3%	1.2%	1.2%	1.2%	21.7%	51.8%	1.2%	2.4%	100.0%
		% within MGT ETHNICITY	16.2%	33.3%	14.3%	12.5%	15.8%	26.7%	33.3%	33.3%	20.7%
		% of Total	4.0%	0.2%	0.2%	0.2%	4.5%	10.7%	0.2%	0.5%	20.7%
	11-25 times	Count	2	0	0	0	3	4	1	0	10
		% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	20.0%	0.0%	0.0%	0.0%	30.0%	40.0%	10.0%	0.0%	100.0%
		% within MGT ETHNICITY	2.0%	0.0%	0.0%	0.0%	2.6%	2.5%	33.3%	0.0%	2.5%
		% of Total	0.5%	0.0%	0.0%	0.0%	0.7%	1.0%	0.2%	0.0%	2.5%
	26-50 times	Count	0	0	0	0	0	1	0	0	1
		% within Q21. Between 2005 and 2010 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%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.2%
	51-100 times	Count	0	0	0	0	0	2	0	0	2
		% within Q21. Between 2005 and 2010 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%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.0%	0.0%	0.5%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.5%
	Over 100 times	Count	0	0	0	0	2	2	0	0	4
		% within Q21. Between 2005 and 2010 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%	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	1.8%	1.2%	0.0%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.0%	0.0%	1.0%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q21. Between 2005 and 2010 how many times has your company been awarded a City project as a prime contractor/service provider?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q22. 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? *							
MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q22. 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	26	25	1	1	53
		% within Q22. 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?	49.1%	47.2%	1.9%	1.9%	100.0%
		% within MWBE Status	59.1%	48.1%	50.0%	50.0%	53.0%
		% of Total	26.0%	25.0%	1.0%	1.0%	53.0%
	31-60 days	Count	16	21	1	1	39
		% within Q22. 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?	41.0%	53.8%	2.6%	2.6%	100.0%
		% within MWBE Status	36.4%	40.4%	50.0%	50.0%	39.0%
		% of Total	16.0%	21.0%	1.0%	1.0%	39.0%
	61-90 days	Count	1	3	0	0	4
		% within Q22. 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%	75.0%	0.0%	0.0%	100.0%
		% within MWBE Status	2.3%	5.8%	0.0%	0.0%	4.0%
		% of Total	1.0%	3.0%	0.0%	0.0%	4.0%
	91-120 days	Count	0	2	0	0	2
		% within Q22. 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%	0.0%	100.0%
		% within MWBE Status	0.0%	3.8%	0.0%	0.0%	2.0%
		% of Total	0.0%	2.0%	0.0%	0.0%	2.0%
	Not applicable	Count	1	1	0	0	2
		% within Q22. 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?	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MWBE Status	2.3%	1.9%	0.0%	0.0%	2.0%
		% of Total	1.0%	1.0%	0.0%	0.0%	2.0%
Total	Count	44	52	2	2	100	
	% within Q22. 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?	44.0%	52.0%	2.0%	2.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	44.0%	52.0%	2.0%	2.0%	100.0%	

Q22. 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? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
Q22. 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	12	0	1	0	13	25	1	1	53
		% within Q22. 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?	22.6%	0.0%	1.9%	0.0%	24.5%	47.2%	1.9%	1.9%	100.0%
		% within MGT ETHNICITY	66.7%	0.0%	100.0%	0.0%	56.5%	48.1%	50.0%	50.0%	53.0%
		% of Total	12.0%	0.0%	1.0%	0.0%	13.0%	25.0%	1.0%	1.0%	53.0%
	31-60 days	Count	5	1	0	1	9	21	1	1	39
		% within Q22. 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?	12.8%	2.6%	0.0%	2.6%	23.1%	53.8%	2.6%	2.6%	100.0%
		% within MGT ETHNICITY	27.8%	100.0%	0.0%	100.0%	39.1%	40.4%	50.0%	50.0%	39.0%
		% of Total	5.0%	1.0%	0.0%	1.0%	9.0%	21.0%	1.0%	1.0%	39.0%
	61-90 days	Count	0	0	0	0	1	3	0	0	4
		% within Q22. 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%	0.0%	25.0%	75.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	4.3%	5.8%	0.0%	0.0%	4.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	3.0%	0.0%	0.0%	4.0%
	91-120 days	Count	0	0	0	0	0	2	0	0	2
		% within Q22. 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%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	2.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	2.0%
Not applicable	Count	1	0	0	0	0	1	0	0	2	
	% within Q22. 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?	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%	
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	1.9%	0.0%	0.0%	2.0%	
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	2.0%	
Total	Count	18	1	1	1	23	52	2	2	100	
	% within Q22. 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?	18.0%	1.0%	1.0%	1.0%	23.0%	52.0%	2.0%	2.0%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	18.0%	1.0%	1.0%	1.0%	23.0%	52.0%	2.0%	2.0%	100.0%	

Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project? * MWBE Status							
			Crosstabulation				
			MWBE Status				
			MWBE	Non-MWBE	Other	No Response/ Don't Know	Total
Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	Yes	Count	4	1	0	0	5
		% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	80.0%	20.0%	0.0%	0.0%	100.0%
		% within MWBE Status	9.1%	1.9%	0.0%	0.0%	5.0%
		% of Total	4.0%	1.0%	0.0%	0.0%	5.0%
	No	Count	26	40	2	1	69
		% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	37.7%	58.0%	2.9%	1.4%	100.0%
		% within MWBE Status	59.1%	76.9%	100.0%	50.0%	69.0%
		% of Total	26.0%	40.0%	2.0%	1.0%	69.0%
	Don't know	Count	9	6	0	1	16
		% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	56.3%	37.5%	0.0%	6.3%	100.0%
		% within MWBE Status	20.5%	11.5%	0.0%	50.0%	16.0%
		% of Total	9.0%	6.0%	0.0%	1.0%	16.0%
	Not applicable	Count	5	5	0	0	10
		% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MWBE Status	11.4%	9.6%	0.0%	0.0%	10.0%
		% of Total	5.0%	5.0%	0.0%	0.0%	10.0%
Total	Count	44	52	2	2	100	
	% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	44.0%	52.0%	2.0%	2.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	44.0%	52.0%	2.0%	2.0%	100.0%	

Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/DON'T KNOW	
Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	Yes	Count	4	0	0	0	0	1	0	0	5
		% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	80.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	22.2%	0.0%	0.0%	0.0%	0.0%	1.9%	0.0%	0.0%	5.0%
		% of Total	4.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	5.0%
	No	Count	7	1	1	0	17	40	2	1	69
		% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	10.1%	1.4%	1.4%	0.0%	24.6%	58.0%	2.9%	1.4%	100.0%
		% within MGT ETHNICITY	38.9%	100.0%	100.0%	0.0%	73.9%	76.9%	100.0%	50.0%	69.0%
		% of Total	7.0%	1.0%	1.0%	0.0%	17.0%	40.0%	2.0%	1.0%	69.0%
	Don't know	Count	6	0	0	1	2	6	0	1	16
		% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	37.5%	0.0%	0.0%	6.3%	12.5%	37.5%	0.0%	6.3%	100.0%
		% within MGT ETHNICITY	33.3%	0.0%	0.0%	100.0%	8.7%	11.5%	0.0%	50.0%	16.0%
		% of Total	6.0%	0.0%	0.0%	1.0%	2.0%	6.0%	0.0%	1.0%	16.0%
	Not applicable	Count	1	0	0	0	4	5	0	0	10
		% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	10.0%	0.0%	0.0%	0.0%	40.0%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	17.4%	9.6%	0.0%	0.0%	10.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	4.0%	5.0%	0.0%	0.0%	10.0%
Total	Count	18	1	1	1	23	52	2	2	100	
	% within Q23. As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project?	18.0%	1.0%	1.0%	1.0%	23.0%	52.0%	2.0%	2.0%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	18.0%	1.0%	1.0%	1.0%	23.0%	52.0%	2.0%	2.0%	100.0%	

**Q24. What was the most noticeable way you became aware of the discrimination against your company? \* MWBE Status Crosstabulation**

			MWBE Status		Total
			MWBE	Non-MWBE	
Q24. What was the most noticeable way you became aware of the discrimination against your company?	Action taken against the company	Count	1	1	2
		% within Q24. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	50.0%	100.0%
		% within MWBE Status	25.0%	100.0%	40.0%
		% of Total	20.0%	20.0%	40.0%
	Don't Know	Count	3	0	3
		% within Q24. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	100.0%
		% within MWBE Status	75.0%	0.0%	60.0%
		% of Total	60.0%	0.0%	60.0%
Total	Count	4	1	5	
	% within Q24. What was the most noticeable way you became aware of the discrimination against your company?	80.0%	20.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

Q24. What was the most noticeable way you became aware of the discrimination against your company? * MGT ETHNICITY Crosstabulation					
			MGT ETHNICITY		Total
			AFRICAN AMERICAN	NONMINORITY MALE	
Q24. What was the most noticeable way you became aware of the discrimination against your company?	Action taken against the company	Count	1	1	2
		% within Q24. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	50.0%	100.0%
		% within MGT ETHNICITY	25.0%	100.0%	40.0%
		% of Total	20.0%	20.0%	40.0%
	Don't Know	Count	3	0	3
		% within Q24. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	75.0%	0.0%	60.0%
		% of Total	60.0%	0.0%	60.0%
Total	Count	4	1	5	
	% within Q24. What was the most noticeable way you became aware of the discrimination against your company?	80.0%	20.0%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

Q25. Which of the following do you consider the primary reason for your company being discriminated against: * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q25. Which of the following do you consider the primary reason for your company being discriminated against:	Owner's race or ethnicity	Count	3	0	3
		% within Q25. Which of the following do you consider the primary reason for your company being discriminated against:	100.0%	0.0%	100.0%
		% within MWBE Status	75.0%	0.0%	60.0%
		% of Total	60.0%	0.0%	60.0%
	Don't know	Count	1	1	2
		% within Q25. Which of the following do you consider the primary reason for your company being discriminated against:	50.0%	50.0%	100.0%
		% within MWBE Status	25.0%	100.0%	40.0%
		% of Total	20.0%	20.0%	40.0%
Total	Count	4	1	5	
	% within Q25. Which of the following do you consider the primary reason for your company being discriminated against:	80.0%	20.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

Q25. Which of the following do you consider the primary reason for your company being discriminated against: * MGT ETHNICITY Crosstabulation			MGT ETHNICITY		Total
			AFRICAN AMERICAN	NONMINORITY MALE	
Q25. Which of the following do you consider the primary reason for your company being discriminated against:	Owner's race or ethnicity	Count	3	0	3
		% within Q25. Which of the following do you consider the primary reason for your company being discriminated against:	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	75.0%	0.0%	60.0%
		% of Total	60.0%	0.0%	60.0%
	Don't know	Count	1	1	2
		% within Q25. Which of the following do you consider the primary reason for your company being discriminated against:	50.0%	50.0%	100.0%
		% within MGT ETHNICITY	25.0%	100.0%	40.0%
		% of Total	20.0%	20.0%	40.0%
Total	Count	4	1	5	
	% within Q25. Which of the following do you consider the primary reason for your company being discriminated against:	80.0%	20.0%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

Q26. When did the discrimination first occur? * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q26. When did the discrimination first occur?	During bidding process	Count	3	0	3
		% within Q26. When did the discrimination first occur?	100.0%	0.0%	100.0%
		% within MWBE Status	75.0%	0.0%	60.0%
	% of Total	60.0%	0.0%	60.0%	
	After contract award	Count	1	1	2
		% within Q26. When did the discrimination first occur?	50.0%	50.0%	100.0%
% within MWBE Status		25.0%	100.0%	40.0%	
% of Total	20.0%	20.0%	40.0%		
Total	Count	4	1	5	
	% within Q26. When did the discrimination first occur?	80.0%	20.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

Q26. When did the discrimination first occur? * MGT ETHNICITY Crosstabulation					
			MGT ETHNICITY		Total
			AFRICAN AMERICAN	NONMINORITY MALE	
Q26. When did the discrimination first occur?	During bidding process	Count	3	0	3
		% within Q26. When did the discrimination first occur?	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	75.0%	0.0%	60.0%
	% of Total	60.0%	0.0%	60.0%	
	After contract award	Count	1	1	2
		% within Q26. When did the discrimination first occur?	50.0%	50.0%	100.0%
% within MGT ETHNICITY		25.0%	100.0%	40.0%	
% of Total	20.0%	20.0%	40.0%		
Total	Count	4	1	5	
	% within Q26. When did the discrimination first occur?	80.0%	20.0%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

**Q27. Did you file a complaint? \* MWBE Status Crosstabulation**

			MWBE Status		Total
			MWBE	Non-MWBE	
Q27. Did you file a complaint?	Yes	Count	0	1	1
		% within Q27. Did you file a complaint?	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	100.0%	20.0%
		% of Total	0.0%	20.0%	20.0%
	No	Count	4	0	4
		% within Q27. Did you file a complaint?	100.0%	0.0%	100.0%
		% within MWBE Status	100.0%	0.0%	80.0%
Total	Count	4	1	5	
	% within Q27. Did you file a complaint?	80.0%	20.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

**Q27. Did you file a complaint? \* MGT ETHNICITY Crosstabulation**

			MGT ETHNICITY		Total
			AFRICAN AMERICAN	NONMINORITY MALE	
Q27. Did you file a complaint?	Yes	Count	0	1	1
		% within Q27. Did you file a complaint?	0.0%	100.0%	100.0%
		% within MGT ETHNICITY	0.0%	100.0%	20.0%
		% of Total	0.0%	20.0%	20.0%
	No	Count	4	0	4
		% within Q27. Did you file a complaint?	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	100.0%	0.0%	80.0%
Total	Count	4	1	5	
	% within Q27. Did you file a complaint?	80.0%	20.0%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q28. Between 2005 and 2010, 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 * MWBE Status Crosstabulation	Yes	Count	21	5	0	0	26
		% within Q28. Between 2005 and 2010, 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	80.8%	19.2%	0.0%	0.0%	100.0%
		% within MWBE Status	9.1%	3.1%	0.0%	0.0%	6.5%
		% of Total	5.2%	1.2%	0.0%	0.0%	6.5%
	No	Count	148	115	3	5	271
		% within Q28. Between 2005 and 2010, 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	54.6%	42.4%	1.1%	1.8%	100.0%
		% within MWBE Status	64.1%	71.4%	100.0%	83.3%	67.6%
		% of Total	36.9%	28.7%	0.7%	1.2%	67.6%
	Don't Know	Count	62	41	0	1	104
		% within Q28. Between 2005 and 2010, 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	59.6%	39.4%	0.0%	1.0%	100.0%
		% within MWBE Status	26.8%	25.5%	0.0%	16.7%	25.9%
		% of Total	15.5%	10.2%	0.0%	0.2%	25.9%
Total	Count	231	161	3	6	401	
	% within Q28. Between 2005 and 2010, 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	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q28. Between 2005 and 2010, 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 \*

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q28. Between 2005 and 2010, 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	13	0	0	0	8	5	0	0	26
		% within Q28. Between 2005 and 2010, 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%	0.0%	0.0%	0.0%	30.8%	19.2%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	13.1%	0.0%	0.0%	0.0%	7.0%	3.1%	0.0%	0.0%	6.5%
		% of Total	3.2%	0.0%	0.0%	0.0%	2.0%	1.2%	0.0%	0.0%	6.5%
	No	Count	60	2	5	6	75	115	3	5	271
		% within Q28. Between 2005 and 2010, 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	22.1%	0.7%	1.8%	2.2%	27.7%	42.4%	1.1%	1.8%	100.0%
		% within MGT ETHNICITY	60.6%	66.7%	71.4%	75.0%	65.8%	71.4%	100.0%	83.3%	67.6%
		% of Total	15.0%	0.5%	1.2%	1.5%	18.7%	28.7%	0.7%	1.2%	67.6%
	Don't Know	Count	26	1	2	2	31	41	0	1	104
		% within Q28. Between 2005 and 2010, 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	25.0%	1.0%	1.9%	1.9%	29.8%	39.4%	0.0%	1.0%	100.0%
		% within MGT ETHNICITY	26.3%	33.3%	28.6%	25.0%	27.2%	25.5%	0.0%	16.7%	25.9%
		% of Total	6.5%	0.2%	0.5%	0.5%	7.7%	10.2%	0.0%	0.2%	25.9%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q28. Between 2005 and 2010, 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	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010 \* MWBE STATUS Crosstabulation

			MWBE STATUS				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	Up to \$50,000	Count	48	25	0	1	74
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	64.9%	33.8%	0.0%	1.4%	100.0%
		% within MWBE STATUS	21.5%	15.8%	0.0%	16.7%	19.0%
	\$50,001 to \$100,000	Count	14	9	0	0	23
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	60.9%	39.1%	0.0%	0.0%	100.0%
		% within MWBE STATUS	6.3%	5.7%	0.0%	0.0%	5.9%
	\$100,001 to \$200,000	Count	11	15	0	0	26
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	42.3%	57.7%	0.0%	0.0%	100.0%
		% within MWBE STATUS	4.9%	9.5%	0.0%	0.0%	6.7%
	\$200,001 to \$300,000	Count	13	4	0	1	18
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	72.2%	22.2%	0.0%	5.6%	100.0%
		% within MWBE STATUS	5.8%	2.5%	0.0%	16.7%	4.6%
	\$300,001 to \$400,000	Count	0	2	0	0	2
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MWBE STATUS	0.0%	1.3%	0.0%	0.0%	0.5%
	\$400,001 to \$500,000	Count	1	4	0	0	5
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	20.0%	80.0%	0.0%	0.0%	100.0%
		% within MWBE STATUS	0.4%	2.5%	0.0%	0.0%	1.3%
	\$500,001 to \$1 million	Count	8	3	0	0	11
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	72.7%	27.3%	0.0%	0.0%	100.0%
		% within MWBE STATUS	3.6%	1.9%	0.0%	0.0%	2.8%
	Over \$1 million	Count	6	10	1	0	17
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	35.3%	58.8%	5.9%	0.0%	100.0%
		% within MWBE STATUS	2.7%	6.3%	33.3%	0.0%	4.4%
Don't know	Count	122	86	2	4	214	
	% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	57.0%	40.2%	0.9%	1.9%	100.0%	
	% within MWBE STATUS	54.7%	54.4%	66.7%	66.7%	54.9%	
Total	Count	223	158	3	6	390	
	% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010	57.2%	40.5%	0.8%	1.5%	100.0%	
	% within MWBE STATUS	100.0%	100.0%	100.0%	100.0%	100.0%	
			57.2%	40.5%	0.8%	1.5%	100.0%

Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010? * MGT ETHNICITY Crosstabulation	Up to \$50,000	Count	22	0	0	4	22	25	0	1	74
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	29.7%	0.0%	0.0%	5.4%	29.7%	33.8%	0.0%	1.4%	100.0%
		% within MGT ETHNICITY	23.4%	0.0%	0.0%	50.0%	19.8%	15.8%	0.0%	16.7%	19.0%
	\$50,001 to \$100,000	Count	5	0	0	0	9	9	0	0	23
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	21.7%	0.0%	0.0%	0.0%	39.1%	39.1%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.3%	0.0%	0.0%	0.0%	8.1%	5.7%	0.0%	0.0%	5.9%
	\$100,001 to \$200,000	Count	5	0	1	0	5	15	0	0	26
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	19.2%	0.0%	3.8%	0.0%	19.2%	57.7%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.3%	0.0%	14.3%	0.0%	4.5%	9.5%	0.0%	0.0%	6.7%
	\$200,001 to \$300,000	Count	4	0	1	0	8	4	0	1	18
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	22.2%	0.0%	5.6%	0.0%	44.4%	22.2%	0.0%	5.6%	100.0%
		% within MGT ETHNICITY	4.3%	0.0%	14.3%	0.0%	7.2%	2.5%	0.0%	16.7%	4.6%
	\$300,001 to \$400,000	Count	0	0	0	0	0	2	0	0	2
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%	0.5%
	\$400,001 to \$500,000	Count	0	1	0	0	0	4	0	0	5
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	0.0%	20.0%	0.0%	0.0%	0.0%	80.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	33.3%	0.0%	0.0%	0.0%	2.5%	0.0%	0.0%	1.3%
	\$500,001 to \$1 million	Count	2	0	0	0	6	3	0	0	11
		% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	18.2%	0.0%	0.0%	0.0%	54.5%	27.3%	0.0%	0.0%	100.0%
% within MGT ETHNICITY		2.1%	0.0%	0.0%	0.0%	5.4%	1.9%	0.0%	0.0%	2.8%	
Over \$1 million	Count	2	0	0	1	3	10	1	0	17	
	% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	11.8%	0.0%	0.0%	5.9%	17.6%	58.8%	5.9%	0.0%	100.0%	
	% within MGT ETHNICITY	2.1%	0.0%	0.0%	12.5%	2.7%	6.3%	33.3%	0.0%	4.4%	
Don't know	Count	54	2	5	3	58	86	2	4	214	
	% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	25.2%	0.9%	2.3%	1.4%	27.1%	40.2%	0.9%	1.9%	100.0%	
	% within MGT ETHNICITY	57.4%	66.7%	71.4%	37.5%	52.3%	54.4%	66.7%	66.7%	54.9%	
Total	Count	94	3	7	8	111	158	3	6	390	
	% within Q29. Which of the following categories best approximates your company's largest Prime contract awarded between 2005 through 2010?	24%	1%	2%	2%	28%	41%	1%	2%	100%	
	% within MGT ETHNICITY	100%	100%	100%	100%	100%	100%	100%	100%	100%	
		% of Total	24%	1%	2%	2%	28%	41%	1%	2%	100%

Q30. Between 2005 and 2010 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? *			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q30. Between 2005 and 2010 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	176	127	1	5	309
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	57.0%	41.1%	0.3%	1.6%	100.0%
		% within MWBE Status	76.2%	78.9%	33.3%	83.3%	77.1%
		% of Total	43.9%	31.7%	0.2%	1.2%	77.1%
	1-10 times	Count	39	26	1	0	66
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	59.1%	39.4%	1.5%	0.0%	100.0%
		% within MWBE Status	16.9%	16.1%	33.3%	0.0%	16.5%
		% of Total	9.7%	6.5%	0.2%	0.0%	16.5%
	11-25 times	Count	8	4	0	0	12
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	66.7%	33.3%	0.0%	0.0%	100.0%
		% within MWBE Status	3.5%	2.5%	0.0%	0.0%	3.0%
		% of Total	2.0%	1.0%	0.0%	0.0%	3.0%
	26-50 times	Count	2	3	0	1	6
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	33.3%	50.0%	0.0%	16.7%	100.0%
		% within MWBE Status	0.9%	1.9%	0.0%	16.7%	1.5%
		% of Total	0.5%	0.7%	0.0%	0.2%	1.5%
	51-100 times	Count	2	0	1	0	3
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	66.7%	0.0%	33.3%	0.0%	100.0%
		% within MWBE Status	0.9%	0.0%	33.3%	0.0%	0.7%
		% of Total	0.5%	0.0%	0.2%	0.0%	0.7%
	Over 100 times	Count	4	1	0	0	5
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	80.0%	20.0%	0.0%	0.0%	100.0%
		% within MWBE Status	1.7%	0.6%	0.0%	0.0%	1.2%
		% of Total	1.0%	0.2%	0.0%	0.0%	1.2%
Total	Count	231	161	3	6	401	
	% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q30. Between 2005 and 2010 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?*			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q30. Between 2005 and 2010 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	78	2	4	7	85	127	1	5	309
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	25.2%	0.6%	1.3%	2.3%	27.5%	41.1%	0.3%	1.6%	100.0%
		% within MGT ETHNICITY	78.8%	66.7%	57.1%	87.5%	74.6%	78.9%	33.3%	83.3%	77.1%
		% of Total	19.5%	0.5%	1.0%	1.7%	21.2%	31.7%	0.2%	1.2%	77.1%
	1-10 times	Count	16	1	0	0	22	26	1	0	66
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	24.2%	1.5%	0.0%	0.0%	33.3%	39.4%	1.5%	0.0%	100.0%
		% within MGT ETHNICITY	16.2%	33.3%	0.0%	0.0%	19.3%	16.1%	33.3%	0.0%	16.5%
		% of Total	4.0%	0.2%	0.0%	0.0%	5.5%	6.5%	0.2%	0.0%	16.5%
	11-25 times	Count	2	0	2	1	3	4	0	0	12
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	16.7%	0.0%	16.7%	8.3%	25.0%	33.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	2.0%	0.0%	28.6%	12.5%	2.6%	2.5%	0.0%	0.0%	3.0%
		% of Total	0.5%	0.0%	0.5%	0.2%	0.7%	1.0%	0.0%	0.0%	3.0%
	26-50 times	Count	0	0	1	0	1	3	0	1	6
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	0.0%	0.0%	16.7%	0.0%	16.7%	50.0%	0.0%	16.7%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	14.3%	0.0%	0.9%	1.9%	0.0%	16.7%	1.5%
		% of Total	0.0%	0.0%	0.2%	0.0%	0.2%	0.7%	0.0%	0.2%	1.5%
	51-100 times	Count	1	0	0	0	1	0	1	0	3
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	33.3%	0.0%	0.0%	0.0%	33.3%	0.0%	33.3%	0.0%	100.0%
		% within MGT ETHNICITY	1.0%	0.0%	0.0%	0.0%	0.9%	0.0%	33.3%	0.0%	0.7%
		% of Total	0.2%	0.0%	0.0%	0.0%	0.2%	0.0%	0.2%	0.0%	0.7%
	Over 100 times	Count	2	0	0	0	2	1	0	0	5
		% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	40.0%	0.0%	0.0%	0.0%	40.0%	20.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	2.0%	0.0%	0.0%	0.0%	1.8%	0.6%	0.0%	0.0%	1.2%
		% of Total	0.5%	0.0%	0.0%	0.0%	0.5%	0.2%	0.0%	0.0%	1.2%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q30. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City? * MWBE Status			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	None	Count	194	133	1	5	333
		% within Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	58.3%	39.9%	0.3%	1.5%	100.0%
		% within MWBE Status	84.0%	82.6%	33.3%	83.3%	83.0%
		% of Total	48.4%	33.2%	0.2%	1.2%	83.0%
	1-10 times	Count	34	26	1	1	62
		% within Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	54.8%	41.9%	1.6%	1.6%	100.0%
		% within MWBE Status	14.7%	16.1%	33.3%	16.7%	15.5%
		% of Total	8.5%	6.5%	0.2%	0.2%	15.5%
	26-50 times	Count	2	2	0	0	4
		% within Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MWBE Status	0.9%	1.2%	0.0%	0.0%	1.0%
		% of Total	0.5%	0.5%	0.0%	0.0%	1.0%
	51-100 times	Count	0	0	1	0	1
		% within Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	0.0%	33.3%	0.0%	0.2%
% of Total		0.0%	0.0%	0.2%	0.0%	0.2%	
Over 100 times	Count	1	0	0	0	1	
	% within Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	100.0%	0.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	0.4%	0.0%	0.0%	0.0%	0.2%	
	% of Total	0.2%	0.0%	0.0%	0.0%	0.2%	
Total	Count	231	161	3	6	401	
	% within Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q31. Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	None	Count	85	3	5	7	94	133	1	5	333
		% within Q31. Between 2005 and 2010, how many times has your company been awar	25.5%	0.9%	1.5%	2.1%	28.2%	39.9%	0.3%	1.5%	100.0%
		% within MGT ETHNICITY	85.9%	100.0%	71.4%	87.5%	82.5%	82.6%	33.3%	83.3%	83.0%
		% of Total	21.2%	0.7%	1.2%	1.7%	23.4%	33.2%	0.2%	1.2%	83.0%
	1-10 times	Count	13	0	2	1	18	26	1	1	62
		% within Q31. Between 2005 and 2010, how many times has your company been awar	21.0%	0.0%	3.2%	1.6%	29.0%	41.9%	1.6%	1.6%	100.0%
		% within MGT ETHNICITY	13.1%	0.0%	28.6%	12.5%	15.8%	16.1%	33.3%	16.7%	15.5%
		% of Total	3.2%	0.0%	0.5%	0.2%	4.5%	6.5%	0.2%	0.2%	15.5%
	26-50 times	Count	1	0	0	0	1	2	0	0	4
		% within Q31. Between 2005 and 2010, how many times has your company been awar	25.0%	0.0%	0.0%	0.0%	25.0%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	1.0%	0.0%	0.0%	0.0%	0.9%	1.2%	0.0%	0.0%	1.0%
		% of Total	0.2%	0.0%	0.0%	0.0%	0.2%	0.5%	0.0%	0.0%	1.0%
	51-100 times	Count	0	0	0	0	0	0	1	0	1
		% within Q31. Between 2005 and 2010, how many times has your company been awar	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.2%
	Over 100 times	Count	0	0	0	0	1	0	0	0	1
		% within Q31. Between 2005 and 2010, how many times has your company been awar	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.2%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q31. Between 2005 and 2010, how many times has your company been awar	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q32. Between 2005 and 2010, 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 Q32. * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q32. Between 2005 and 2010, 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	Less than 30 days	Count	15	10	0	0	25
		% within Q32. Between 2005 and 2010, 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 Q32.	60.0%	40.0%	0.0%	0.0%	100.0%
		% within MWBE Status	40.5%	35.7%	0.0%	0.0%	36.8%
		% of Total	22.1%	14.7%	0.0%	0.0%	36.8%
	31-60 days	Count	16	11	1	0	28
		% within Q32. Between 2005 and 2010, 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 Q32.	57.1%	39.3%	3.6%	0.0%	100.0%
		% within MWBE Status	43.2%	39.3%	50.0%	0.0%	41.2%
		% of Total	23.5%	16.2%	1.5%	0.0%	41.2%
	61-90 days	Count	3	3	1	1	8
		% within Q32. Between 2005 and 2010, 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 Q32.	37.5%	37.5%	12.5%	12.5%	100.0%
		% within MWBE Status	8.1%	10.7%	50.0%	100.0%	11.8%
		% of Total	4.4%	4.4%	1.5%	1.5%	11.8%
	91-120 days	Count	0	2	0	0	2
		% within Q32. Between 2005 and 2010, 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 Q32.	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	0.0%	7.1%	0.0%	0.0%	2.9%
		% of Total	0.0%	2.9%	0.0%	0.0%	2.9%
	Not applicable	Count	3	2	0	0	5
		% within Q32. Between 2005 and 2010, 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 Q32.	60.0%	40.0%	0.0%	0.0%	100.0%
% within MWBE Status		8.1%	7.1%	0.0%	0.0%	7.4%	
% of Total		4.4%	2.9%	0.0%	0.0%	7.4%	
Total	Count	37	28	2	1	68	
	% within Q32. Between 2005 and 2010, 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 Q32.	54.4%	41.2%	2.9%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	54.4%	41.2%	2.9%	1.5%	100.0%	

Q32. Between 2005 and 2010, 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 Q32. * MGT ETHNICITY										
			Crosstabulation							
			MGT ETHNICITY							
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
Q32. Between 2005 and 2010, 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	Less than 30 days	Count	8	0	1	6	10	0	0	25
		% within Q32. Between 2005 and 2010, 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 Q32.	32.0%	0.0%	4.0%	24.0%	40.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	57.1%	0.0%	100.0%	30.0%	35.7%	0.0%	0.0%	36.8%
		% of Total	11.8%	0.0%	1.5%	8.8%	14.7%	0.0%	0.0%	36.8%
	31-60 days	Count	5	2	0	9	11	1	0	28
		% within Q32. Between 2005 and 2010, 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 Q32.	17.9%	7.1%	0.0%	32.1%	39.3%	3.6%	0.0%	100.0%
		% within MGT ETHNICITY	35.7%	100.0%	0.0%	45.0%	39.3%	50.0%	0.0%	41.2%
		% of Total	7.4%	2.9%	0.0%	13.2%	16.2%	1.5%	0.0%	41.2%
	61-90 days	Count	1	0	0	2	3	1	1	8
		% within Q32. Between 2005 and 2010, 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 Q32.	12.5%	0.0%	0.0%	25.0%	37.5%	12.5%	12.5%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	10.0%	10.7%	50.0%	100.0%	11.8%
		% of Total	1.5%	0.0%	0.0%	2.9%	4.4%	1.5%	1.5%	11.8%
	91-120 days	Count	0	0	0	0	2	0	0	2
		% within Q32. Between 2005 and 2010, 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 Q32.	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	2.9%
		% of Total	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	2.9%
	Not applicable	Count	0	0	0	3	2	0	0	5
		% within Q32. Between 2005 and 2010, 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 Q32.	0.0%	0.0%	0.0%	60.0%	40.0%	0.0%	0.0%	100.0%
% within MGT ETHNICITY		0.0%	0.0%	0.0%	15.0%	7.1%	0.0%	0.0%	7.4%	
% of Total		0.0%	0.0%	0.0%	4.4%	2.9%	0.0%	0.0%	7.4%	
Total	Count	14	2	1	20	28	2	1	68	
	% within Q32. Between 2005 and 2010, 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 Q32.	20.6%	2.9%	1.5%	29.4%	41.2%	2.9%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	20.6%	2.9%	1.5%	29.4%	41.2%	2.9%	1.5%	100.0%	

Q33. 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 * MWBE Status Crosstabulation								
			MWBE Status					
			MWBE	Non-MWBE	Other	No Response/Don't Know	Total	
Q33. 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	Very often	Count	1	2	0	0	3	
		% within Q33. 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	33.3%	66.7%	0.0%	0.0%	100.0%	
		% within MWBE Status	2.7%	7.1%	0.0%	0.0%	4.4%	
			% of Total	1.5%	2.9%	0.0%	0.0%	4.4%
	Often	Count	2	1	0	0	3	
		% within Q33. 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	66.7%	33.3%	0.0%	0.0%	100.0%	
		% within MWBE Status	5.4%	3.6%	0.0%	0.0%	4.4%	
			% of Total	2.9%	1.5%	0.0%	0.0%	4.4%
	Sometimes	Count	8	3	1	1	13	
		% within Q33. 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	61.5%	23.1%	7.7%	7.7%	100.0%	
		% within MWBE Status	21.6%	10.7%	50.0%	100.0%	19.1%	
			% of Total	11.8%	4.4%	1.5%	1.5%	19.1%
	Seldom	Count	10	6	0	0	16	
		% within Q33. 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	62.5%	37.5%	0.0%	0.0%	100.0%	
		% within MWBE Status	27.0%	21.4%	0.0%	0.0%	23.5%	
			% of Total	14.7%	8.8%	0.0%	0.0%	23.5%
	Never	Count	12	7	1	0	20	
		% within Q33. 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	60.0%	35.0%	5.0%	0.0%	100.0%	
		% within MWBE Status	32.4%	25.0%	50.0%	0.0%	29.4%	
			% of Total	17.6%	10.3%	1.5%	0.0%	29.4%
	Don't know	Count	3	3	0	0	6	
		% within Q33. 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	50.0%	50.0%	0.0%	0.0%	100.0%	
		% within MWBE Status	8.1%	10.7%	0.0%	0.0%	8.8%	
			% of Total	4.4%	4.4%	0.0%	0.0%	8.8%
Not applicable	Count	1	6	0	0	7		
	% within Q33. 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	14.3%	85.7%	0.0%	0.0%	100.0%		
	% within MWBE Status	2.7%	21.4%	0.0%	0.0%	10.3%		
		% of Total	1.5%	8.8%	0.0%	0.0%	10.3%	
Total	Count	37	28	2	1	68		
	% within Q33. 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	54.4%	41.2%	2.9%	1.5%	100.0%		
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%		
	% of Total	54.4%	41.2%	2.9%	1.5%	100.0%		

Q33. 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 * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW		
Q33. 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	Very often	Count	1	0	0	0	2	0	0	3	
		% within Q33. 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	33.3%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	100.0%	
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	4.4%	
			% of Total	1.5%	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	4.4%
	Often	Count	1	0	0	1	1	0	0	3	
		% within Q33. 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	33.3%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	100.0%	
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	5.0%	3.6%	0.0%	0.0%	4.4%	
			% of Total	1.5%	0.0%	0.0%	1.5%	0.0%	0.0%	4.4%	
	Sometimes	Count	2	2	0	4	3	1	1	13	
		% within Q33. 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	15.4%	15.4%	0.0%	30.8%	23.1%	7.7%	7.7%	100.0%	
		% within MGT ETHNICITY	14.3%	100.0%	0.0%	20.0%	10.7%	50.0%	100.0%	19.1%	
			% of Total	2.9%	2.9%	0.0%	5.9%	4.4%	1.5%	1.5%	19.1%
	Seldom	Count	3	0	1	6	6	0	0	16	
		% within Q33. 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	18.8%	0.0%	6.3%	37.5%	37.5%	0.0%	0.0%	100.0%	
		% within MGT ETHNICITY	21.4%	0.0%	100.0%	30.0%	21.4%	0.0%	0.0%	23.5%	
			% of Total	4.4%	0.0%	1.5%	8.8%	8.8%	0.0%	0.0%	23.5%
	Never	Count	7	0	0	5	7	1	0	20	
		% within Q33. 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	35.0%	0.0%	0.0%	25.0%	35.0%	5.0%	0.0%	100.0%	
		% within MGT ETHNICITY	50.0%	0.0%	0.0%	25.0%	25.0%	50.0%	0.0%	29.4%	
			% of Total	10.3%	0.0%	0.0%	7.4%	10.3%	1.5%	0.0%	29.4%
	Don't know	Count	0	0	0	3	3	0	0	6	
		% within Q33. 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	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	100.0%	
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	15.0%	10.7%	0.0%	0.0%	8.8%	
			% of Total	0.0%	0.0%	0.0%	4.4%	4.4%	0.0%	0.0%	8.8%
Not applicable	Count	0	0	0	1	6	0	0	7		
	% within Q33. 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	0.0%	0.0%	0.0%	14.3%	85.7%	0.0%	0.0%	100.0%		
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	5.0%	21.4%	0.0%	0.0%	10.3%		
		% of Total	0.0%	0.0%	0.0%	1.5%	8.8%	0.0%	0.0%	10.3%	
Total	Count	14	2	1	20	28	2	1	68		
	% within Q33. 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	20.6%	2.9%	1.5%	29.4%	41.2%	2.9%	1.5%	100.0%		
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
		% of Total	20.6%	2.9%	1.5%	29.4%	41.2%	2.9%	1.5%	100.0%	

Q34. As a subcontractor, your working experience with prime contractors/service providers has been: * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	Excellent	Count	7	8	0	0	15
		% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	46.7%	53.3%	0.0%	0.0%	100.0%
		% within MWBE Status	18.9%	28.6%	0.0%	0.0%	22.1%
		% of Total	10.3%	11.8%	0.0%	0.0%	22.1%
	Good	Count	20	17	1	1	39
		% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	51.3%	43.6%	2.6%	2.6%	100.0%
		% within MWBE Status	54.1%	60.7%	50.0%	100.0%	57.4%
		% of Total	29.4%	25.0%	1.5%	1.5%	57.4%
	Fair	Count	7	2	1	0	10
		% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	70.0%	20.0%	10.0%	0.0%	100.0%
		% within MWBE Status	18.9%	7.1%	50.0%	0.0%	14.7%
		% of Total	10.3%	2.9%	1.5%	0.0%	14.7%
	Poor	Count	3	1	0	0	4
		% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	75.0%	25.0%	0.0%	0.0%	100.0%
		% within MWBE Status	8.1%	3.6%	0.0%	0.0%	5.9%
		% of Total	4.4%	1.5%	0.0%	0.0%	5.9%
Total	Count	37	28	2	1	68	
	% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	54.4%	41.2%	2.9%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	54.4%	41.2%	2.9%	1.5%	100.0%	

Q34. As a subcontractor, your working experience with prime contractors/service providers has been: * MGT ETHNICITY Crosstabulation										
			MGT ETHNICITY							Total
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	Excellent	Count	2	0	0	5	8	0	0	15
		% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	13.3%	0.0%	0.0%	33.3%	53.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	14.3%	0.0%	0.0%	25.0%	28.6%	0.0%	0.0%	22.1%
		% of Total	2.9%	0.0%	0.0%	7.4%	11.8%	0.0%	0.0%	22.1%
	Good	Count	6	1	1	12	17	1	1	39
		% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	15.4%	2.6%	2.6%	30.8%	43.6%	2.6%	2.6%	100.0%
		% within MGT ETHNICITY	42.9%	50.0%	100.0%	60.0%	60.7%	50.0%	100.0%	57.4%
		% of Total	8.8%	1.5%	1.5%	17.6%	25.0%	1.5%	1.5%	57.4%
	Fair	Count	4	1	0	2	2	1	0	10
		% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	40.0%	10.0%	0.0%	20.0%	20.0%	10.0%	0.0%	100.0%
		% within MGT ETHNICITY	28.6%	50.0%	0.0%	10.0%	7.1%	50.0%	0.0%	14.7%
		% of Total	5.9%	1.5%	0.0%	2.9%	2.9%	1.5%	0.0%	14.7%
	Poor	Count	2	0	0	1	1	0	0	4
		% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	50.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	14.3%	0.0%	0.0%	5.0%	3.6%	0.0%	0.0%	5.9%
		% of Total	2.9%	0.0%	0.0%	1.5%	1.5%	0.0%	0.0%	5.9%
Total	Count	14	2	1	20	28	2	1	68	
	% within Q34. As a subcontractor, your working experience with prime contractors/service providers has been:	20.6%	2.9%	1.5%	29.4%	41.2%	2.9%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	20.6%	2.9%	1.5%	29.4%	41.2%	2.9%	1.5%	100.0%	

Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010 * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER			
Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	Up to \$50,000	Count	10	0	0	2	14	20	0	0	46	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	21.7%	0.0%	0.0%	4.3%	30.4%	43.5%	0.0%	0.0%	100.0%	
		% within MGT ETHNICITY	10.4%	0.0%	0.0%	25.0%	12.4%	12.6%	0.0%	0.0%	11.6%	
			% of Total	2.5%	0.0%	0.0%	0.5%	3.5%	5.1%	0.0%	0.0%	11.6%
	\$50,001 to \$100,000	Count	6	0	1	1	7	11	1	0	27	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	22.2%	0.0%	3.7%	3.7%	25.9%	40.7%	3.7%	0.0%	100.0%	
		% within MGT ETHNICITY	6.3%	0.0%	14.3%	12.5%	6.2%	6.9%	33.3%	0.0%	6.8%	
			% of Total	1.5%	0.0%	0.3%	0.3%	1.8%	2.8%	0.3%	0.0%	6.8%
	\$100,001 to \$200,000	Count	3	1	0	1	5	11	0	1	22	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	13.6%	4.5%	0.0%	4.5%	22.7%	50.0%	0.0%	4.5%	100.0%	
		% within MGT ETHNICITY	3.1%	33.3%	0.0%	12.5%	4.4%	6.9%	0.0%	16.7%	5.6%	
			% of Total	0.8%	0.3%	0.0%	0.3%	1.3%	2.8%	0.0%	0.3%	5.6%
	\$200,001 to \$300,000	Count	1	0	0	0	3	2	0	0	6	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	16.7%	0.0%	0.0%	0.0%	50.0%	33.3%	0.0%	0.0%	100.0%	
		% within MGT ETHNICITY	1.0%	0.0%	0.0%	0.0%	2.7%	1.3%	0.0%	0.0%	1.5%	
			% of Total	0.3%	0.0%	0.0%	0.0%	0.8%	0.5%	0.0%	0.0%	1.5%
	\$300,001 to \$400,000	Count	0	0	0	0	2	1	0	0	3	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	100.0%	
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	1.8%	0.6%	0.0%	0.0%	0.8%	
			% of Total	0.0%	0.0%	0.0%	0.0%	0.5%	0.3%	0.0%	0.0%	0.8%
	\$400,001 to \$500,000	Count	1	0	0	0	2	4	1	0	8	
% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010		12.5%	0.0%	0.0%	0.0%	25.0%	50.0%	12.5%	0.0%	100.0%		
% within MGT ETHNICITY		1.0%	0.0%	0.0%	0.0%	1.8%	2.5%	33.3%	0.0%	2.0%		
		% of Total	0.3%	0.0%	0.0%	0.0%	0.5%	1.0%	0.3%	0.0%	2.0%	
Over \$1 million	Count	1	0	1	1	0	3	0	0	6		
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	16.7%	0.0%	16.7%	16.7%	0.0%	50.0%	0.0%	0.0%	100.0%		
	% within MGT ETHNICITY	1.0%	0.0%	14.3%	12.5%	0.0%	1.9%	0.0%	0.0%	1.5%		
		% of Total	0.3%	0.0%	0.3%	0.3%	0.0%	0.8%	0.0%	0.0%	1.5%	
Don't know	Count	14	0	1	0	23	13	1	0	52		
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	27%	0%	2%	0%	44%	25%	2%	0%	100%		
	% within MGT ETHNICITY	15%	0%	14%	0%	20%	8%	33%	0%	13%		
		% of Total	4%	0%	0%	0%	6%	3%	0%	13%		
Not Applicable	Count	60	2	4	3	57	94	0	5	225		
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	26.7%	0.9%	1.8%	1.3%	25.3%	41.8%	0.0%	2.2%	100.0%		
	% within MGT ETHNICITY	62.5%	66.7%	57.1%	37.5%	50.4%	59.1%	0.0%	83.3%	57.0%		
		% of Total	15.2%	0.5%	1.0%	0.8%	14.4%	23.8%	0.0%	1.3%	57.0%	
Total	Count	96	3	7	8	113	159	3	6	395		
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	24.3%	0.8%	1.8%	2.0%	28.6%	40.3%	0.8%	1.5%	100.0%		
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
		% of Total	24.3%	0.8%	1.8%	2.0%	28.6%	40.3%	0.8%	1.5%	100.0%	

Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010 * MWBE STATUS Crosstabulation			MWBE STATUS					
			MWBE	Non-MWBE	Other	No Response/ Don't Know	Total	
Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	Up to \$50,000	Count	26	20	0	0	46	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	56.5%	43.5%	0.0%	0.0%	100.0%	
		% within MWBE STATUS	11.5%	12.6%	0.0%	0.0%	11.6%	
			% of Total	6.6%	5.1%	0.0%	0.0%	11.6%
	\$50,001 to \$100,000	Count	15	11	1	0	27	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	55.6%	40.7%	3.7%	0.0%	100.0%	
		% within MWBE STATUS	6.6%	6.9%	33.3%	0.0%	6.8%	
			% of Total	3.8%	2.8%	0.3%	0.0%	6.8%
	\$100,001 to \$200,000	Count	10	11	0	1	22	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	45.5%	50.0%	0.0%	4.5%	100.0%	
		% within MWBE STATUS	4.4%	6.9%	0.0%	16.7%	5.6%	
			% of Total	2.5%	2.8%	0.0%	0.3%	5.6%
	\$200,001 to \$300,000	Count	4	2	0	0	6	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	66.7%	33.3%	0.0%	0.0%	100.0%	
		% within MWBE STATUS	1.8%	1.3%	0.0%	0.0%	1.5%	
			% of Total	1.0%	0.5%	0.0%	0.0%	1.5%
	\$300,001 to \$400,000	Count	2	1	0	0	3	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	66.7%	33.3%	0.0%	0.0%	100.0%	
		% within MWBE STATUS	0.9%	0.6%	0.0%	0.0%	0.8%	
			% of Total	0.5%	0.3%	0.0%	0.0%	0.8%
	\$400,001 to \$500,000	Count	3	4	1	0	8	
		% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	37.5%	50.0%	12.5%	0.0%	100.0%	
		% within MWBE STATUS	1.3%	2.5%	33.3%	0.0%	2.0%	
			% of Total	0.8%	1.0%	0.3%	0.0%	2.0%
Over \$1 million	Count	3	3	0	0	6		
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	50.0%	50.0%	0.0%	0.0%	100.0%		
	% within MWBE STATUS	1.3%	1.9%	0.0%	0.0%	1.5%		
		% of Total	0.8%	0.8%	0.0%	0.0%	1.5%	
Don't know	Count	38	13	1	0	52		
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	73.1%	25.0%	1.9%	0.0%	100.0%		
	% within MWBE STATUS	16.7%	8.2%	33.3%	0.0%	13.2%		
		% of Total	9.6%	3.3%	0.3%	0.0%	13.2%	
Not Applicable	Count	126	94	0	5	225		
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	56.0%	41.8%	0.0%	2.2%	100.0%		
	% within MWBE STATUS	55.5%	59.1%	0.0%	83.3%	57.0%		
		% of Total	31.9%	23.8%	0.0%	1.3%	57.0%	
Total	Count	227	159	3	6	395		
	% within Q35. Which of the following categories best approximates your company's largest subcontract awarded between 2005 through 2010	57.5%	40.3%	0.8%	1.5%	100.0%		
	% within MWBE STATUS	100.0%	100.0%	100.0%	100.0%	100.0%		
		% of Total	57.5%	40.3%	0.8%	1.5%	100.0%	

**Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project \* MWBE Status**  
**Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	Yes	Count	19	5	0	0	24
		% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	79.2%	20.8%	0.0%	0.0%	100.0%
		% within MWBE Status	8.2%	3.1%	0.0%	0.0%	6.0%
		% of Total	4.7%	1.2%	0.0%	0.0%	6.0%
	No	Count	88	59	3	1	151
		% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	58.3%	39.1%	2.0%	0.7%	100.0%
		% within MWBE Status	38.1%	36.6%	100.0%	16.7%	37.7%
		% of Total	21.9%	14.7%	0.7%	0.2%	37.7%
	Don't Know	Count	21	12	0	1	34
		% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	61.8%	35.3%	0.0%	2.9%	100.0%
		% within MWBE Status	9.1%	7.5%	0.0%	16.7%	8.5%
		% of Total	5.2%	3.0%	0.0%	0.2%	8.5%
	Not Applicable	Count	103	85	0	4	192
% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project		53.6%	44.3%	0.0%	2.1%	100.0%	
% within MWBE Status		44.6%	52.8%	0.0%	66.7%	47.9%	
% of Total		25.7%	21.2%	0.0%	1.0%	47.9%	
Total	Count	231	161	3	6	401	
	% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	Yes	Count	17	0	0	1	1	5	0	0	24
		% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	70.8%	0.0%	0.0%	4.2%	4.2%	20.8%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	17.2%	0.0%	0.0%	12.5%	0.9%	3.1%	0.0%	0.0%	6.0%
		% of Total	4.2%	0.0%	0.0%	0.2%	0.2%	1.2%	0.0%	0.0%	6.0%
	No	Count	30	3	3	3	49	59	3	1	151
		% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	19.9%	2.0%	2.0%	2.0%	32.5%	39.1%	2.0%	0.7%	100.0%
		% within MGT ETHNICITY	30.3%	100.0%	42.9%	37.5%	43.0%	36.6%	100.0%	16.7%	37.7%
		% of Total	7.5%	0.7%	0.7%	0.7%	12.2%	14.7%	0.7%	0.2%	37.7%
	Don't Know	Count	7	0	2	0	12	12	0	1	34
		% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	20.6%	0.0%	5.9%	0.0%	35.3%	35.3%	0.0%	2.9%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	28.6%	0.0%	10.5%	7.5%	0.0%	16.7%	8.5%
	Not Applicable	Count	45	0	2	4	52	85	0	4	192
		% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project	23.4%	0.0%	1.0%	2.1%	27.1%	44.3%	0.0%	2.1%	100.0%
		% within MGT ETHNICITY	45.5%	0.0%	28.6%	50.0%	45.6%	52.8%	0.0%	66.7%	47.9%
	Total	Count	99	3	7	8	114	161	3	6	401
% within Q36. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor/service provider working or bidding on a City project		24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
% within MGT ETHNICITY		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q37. What was the most noticeable way you became aware of the discrimination against your company? * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q37. What was the most noticeable way you became aware of the discrimination against your company?	Action taken against the company	Count	9	2	11
		% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	81.8%	18.2%	100.0%
		% within MWBE Status	47.4%	40.0%	45.8%
		% of Total	37.5%	8.3%	45.8%
	Don't Know	Count	2	0	2
		% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	100.0%
		% within MWBE Status	10.5%	0.0%	8.3%
		% of Total	8.3%	0.0%	8.3%
	Verbal Comment	Count	7	0	7
		% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	100.0%
		% within MWBE Status	36.8%	0.0%	29.2%
		% of Total	29.2%	0.0%	29.2%
Written Statement	Count	1	3	4	
	% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	25.0%	75.0%	100.0%	
	% within MWBE Status	5.3%	60.0%	16.7%	
	% of Total	4.2%	12.5%	16.7%	
Total	Count	19	5	24	
	% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	79.2%	20.8%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	79.2%	20.8%	100.0%	

Q37. What was the most noticeable way you became aware of the discrimination against your company? * MGT ETHNICITY Crosstabulation							
			MGT ETHNICITY				
			AFRICAN AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	Total
Q37. What was the most noticeable way you became aware of the discrimination against your company?	Action taken against the company	Count	7	1	1	2	11
		% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	63.6%	9.1%	9.1%	18.2%	100.0%
		% within MGT ETHNICITY	41.2%	100.0%	100.0%	40.0%	45.8%
		% of Total	29.2%	4.2%	4.2%	8.3%	45.8%
	Don't Know	Count	2	0	0	0	2
		% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	11.8%	0.0%	0.0%	0.0%	8.3%
		% of Total	8.3%	0.0%	0.0%	0.0%	8.3%
	Verbal Comment	Count	7	0	0	0	7
		% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	41.2%	0.0%	0.0%	0.0%	29.2%
		% of Total	29.2%	0.0%	0.0%	0.0%	29.2%
	Written Statement	Count	1	0	0	3	4
		% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	25.0%	0.0%	0.0%	75.0%	100.0%
		% within MGT ETHNICITY	5.9%	0.0%	0.0%	60.0%	16.7%
% of Total		4.2%	0.0%	0.0%	12.5%	16.7%	
Total	Count	17	1	1	5	24	
	% within Q37. What was the most noticeable way you became aware of the discrimination against your company?	70.8%	4.2%	4.2%	20.8%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	70.8%	4.2%	4.2%	20.8%	100.0%	

**Q38. Which of the following do you consider the primary reason for your company being discriminated against? \* MWBE Status Crosstabulation**

			MWBE Status		Total
			MWBE	Non-MWBE	
Q38. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	16	4	20
		% within Q38. Which of the following do you consider the primary reason for your company being discriminated against?	80.0%	20.0%	100.0%
		% within MWBE Status	84.2%	80.0%	83.3%
		% of Total	66.7%	16.7%	83.3%
	Don't know	Count	3	1	4
		% within Q38. Which of the following do you consider the primary reason for your company being discriminated against?	75.0%	25.0%	100.0%
		% within MWBE Status	15.8%	20.0%	16.7%
		% of Total	12.5%	4.2%	16.7%
Total	Count	19	5	24	
	% within Q38. Which of the following do you consider the primary reason for your company being discriminated against?	79.2%	20.8%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	79.2%	20.8%	100.0%	

Q38. Which of the following do you consider the primary reason for your company being discriminated against? * MGT ETHNICITY Crosstabulation							
			MGT ETHNICITY				Total
			AFRICAN AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q38. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	15	0	1	4	20
		% within Q38. Which of the following do you consider the primary reason for your company being discriminated against?	75.0%	0.0%	5.0%	20.0%	100.0%
		% within MGT ETHNICITY	88.2%	0.0%	100.0%	80.0%	83.3%
		% of Total	62.5%	0.0%	4.2%	16.7%	83.3%
	Don't know	Count	2	1	0	1	4
		% within Q38. Which of the following do you consider the primary reason for your company being discriminated against?	50.0%	25.0%	0.0%	25.0%	100.0%
		% within MGT ETHNICITY	11.8%	100.0%	0.0%	20.0%	16.7%
		% of Total	8.3%	4.2%	0.0%	4.2%	16.7%
	Total	Count	17	1	1	5	24
		% within Q38. Which of the following do you consider the primary reason for your company being discriminated against?	70.8%	4.2%	4.2%	20.8%	100.0%
% within MGT ETHNICITY		100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		70.8%	4.2%	4.2%	20.8%	100.0%	

Q39. When did the discrimination first occur? * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q39. When did the discrimination first occur?	During bidding process	Count	13	5	18
		% within Q39. When did the discrimination first occur?	72.2%	27.8%	100.0%
		% within MWBE Status	68.4%	100.0%	75.0%
		% of Total	54.2%	20.8%	75.0%
	After contract award	Count	6	0	6
		% within Q39. When did the discrimination first occur?	100.0%	0.0%	100.0%
		% within MWBE Status	31.6%	0.0%	25.0%
		% of Total	25.0%	0.0%	25.0%
Total	Count	19	5	24	
	% within Q39. When did the discrimination first occur?	79.2%	20.8%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	79.2%	20.8%	100.0%	

Q39. When did the discrimination first occur? * MGT ETHNICITY Crosstabulation							
			MGT ETHNICITY				Total
			AFRICAN AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q39. When did the discrimination first occur?	During bidding process	Count	12	0	1	5	18
		% within Q39. When did the discrimination first occur?	66.7%	0.0%	5.6%	27.8%	100.0%
		% within MGT ETHNICITY	70.6%	0.0%	100.0%	100.0%	75.0%
		% of Total	50.0%	0.0%	4.2%	20.8%	75.0%
	After contract award	Count	5	1	0	0	6
		% within Q39. When did the discrimination first occur?	83.3%	16.7%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	29.4%	100.0%	0.0%	0.0%	25.0%
		% of Total	20.8%	4.2%	0.0%	0.0%	25.0%
Total	Count	17	1	1	5	24	
	% within Q39. When did the discrimination first occur?	70.8%	4.2%	4.2%	20.8%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	70.8%	4.2%	4.2%	20.8%	100.0%	

Q40. Did you file a complaint? * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q40. Did you file a complaint?	Yes	Count	6	1	7
		% within Q40. Did you file a complaint?	85.7%	14.3%	100.0%
		% within MWBE Status	31.6%	20.0%	29.2%
		% of Total	25.0%	4.2%	29.2%
	No	Count	13	4	17
		% within Q40. Did you file a complaint?	76.5%	23.5%	100.0%
		% within MWBE Status	68.4%	80.0%	70.8%
Total	Count	19	5	24	
	% within Q40. Did you file a complaint?	79.2%	20.8%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	79.2%	20.8%	100.0%	

Q40. Did you file a complaint? * MGT ETHNICITY Crosstabulation							
			MGT ETHNICITY				Total
			AFRICAN AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q40. Did you file a complaint?	Yes	Count	5	1	0	1	7
		% within Q40. Did you file a complaint?	71.4%	14.3%	0.0%	14.3%	100.0%
		% within MGT ETHNICITY	29.4%	100.0%	0.0%	20.0%	29.2%
		% of Total	20.8%	4.2%	0.0%	4.2%	29.2%
	No	Count	12	0	1	4	17
		% within Q40. Did you file a complaint?	70.6%	0.0%	5.9%	23.5%	100.0%
		% within MGT ETHNICITY	70.6%	0.0%	100.0%	80.0%	70.8%
Total	Count	17	1	1	5	24	
	% within Q40. Did you file a complaint?	70.8%	4.2%	4.2%	20.8%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	70.8%	4.2%	4.2%	20.8%	100.0%	

Q40. Did you file a complaint? * MGT ETHNICITY Crosstabulation							
			MGT ETHNICITY				Total
			AFRICAN AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q40. Did you file a complaint?	Yes	Count	5	1	0	1	7
		% within Q40. Did you file a complaint?	71.4%	14.3%	0.0%	14.3%	100.0%
		% within MGT ETHNICITY	29.4%	100.0%	0.0%	20.0%	29.2%
		% of Total	20.8%	4.2%	0.0%	4.2%	29.2%
	No	Count	12	0	1	4	17
		% within Q40. Did you file a complaint?	70.6%	0.0%	5.9%	23.5%	100.0%
		% within MGT ETHNICITY	70.6%	0.0%	100.0%	80.0%	70.8%
		% of Total	50.0%	0.0%	4.2%	16.7%	70.8%
Total	Count	17	1	1	5	24	
	% within Q40. Did you file a complaint?	70.8%	4.2%	4.2%	20.8%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	70.8%	4.2%	4.2%	20.8%	100.0%	

Q41. Are you required to have bonding for the type of work that your company bids? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q41. Are you required to have bonding for the type of work that your company bids?	Yes	Count	36	1	3	2	15	37	1	1	96
		% within Q41. Are you required to have bonding for the type of work that your company bids?	37.5%	1.0%	3.1%	2.1%	15.6%	38.5%	1.0%	1.0%	100.0%
		% within MGT ETHNICITY	36.4%	33.3%	42.9%	25.0%	13.2%	23.0%	33.3%	16.7%	23.9%
		% of Total	9.0%	0.2%	0.7%	0.5%	3.7%	9.2%	0.2%	0.2%	23.9%
	No	Count	56	2	4	6	88	117	2	4	279
		% within Q41. Are you required to have bonding for the type of work that your company bids?	20.1%	0.7%	1.4%	2.2%	31.5%	41.9%	0.7%	1.4%	100.0%
		% within MGT ETHNICITY	56.6%	66.7%	57.1%	75.0%	77.2%	72.7%	66.7%	66.7%	69.6%
		% of Total	14.0%	0.5%	1.0%	1.5%	21.9%	29.2%	0.5%	1.0%	69.6%
	Don't Know	Count	7	0	0	0	11	7	0	1	26
		% within Q41. Are you required to have bonding for the type of work that your company bids?	26.9%	0.0%	0.0%	0.0%	42.3%	26.9%	0.0%	3.8%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	0.0%	9.6%	4.3%	0.0%	16.7%	6.5%
		% of Total	1.7%	0.0%	0.0%	0.0%	2.7%	1.7%	0.0%	0.2%	6.5%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q41. Are you required to have bonding for the type of work that your company bids?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q42. What is your current aggregate bonding limit? * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q42. What is your current aggregate bonding limit?	Below \$100,000	Count	12	0	0	0	12
		% within Q42. What is your current aggregate bonding limit?	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MWBE Status	20.3%	0.0%	0.0%	0.0%	12.1%
		% of Total	12.1%	0.0%	0.0%	0.0%	12.1%
	\$100,001 to \$250,000	Count	3	5	0	0	8
		% within Q42. What is your current aggregate bonding limit?	37.5%	62.5%	0.0%	0.0%	100.0%
		% within MWBE Status	5.1%	13.2%	0.0%	0.0%	8.1%
		% of Total	3.0%	5.1%	0.0%	0.0%	8.1%
	\$250,001 to \$500,000	Count	8	3	0	0	11
		% within Q42. What is your current aggregate bonding limit?	72.7%	27.3%	0.0%	0.0%	100.0%
		% within MWBE Status	13.6%	7.9%	0.0%	0.0%	11.1%
		% of Total	8.1%	3.0%	0.0%	0.0%	11.1%
	\$500,001 to \$1 million	Count	7	6	0	0	13
		% within Q42. What is your current aggregate bonding limit?	53.8%	46.2%	0.0%	0.0%	100.0%
		% within MWBE Status	11.9%	15.8%	0.0%	0.0%	13.1%
		% of Total	7.1%	6.1%	0.0%	0.0%	13.1%
	\$1,000,001 to \$1,500,000	Count	3	1	0	0	4
		% within Q42. What is your current aggregate bonding limit?	75.0%	25.0%	0.0%	0.0%	100.0%
		% within MWBE Status	5.1%	2.6%	0.0%	0.0%	4.0%
		% of Total	3.0%	1.0%	0.0%	0.0%	4.0%
	\$1,500,001 to \$3 million	Count	0	3	0	0	3
		% within Q42. What is your current aggregate bonding limit?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	0.0%	7.9%	0.0%	0.0%	3.0%
		% of Total	0.0%	3.0%	0.0%	0.0%	3.0%
	\$3,000,001 to \$5 million	Count	0	2	0	0	2
		% within Q42. What is your current aggregate bonding limit?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	0.0%	5.3%	0.0%	0.0%	2.0%
% of Total		0.0%	2.0%	0.0%	0.0%	2.0%	
Over \$5 million	Count	6	8	1	1	16	
	% within Q42. What is your current aggregate bonding limit?	37.5%	50.0%	6.3%	6.3%	100.0%	
	% within MWBE Status	10.2%	21.1%	100.0%	100.0%	16.2%	
	% of Total	6.1%	8.1%	1.0%	1.0%	16.2%	
Don't know	Count	20	10	0	0	30	
	% within Q42. What is your current aggregate bonding limit?	66.7%	33.3%	0.0%	0.0%	100.0%	
	% within MWBE Status	33.9%	26.3%	0.0%	0.0%	30.3%	
	% of Total	20.2%	10.1%	0.0%	0.0%	30.3%	
Total	Count	59	38	1	1	99	
	% within Q42. What is your current aggregate bonding limit?	59.6%	38.4%	1.0%	1.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	59.6%	38.4%	1.0%	1.0%	100.0%	

Q42. What is your current aggregate bonding limit? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DON'T KNOW
Q42. What is your current aggregate bonding limit?	Below \$100,000	Count	11	0	0	0	1	0	0	0	12
		% within Q42. What is your current aggregate bonding limit?	91.7%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	30.6%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	12.1%
		% of Total	11.1%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	12.1%
	\$100,001 to \$250,000	Count	2	0	0	0	1	5	0	0	8
		% within Q42. What is your current aggregate bonding limit?	25.0%	0.0%	0.0%	0.0%	12.5%	62.5%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	6.3%	13.2%	0.0%	0.0%	8.1%
		% of Total	2.0%	0.0%	0.0%	0.0%	1.0%	5.1%	0.0%	0.0%	8.1%
	\$250,001 to \$500,000	Count	5	1	0	1	1	3	0	0	11
		% within Q42. What is your current aggregate bonding limit?	45.5%	9.1%	0.0%	9.1%	9.1%	27.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	13.9%	100.0%	0.0%	33.3%	6.3%	7.9%	0.0%	0.0%	11.1%
		% of Total	5.1%	1.0%	0.0%	1.0%	1.0%	3.0%	0.0%	0.0%	11.1%
	\$500,001 to \$1 million	Count	3	0	0	1	3	6	0	0	13
		% within Q42. What is your current aggregate bonding limit?	23.1%	0.0%	0.0%	7.7%	23.1%	46.2%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	8.3%	0.0%	0.0%	33.3%	18.8%	15.8%	0.0%	0.0%	13.1%
		% of Total	3.0%	0.0%	0.0%	1.0%	3.0%	6.1%	0.0%	0.0%	13.1%
	\$1,000,001 to \$1,500,000	Count	3	0	0	0	0	1	0	0	4
		% within Q42. What is your current aggregate bonding limit?	75.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	8.3%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	4.0%
		% of Total	3.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	4.0%
	\$1,500,001 to \$3 million	Count	0	0	0	0	0	3	0	0	3
		% within Q42. What is your current aggregate bonding limit?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	7.9%	0.0%	0.0%	3.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%	3.0%
	\$3,000,001 to \$5 million	Count	0	0	0	0	0	2	0	0	2
		% within Q42. What is your current aggregate bonding limit?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	2.0%
% of Total		0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	2.0%	
Over \$5 million	Count	2	0	1	0	3	8	1	1	16	
	% within Q42. What is your current aggregate bonding limit?	12.5%	0.0%	6.3%	0.0%	18.8%	50.0%	6.3%	6.3%	100.0%	
	% within MGT ETHNICITY	5.6%	0.0%	33.3%	0.0%	18.8%	21.1%	100.0%	100.0%	16.2%	
	% of Total	2.0%	0.0%	1.0%	0.0%	3.0%	8.1%	1.0%	1.0%	16.2%	
Don't know	Count	10	0	2	1	7	10	0	0	30	
	% within Q42. What is your current aggregate bonding limit?	33.3%	0.0%	6.7%	3.3%	23.3%	33.3%	0.0%	0.0%	100.0%	
	% within MGT ETHNICITY	27.8%	0.0%	66.7%	33.3%	43.8%	26.3%	0.0%	0.0%	30.3%	
	% of Total	10.1%	0.0%	2.0%	1.0%	7.1%	10.1%	0.0%	0.0%	30.3%	
Total	Count	36	1	3	3	16	38	1	1	99	
	% within Q42. What is your current aggregate bonding limit?	36.4%	1.0%	3.0%	3.0%	16.2%	38.4%	1.0%	1.0%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	36.4%	1.0%	3.0%	3.0%	16.2%	38.4%	1.0%	1.0%	100.0%	

Q43. What is your current single project bonding limit? * MWBE Status Crosstabulation			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q43. What is your current single project bonding limit?	Below \$100,000	Count	8	0	0	0	8
		% within Q43. What is your current single project bonding limit?	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MWBE Status	13.6%	0.0%	0.0%	0.0%	8.1%
		% of Total	8.1%	0.0%	0.0%	0.0%	8.1%
	\$100,001 to \$250,000	Count	5	4	0	0	9
		% within Q43. What is your current single project bonding limit?	55.6%	44.4%	0.0%	0.0%	100.0%
		% within MWBE Status	8.5%	10.5%	0.0%	0.0%	9.1%
		% of Total	5.1%	4.0%	0.0%	0.0%	9.1%
	\$250,001 to \$500,000	Count	3	3	0	0	6
		% within Q43. What is your current single project bonding limit?	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MWBE Status	5.1%	7.9%	0.0%	0.0%	6.1%
		% of Total	3.0%	3.0%	0.0%	0.0%	6.1%
	\$500,001 to \$1million	Count	5	5	0	0	10
		% within Q43. What is your current single project bonding limit?	50.0%	50.0%	0.0%	0.0%	100.0%
		% within MWBE Status	8.5%	13.2%	0.0%	0.0%	10.1%
		% of Total	5.1%	5.1%	0.0%	0.0%	10.1%
	\$1,000,001 to \$1,500,000	Count	2	3	0	0	5
		% within Q43. What is your current single project bonding limit?	40.0%	60.0%	0.0%	0.0%	100.0%
		% within MWBE Status	3.4%	7.9%	0.0%	0.0%	5.1%
		% of Total	2.0%	3.0%	0.0%	0.0%	5.1%
	\$1,500,001 to \$3 million	Count	1	3	1	0	5
		% within Q43. What is your current single project bonding limit?	20.0%	60.0%	20.0%	0.0%	100.0%
		% within MWBE Status	1.7%	7.9%	100.0%	0.0%	5.1%
		% of Total	1.0%	3.0%	1.0%	0.0%	5.1%
\$3,000,001 to \$5 million	Count	3	1	0	0	4	
	% within Q43. What is your current single project bonding limit?	75.0%	25.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	5.1%	2.6%	0.0%	0.0%	4.0%	
	% of Total	3.0%	1.0%	0.0%	0.0%	4.0%	
Over\$ 5 million	Count	3	4	0	1	8	
	% within Q43. What is your current single project bonding limit?	37.5%	50.0%	0.0%	12.5%	100.0%	
	% within MWBE Status	5.1%	10.5%	0.0%	100.0%	8.1%	
	% of Total	3.0%	4.0%	0.0%	1.0%	8.1%	
Don't Know/ Not Applicable	Count	29	15	0	0	44	
	% within Q43. What is your current single project bonding limit?	65.9%	34.1%	0.0%	0.0%	100.0%	
	% within MWBE Status	49.2%	39.5%	0.0%	0.0%	44.4%	
	% of Total	29.3%	15.2%	0.0%	0.0%	44.4%	
Total	Count	59	38	1	1	99	
	% within Q43. What is your current single project bonding limit?	59.6%	38.4%	1.0%	1.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	59.6%	38.4%	1.0%	1.0%	100.0%	

Q43. What is your current single project bonding limit? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							NO RESPONSE/ DONT KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q43. What is your current single project bonding limit?	Below \$100,000	Count	8	0	0	0	0	0	0	0	8
		% within Q43. What is your current single project bonding limit?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	22.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.1%
		% of Total	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.1%
	\$100,001 to \$250,000	Count	4	0	0	0	1	4	0	0	9
		% within Q43. What is your current single project bonding limit?	44.4%	0.0%	0.0%	0.0%	11.1%	44.4%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	11.1%	0.0%	0.0%	0.0%	6.3%	10.5%	0.0%	0.0%	9.1%
		% of Total	4.0%	0.0%	0.0%	0.0%	1.0%	4.0%	0.0%	0.0%	9.1%
	\$250,001 to \$500,000	Count	1	1	0	0	1	3	0	0	6
		% within Q43. What is your current single project bonding limit?	16.7%	16.7%	0.0%	0.0%	16.7%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	2.8%	100.0%	0.0%	0.0%	6.3%	7.9%	0.0%	0.0%	6.1%
		% of Total	1.0%	1.0%	0.0%	0.0%	1.0%	3.0%	0.0%	0.0%	6.1%
	\$500,001 to \$1million	Count	3	0	0	0	2	5	0	0	10
		% within Q43. What is your current single project bonding limit?	30.0%	0.0%	0.0%	0.0%	20.0%	50.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	8.3%	0.0%	0.0%	0.0%	12.5%	13.2%	0.0%	0.0%	10.1%
		% of Total	3.0%	0.0%	0.0%	0.0%	2.0%	5.1%	0.0%	0.0%	10.1%
	\$1,000,001 to \$1,500,000	Count	2	0	0	0	0	3	0	0	5
		% within Q43. What is your current single project bonding limit?	40.0%	0.0%	0.0%	0.0%	0.0%	60.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	7.9%	0.0%	0.0%	5.1%
		% of Total	2.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%	5.1%
	\$1,500,001 to \$3 million	Count	0	0	0	0	1	3	1	0	5
		% within Q43. What is your current single project bonding limit?	0.0%	0.0%	0.0%	0.0%	20.0%	60.0%	20.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	6.3%	7.9%	100.0%	0.0%	5.1%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	3.0%	1.0%	0.0%	5.1%
	\$3,000,001 to \$5 million	Count	0	0	1	0	2	1	0	0	4
		% within Q43. What is your current single project bonding limit?	0.0%	0.0%	25.0%	0.0%	50.0%	25.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	33.3%	0.0%	12.5%	2.6%	0.0%	0.0%	4.0%
		% of Total	0.0%	0.0%	1.0%	0.0%	2.0%	1.0%	0.0%	0.0%	4.0%
Over\$ 5 million	Count	2	0	0	0	1	4	0	1	8	
	% within Q43. What is your current single project bonding limit?	25.0%	0.0%	0.0%	0.0%	12.5%	50.0%	0.0%	12.5%	100.0%	
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	6.3%	10.5%	0.0%	100.0%	8.1%	
	% of Total	2.0%	0.0%	0.0%	0.0%	1.0%	4.0%	0.0%	1.0%	8.1%	
Don't Know/ Not Applicable	Count	16	0	2	3	8	15	0	0	44	
	% within Q43. What is your current single project bonding limit?	36.4%	0.0%	4.5%	6.8%	18.2%	34.1%	0.0%	0.0%	100.0%	
	% within MGT ETHNICITY	44.4%	0.0%	66.7%	100.0%	50.0%	39.5%	0.0%	0.0%	44.4%	
	% of Total	16.2%	0.0%	2.0%	3.0%	8.1%	15.2%	0.0%	0.0%	44.4%	
Total	Count	36	1	3	3	16	38	1	1	99	
	% within Q43. What is your current single project bonding limit?	36.4%	1.0%	3.0%	3.0%	16.2%	38.4%	1.0%	1.0%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	36.4%	1.0%	3.0%	3.0%	16.2%	38.4%	1.0%	1.0%	100.0%	

Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							NO RESPONSE/DON'T KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	Up to \$50,000	Count	22	0	0	1	12	11	0	0	46
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	47.8%	0.0%	0.0%	2.2%	26.1%	23.9%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	22.2%	0.0%	0.0%	12.5%	10.5%	6.8%	0.0%	0.0%	11.5%
		% of Total	5.5%	0.0%	0.0%	0.2%	3.0%	2.7%	0.0%	0.0%	11.5%
	\$50,001 to \$100,000	Count	16	0	0	0	8	12	0	0	36
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	44.4%	0.0%	0.0%	0.0%	22.2%	33.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	16.2%	0.0%	0.0%	0.0%	7.0%	7.5%	0.0%	0.0%	9.0%
		% of Total	4.0%	0.0%	0.0%	0.0%	2.0%	3.0%	0.0%	0.0%	9.0%
	\$100,001 to \$300,000	Count	8	1	2	1	9	15	1	0	37
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	21.6%	2.7%	5.4%	2.7%	24.3%	40.5%	2.7%	0.0%	100.0%
		% within MGT ETHNICITY	8.1%	33.3%	28.6%	12.5%	7.9%	9.3%	33.3%	0.0%	9.2%
		% of Total	2.0%	0.2%	0.5%	0.2%	2.2%	3.7%	0.2%	0.0%	9.2%
	\$300,001 to \$500,000	Count	5	0	1	2	15	9	0	0	32
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	15.6%	0.0%	3.1%	6.3%	46.9%	28.1%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.1%	0.0%	14.3%	25.0%	13.2%	5.6%	0.0%	0.0%	8.0%
		% of Total	1.2%	0.0%	0.2%	0.5%	3.7%	2.2%	0.0%	0.0%	8.0%
	\$500,001 to \$1 million	Count	5	0	0	1	11	16	0	1	34
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	14.7%	0.0%	0.0%	2.9%	32.4%	47.1%	0.0%	2.9%	100.0%
		% within MGT ETHNICITY	5.1%	0.0%	0.0%	12.5%	9.6%	9.9%	0.0%	16.7%	8.5%
		% of Total	1.2%	0.0%	0.0%	0.2%	2.7%	4.0%	0.0%	0.2%	8.5%
	\$1,000,001 to \$3 million	Count	3	0	0	0	10	19	0	0	32
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	9.4%	0.0%	0.0%	0.0%	31.3%	59.4%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	3.0%	0.0%	0.0%	0.0%	8.8%	11.8%	0.0%	0.0%	8.0%
		% of Total	0.7%	0.0%	0.0%	0.0%	2.5%	4.7%	0.0%	0.0%	8.0%
\$3,000,001 to \$5 million	Count	0	0	0	0	1	7	1	0	9	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	0.0%	0.0%	0.0%	0.0%	11.1%	77.8%	11.1%	0.0%	100.0%	
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.9%	4.3%	33.3%	0.0%	2.2%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.2%	1.7%	0.2%	0.0%	2.2%	
\$5,000,001 to \$10 million	Count	1	1	1	0	4	5	0	0	12	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	8.3%	8.3%	8.3%	0.0%	33.3%	41.7%	0.0%	0.0%	100.0%	
	% within MGT ETHNICITY	1.0%	33.3%	14.3%	0.0%	3.5%	3.1%	0.0%	0.0%	3.0%	
	% of Total	0.2%	0.2%	0.2%	0.0%	1.0%	1.2%	0.0%	0.0%	3.0%	
Over \$10 million	Count	0	0	0	0	2	6	0	1	9	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	0.0%	0.0%	0.0%	0.0%	22.2%	66.7%	0.0%	11.1%	100.0%	
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	1.8%	3.7%	0.0%	16.7%	2.2%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.5%	1.5%	0.0%	0.2%	2.2%	
Don't Know	Count	39	1	3	3	42	61	1	4	154	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	25.3%	0.6%	1.9%	1.9%	27.3%	39.6%	0.6%	2.6%	100.0%	
	% within MGT ETHNICITY	39.4%	33.3%	42.9%	37.5%	36.8%	37.9%	33.3%	66.7%	38.4%	
	% of Total	9.7%	0.2%	0.7%	0.7%	10.5%	15.2%	0.2%	1.0%	38.4%	
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010? * MWBE STATUS Crosstabulation							
			MWBE STATUS				
			MWBE	Non-MWBE	Other	No Response/ Don't Know	Total
Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	Up to \$50,000	Count	35	11	0	0	46
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	76.1%	23.9%	0.0%	0.0%	100.0%
		% within MWBE STATUS	15.2%	6.8%	0.0%	0.0%	11.5%
		% of Total	8.7%	2.7%	0.0%	0.0%	11.5%
	\$50,001 to \$100,000	Count	24	12	0	0	36
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	66.7%	33.3%	0.0%	0.0%	100.0%
		% within MWBE STATUS	10.4%	7.5%	0.0%	0.0%	9.0%
		% of Total	6.0%	3.0%	0.0%	0.0%	9.0%
	\$100,001 to \$300,000	Count	21	15	1	0	37
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	56.76%	40.54%	2.70%	0.00%	100.00%
		% within MWBE STATUS	9.09%	9.32%	33.33%	0.00%	9.23%
		% of Total	5.24%	3.74%	0.25%	0.00%	9.23%
	\$300,001 to \$500,000	Count	23	9	0	0	32
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	71.88%	28.13%	0.00%	0.00%	100.00%
		% within MWBE STATUS	9.96%	5.59%	0.00%	0.00%	7.98%
		% of Total	5.74%	2.24%	0.00%	0.00%	7.98%
	\$500,001 to \$1 million	Count	17	16	0	1	34
		% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	50.00%	47.06%	0.00%	2.94%	100.00%
		% within MWBE STATUS	7.36%	9.94%	0.00%	16.67%	8.48%
		% of Total	4.24%	3.99%	0.00%	0.25%	8.48%
\$1,000,001 to \$3 million	Count	13	19	0	0	32	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	40.63%	59.38%	0.00%	0.00%	100.00%	
	% within MWBE STATUS	5.63%	11.80%	0.00%	0.00%	7.98%	
	% of Total	3.24%	4.74%	0.00%	0.00%	7.98%	
\$3,000,001 to \$5 million	Count	1	7	1	0	9	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	11.11%	77.78%	11.11%	0.00%	100.00%	
	% within MWBE STATUS	0.43%	4.35%	33.33%	0.00%	2.24%	
	% of Total	0.25%	1.75%	0.25%	0.00%	2.24%	
\$5,000,001 to \$10 million	Count	7	5	0	0	12	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	58.33%	41.67%	0.00%	0.00%	100.00%	
	% within MWBE STATUS	3.03%	3.11%	0.00%	0.00%	2.99%	
	% of Total	1.75%	1.25%	0.00%	0.00%	2.99%	
Over \$10 million	Count	2	6	0	1	9	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	22.22%	66.67%	0.00%	11.11%	100.00%	
	% within MWBE STATUS	0.87%	3.73%	0.00%	16.67%	2.24%	
	% of Total	0.50%	1.50%	0.00%	0.25%	2.24%	
Don't Know	Count	88	61	1	4	154	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	57.14%	39.61%	0.65%	2.60%	100.00%	
	% within MWBE STATUS	38.10%	37.89%	33.33%	66.67%	38.40%	
	% of Total	21.95%	15.21%	0.25%	1.00%	38.40%	
Total	Count	231	161	3	6	401	
	% within Q44. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	57.61%	40.15%	0.75%	1.50%	100.00%	
	% within MWBE STATUS	100.00%	100.00%	100.00%	100.00%	100.00%	
	% of Total	57.61%	40.15%	0.75%	1.50%	100.00%	

**Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment \* MWBE Status Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	Yes	Count	7	0	0	0	7
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MWBE Status	3.0%	0.0%	0.0%	0.0%	1.7%
		% of Total	1.7%	0.0%	0.0%	0.0%	1.7%
	No	Count	136	77	3	2	218
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	62.4%	35.3%	1.4%	0.9%	100.0%
		% within MWBE Status	58.9%	47.8%	100.0%	33.3%	54.4%
		% of Total	33.9%	19.2%	0.7%	0.5%	54.4%
	Not Applicable	Count	88	84	0	4	176
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	50.0%	47.7%	0.0%	2.3%	100.0%
		% within MWBE Status	38.1%	52.2%	0.0%	66.7%	43.9%
		% of Total	21.9%	20.9%	0.0%	1.0%	43.9%
Total	Count	231	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	Yes	Count	7	0	0	0	0	0	0	0	7
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%
		% of Total	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%
	No	Count	61	3	4	5	63	77	3	2	218
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	28.0%	1.4%	1.8%	2.3%	28.9%	35.3%	1.4%	0.9%	100.0%
		% within MGT ETHNICITY	61.6%	100.0%	57.1%	62.5%	55.3%	47.8%	100.0%	33.3%	54.4%
		% of Total	15.2%	0.7%	1.0%	1.2%	15.7%	19.2%	0.7%	0.5%	54.4%
	Not Applicable	Count	31	0	3	3	51	84	0	4	176
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	17.6%	0.0%	1.7%	1.7%	29.0%	47.7%	0.0%	2.3%	100.0%
		% within MGT ETHNICITY	31.3%	0.0%	42.9%	37.5%	44.7%	52.2%	0.0%	66.7%	43.9%
		% of Total	7.7%	0.0%	0.7%	0.7%	12.7%	20.9%	0.0%	1.0%	43.9%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Harrassment	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

**Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment \* MWBE Status Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	Yes	Count	22	6	0	0	28
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	78.6%	21.4%	0.0%	0.0%	100.0%
		% within MWBE Status	9.5%	3.7%	0.0%	0.0%	7.0%
		% of Total	5.5%	1.5%	0.0%	0.0%	7.0%
	No	Count	117	71	3	2	193
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	60.6%	36.8%	1.6%	1.0%	100.0%
		% within MWBE Status	50.6%	44.1%	100.0%	33.3%	48.1%
		% of Total	29.2%	17.7%	0.7%	0.5%	48.1%
	Not Applicable	Count	92	84	0	4	180
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	51.1%	46.7%	0.0%	2.2%	100.0%
% within MWBE Status		39.8%	52.2%	0.0%	66.7%	44.9%	
% of Total		22.9%	20.9%	0.0%	1.0%	44.9%	
Total	Count	231	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment * MGT ETHNICITY											
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	Total
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	Yes	Count	20	0	0	0	2	6	0	0	28
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	71.4%	0.0%	0.0%	0.0%	7.1%	21.4%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	20.2%	0.0%	0.0%	0.0%	1.8%	3.7%	0.0%	0.0%	7.0%
		% of Total	5.0%	0.0%	0.0%	0.0%	0.5%	1.5%	0.0%	0.0%	7.0%
	No	Count	46	3	4	5	59	71	3	2	193
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	23.8%	1.6%	2.1%	2.6%	30.6%	36.8%	1.6%	1.0%	100.0%
		% within MGT ETHNICITY	46.5%	100.0%	57.1%	62.5%	51.8%	44.1%	100.0%	33.3%	48.1%
		% of Total	11.5%	0.7%	1.0%	1.2%	14.7%	17.7%	0.7%	0.5%	48.1%
	Not Applicable	Count	33	0	3	3	53	84	0	4	180
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	18.3%	0.0%	1.7%	1.7%	29.4%	46.7%	0.0%	2.2%	100.0%
		% within MGT ETHNICITY	33.3%	0.0%	42.9%	37.5%	46.5%	52.2%	0.0%	66.7%	44.9%
		% of Total	8.2%	0.0%	0.7%	0.7%	13.2%	20.9%	0.0%	1.0%	44.9%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unequal or unfair treatment	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

**Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation \* MWBE Status Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	Yes	Count	21	4	0	0	25
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	84.0%	16.0%	0.0%	0.0%	100.0%
		% within MWBE Status	9.1%	2.5%	0.0%	0.0%	6.2%
		% of Total	5.2%	1.0%	0.0%	0.0%	6.2%
	No	Count	114	71	3	2	190
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	60.0%	37.4%	1.6%	1.1%	100.0%
		% within MWBE Status	49.4%	44.1%	100.0%	33.3%	47.4%
		% of Total	28.4%	17.7%	0.7%	0.5%	47.4%
	Not Applicable	Count	96	86	0	4	186
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	51.6%	46.2%	0.0%	2.2%	100.0%
		% within MWBE Status	41.6%	53.4%	0.0%	66.7%	46.4%
		% of Total	23.9%	21.4%	0.0%	1.0%	46.4%
Total	Count	231	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	Yes	Count	18	0	1	0	2	4	0	0	25
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	72.0%	0.0%	4.0%	0.0%	8.0%	16.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	18.2%	0.0%	14.3%	0.0%	1.8%	2.5%	0.0%	0.0%	6.2%
		% of Total	4.5%	0.0%	0.2%	0.0%	0.5%	1.0%	0.0%	0.0%	6.2%
	No	Count	46	3	3	5	57	71	3	2	190
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	24.2%	1.6%	1.6%	2.6%	30.0%	37.4%	1.6%	1.1%	100.0%
		% within MGT ETHNICITY	46.5%	100.0%	42.9%	62.5%	50.0%	44.1%	100.0%	33.3%	47.4%
		% of Total	11.5%	0.7%	0.7%	1.2%	14.2%	17.7%	0.7%	0.5%	47.4%
	Not Applicable	Count	35	0	3	3	55	86	0	4	186
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	18.8%	0.0%	1.6%	1.6%	29.6%	46.2%	0.0%	2.2%	100.0%
		% within MGT ETHNICITY	35.4%	0.0%	42.9%	37.5%	48.2%	53.4%	0.0%	66.7%	46.4%
		% of Total	8.7%	0.0%	0.7%	0.7%	13.7%	21.4%	0.0%	1.0%	46.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Bid shopping or bid manipulation	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

**Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance \* MWBE Status Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	Yes	Count	17	3	1	0	21
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	81.0%	14.3%	4.8%	0.0%	100.0%
		% within MWBE Status	7.4%	1.9%	33.3%	0.0%	5.2%
		% of Total	4.2%	0.7%	0.2%	0.0%	5.2%
	No	Count	117	73	2	2	194
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	60.3%	37.6%	1.0%	1.0%	100.0%
		% within MWBE Status	50.6%	45.3%	66.7%	33.3%	48.4%
		% of Total	29.2%	18.2%	0.5%	0.5%	48.4%
	Not Applicable	Count	97	85	0	4	186
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	52.2%	45.7%	0.0%	2.2%	100.0%
		% within MWBE Status	42.0%	52.8%	0.0%	66.7%	46.4%
		% of Total	24.2%	21.2%	0.0%	1.0%	46.4%
Total	Count	231	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	Yes	Count	14	0	0	0	3	3	1	0	21
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	66.7%	0.0%	0.0%	0.0%	14.3%	14.3%	4.8%	0.0%	100.0%
		% within MGT ETHNICITY	14.1%	0.0%	0.0%	0.0%	2.6%	1.9%	33.3%	0.0%	5.2%
		% of Total	3.5%	0.0%	0.0%	0.0%	0.7%	0.7%	0.2%	0.0%	5.2%
	No	Count	48	3	3	5	58	73	2	2	194
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	24.7%	1.5%	1.5%	2.6%	29.9%	37.6%	1.0%	1.0%	100.0%
		% within MGT ETHNICITY	48.5%	100.0%	42.9%	62.5%	50.9%	45.3%	66.7%	33.3%	48.4%
		% of Total	12.0%	0.7%	0.7%	1.2%	14.5%	18.2%	0.5%	0.5%	48.4%
	Not Applicable	Count	37	0	4	3	53	85	0	4	186
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	19.9%	0.0%	2.2%	1.6%	28.5%	45.7%	0.0%	2.2%	100.0%
		% within MGT ETHNICITY	37.4%	0.0%	57.1%	37.5%	46.5%	52.8%	0.0%	66.7%	46.4%
		% of Total	9.2%	0.0%	1.0%	0.7%	13.2%	21.2%	0.0%	1.0%	46.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Double standards in performance	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid * MWBE Status Crosstabulation							
			MWBE Status				
			MWBE	Non-MWBE	Other	No Response/ Don't Know	Total
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	Yes	Count	12	6	0	0	18
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	66.7%	33.3%	0.0%	0.0%	100.0%
		% within MWBE Status	5.2%	3.7%	0.0%	0.0%	4.5%
		% of Total	3.0%	1.5%	0.0%	0.0%	4.5%
	No	Count	126	70	3	2	201
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	62.7%	34.8%	1.5%	1.0%	100.0%
		% within MWBE Status	54.5%	43.5%	100.0%	33.3%	50.1%
		% of Total	31.4%	17.5%	0.7%	0.5%	50.1%
	Not Applicable	Count	93	85	0	4	182
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	51.1%	46.7%	0.0%	2.2%	100.0%
		% within MWBE Status	40.3%	52.8%	0.0%	66.7%	45.4%
		% of Total	23.2%	21.2%	0.0%	1.0%	45.4%
Total	Count	231	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid * MGT ETHNICITY			Crosstabulation								
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	Total
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	Yes	Count	11	0	0	0	1	6	0	0	18
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	61.1%	0.0%	0.0%	0.0%	5.6%	33.3%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	11.1%	0.0%	0.0%	0.0%	0.9%	3.7%	0.0%	0.0%	4.5%
		% of Total	2.7%	0.0%	0.0%	0.0%	0.2%	1.5%	0.0%	0.0%	4.5%
	No	Count	54	3	3	5	61	70	3	2	201
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	26.9%	1.5%	1.5%	2.5%	30.3%	34.8%	1.5%	1.0%	100.0%
		% within MGT ETHNICITY	54.5%	100.0%	42.9%	62.5%	53.5%	43.5%	100.0%	33.3%	50.1%
		% of Total	13.5%	0.7%	0.7%	1.2%	15.2%	17.5%	0.7%	0.5%	50.1%
	Not Applicable	Count	34	0	4	3	52	85	0	4	182
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	18.7%	0.0%	2.2%	1.6%	28.6%	46.7%	0.0%	2.2%	100.0%
		% within MGT ETHNICITY	34.3%	0.0%	57.1%	37.5%	45.6%	52.8%	0.0%	66.7%	45.4%
		% of Total	8.5%	0.0%	1.0%	0.7%	13.0%	21.2%	0.0%	1.0%	45.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Denial of opportunity to bid	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	Yes	Count	19	3	0	0	22
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	86.4%	13.6%	0.0%	0.0%	100.0%
		% within MWBE Status	8.2%	1.9%	0.0%	0.0%	5.5%
		% of Total	4.7%	0.7%	0.0%	0.0%	5.5%
	No	Count	117	73	3	2	195
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	60.0%	37.4%	1.5%	1.0%	100.0%
		% within MWBE Status	50.6%	45.3%	100.0%	33.3%	48.6%
		% of Total	29.2%	18.2%	0.7%	0.5%	48.6%
	Not Applicable	Count	95	85	0	4	184
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	51.6%	46.2%	0.0%	2.2%	100.0%
		% within MWBE Status	41.1%	52.8%	0.0%	66.7%	45.9%
		% of Total	23.7%	21.2%	0.0%	1.0%	45.9%
Total	Count	231	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DON'T KNOW
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	Yes	Count	15	0	0	0	4	3	0	0	22
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	68.2%	0.0%	0.0%	0.0%	18.2%	13.6%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	15.2%	0.0%	0.0%	0.0%	3.5%	1.9%	0.0%	0.0%	5.5%
		% of Total	3.7%	0.0%	0.0%	0.0%	1.0%	0.7%	0.0%	0.0%	5.5%
	No	Count	49	3	3	5	57	73	3	2	195
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	25.1%	1.5%	1.5%	2.6%	29.2%	37.4%	1.5%	1.0%	100.0%
		% within MGT ETHNICITY	49.5%	100.0%	42.9%	62.5%	50.0%	45.3%	100.0%	33.3%	48.6%
		% of Total	12.2%	0.7%	0.7%	1.2%	14.2%	18.2%	0.7%	0.5%	48.6%
	Not Applicable	Count	35	0	4	3	53	85	0	4	184
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	19.0%	0.0%	2.2%	1.6%	28.8%	46.2%	0.0%	2.2%	100.0%
		% within MGT ETHNICITY	35.4%	0.0%	57.1%	37.5%	46.5%	52.8%	0.0%	66.7%	45.9%
		% of Total	8.7%	0.0%	1.0%	0.7%	13.2%	21.2%	0.0%	1.0%	45.9%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair denial of contract award	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

**Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination \* MWBE Status Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	Yes	Count	8	0	0	0	8
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	100.0%	0.0%	0.0%	0.0%	100.0%
		% within MWBE Status	3.5%	0.0%	0.0%	0.0%	2.0%
		% of Total	2.0%	0.0%	0.0%	0.0%	2.0%
	No	Count	128	75	3	2	208
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	61.5%	36.1%	1.4%	1.0%	100.0%
		% within MWBE Status	55.4%	46.6%	100.0%	33.3%	51.9%
		% of Total	31.9%	18.7%	0.7%	0.5%	51.9%
	Not Applicable	Count	95	86	0	4	185
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	51.4%	46.5%	0.0%	2.2%	100.0%
		% within MWBE Status	41.1%	53.4%	0.0%	66.7%	46.1%
		% of Total	23.7%	21.4%	0.0%	1.0%	46.1%
Total	Count	231	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination * MGT ETHNICITY											
			MGT ETHNICITY								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DONT KNOW	Total
Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	Yes	Count	8	0	0	0	0	0	0	0	8
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%
		% of Total	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%
	No	Count	56	3	3	5	61	75	3	2	208
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	26.9%	1.4%	1.4%	2.4%	29.3%	36.1%	1.4%	1.0%	100.0%
		% within MGT ETHNICITY	56.6%	100.0%	42.9%	62.5%	53.5%	46.6%	100.0%	33.3%	51.9%
		% of Total	14.0%	0.7%	0.7%	1.2%	15.2%	18.7%	0.7%	0.5%	51.9%
	Not Applicable	Count	35	0	4	3	53	86	0	4	185
		% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	18.9%	0.0%	2.2%	1.6%	28.6%	46.5%	0.0%	2.2%	100.0%
		% within MGT ETHNICITY	35.4%	0.0%	57.1%	37.5%	46.5%	53.4%	0.0%	66.7%	46.1%
		% of Total	8.7%	0.0%	1.0%	0.7%	13.2%	21.4%	0.0%	1.0%	46.1%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q45. Still talking about the City and/or its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination: Unfair termination	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

**Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010? \* MWBE Status Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	Yes	Count	31	9	0	0	40
		% within Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	77.5%	22.5%	0.0%	0.0%	100.0%
		% within MWBE Status	13.4%	5.6%	0.0%	0.0%	10.0%
		% of Total	7.7%	2.2%	0.0%	0.0%	10.0%
	No	Count	152	119	3	4	278
		% within Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	54.7%	42.8%	1.1%	1.4%	100.0%
		% within MWBE Status	65.8%	73.9%	100.0%	66.7%	69.3%
		% of Total	37.9%	29.7%	0.7%	1.0%	69.3%
	Don't Know/ Not Applicable	Count	48	33	0	2	83
		% within Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	57.8%	39.8%	0.0%	2.4%	100.0%
		% within MWBE Status	20.8%	20.5%	0.0%	33.3%	20.7%
		% of Total	12.0%	8.2%	0.0%	0.5%	20.7%
Total	Count	231	161	3	6	401	
	% within Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	Yes	Count	21	0	2	1	7	9	0	0	40
		% within Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	52.5%	0.0%	5.0%	2.5%	17.5%	22.5%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	21.2%	0.0%	28.6%	12.5%	6.1%	5.6%	0.0%	0.0%	10.0%
		% of Total	5.2%	0.0%	0.5%	0.2%	1.7%	2.2%	0.0%	0.0%	10.0%
	No	Count	64	3	3	5	77	119	3	4	278
		% within Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	23.0%	1.1%	1.1%	1.8%	27.7%	42.8%	1.1%	1.4%	100.0%
		% within MGT ETHNICITY	64.6%	100.0%	42.9%	62.5%	67.5%	73.9%	100.0%	66.7%	69.3%
		% of Total	16.0%	0.7%	0.7%	1.2%	19.2%	29.7%	0.7%	1.0%	69.3%
	Don't Know/ Not Applicable	Count	14	0	2	2	30	33	0	2	83
		% within Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	16.9%	0.0%	2.4%	2.4%	36.1%	39.8%	0.0%	2.4%	100.0%
		% within MGT ETHNICITY	14.1%	0.0%	28.6%	25.0%	26.3%	20.5%	0.0%	33.3%	20.7%
		% of Total	3.5%	0.0%	0.5%	0.5%	7.5%	8.2%	0.0%	0.5%	20.7%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q46. Have you experienced discriminatory behavior in the private sector between 2005 and 2010?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q47. What was the most noticeable way you became aware of the discrimination against your company? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY					Total
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q47. What was the most noticeable way you became aware of the discrimination against your company?	Action taken against the company	Count	4	0	1	0	3	8
		% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	0.0%	12.5%	0.0%	37.5%	100.0%
		% within MGT ETHNICITY	19.0%	0.0%	100.0%	0.0%	33.3%	20.0%
		% of Total	10.0%	0.0%	2.5%	0.0%	7.5%	20.0%
	Don't Know	Count	3	0	0	1	2	6
		% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	0.0%	0.0%	16.7%	33.3%	100.0%
		% within MGT ETHNICITY	14.3%	0.0%	0.0%	14.3%	22.2%	15.0%
		% of Total	7.5%	0.0%	0.0%	2.5%	5.0%	15.0%
	Verbal Comment	Count	13	2	0	6	4	25
		% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	52.0%	8.0%	0.0%	24.0%	16.0%	100.0%
		% within MGT ETHNICITY	61.9%	100.0%	0.0%	85.7%	44.4%	62.5%
		% of Total	32.5%	5.0%	0.0%	15.0%	10.0%	62.5%
	Written Statement	Count	1	0	0	0	0	1
		% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	4.8%	0.0%	0.0%	0.0%	0.0%	2.5%
		% of Total	2.5%	0.0%	0.0%	0.0%	0.0%	2.5%
Total	Count	21	2	1	7	9	40	
	% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	52.5%	5.0%	2.5%	17.5%	22.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	52.5%	5.0%	2.5%	17.5%	22.5%	100.0%	

Q47. What was the most noticeable way you became aware of the discrimination against your company? * MWBE STATUS Crosstabulation					
			MWBE STATUS		Total
			MWBE	Non-MWBE	
Q47. What was the most noticeable way you became aware of the discrimination against your company?	Action taken against the company	Count	5	3	8
		% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	62.5%	37.5%	100.0%
		% within MWBE STATUS	16.1%	33.3%	20.0%
		% of Total	12.5%	7.5%	20.0%
	Don't Know	Count	4	2	6
		% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	33.3%	100.0%
		% within MWBE STATUS	12.9%	22.2%	15.0%
		% of Total	10.0%	5.0%	15.0%
	Verbal Comment	Count	21	4	25
		% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	84.0%	16.0%	100.0%
		% within MWBE STATUS	67.7%	44.4%	62.5%
		% of Total	52.5%	10.0%	62.5%
	Written Statement	Count	1	0	1
		% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	0.0%	100.0%
		% within MWBE STATUS	3.2%	0.0%	2.5%
		% of Total	2.5%	0.0%	2.5%
Total	Count	31	9	40	
	% within Q47. What was the most noticeable way you became aware of the discrimination against your company?	77.5%	22.5%	100.0%	
	% within MWBE STATUS	100.0%	100.0%	100.0%	
	% of Total	77.5%	22.5%	100.0%	

Q48. Which of the following do you consider the primary reason for your company being discriminated against? * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q48. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	22	1	23
		% within Q48. Which of the following do you consider the primary reason for your company being discriminated against?	95.7%	4.3%	100.0%
		% within MWBE Status	71.0%	11.1%	57.5%
		% of Total	55.0%	2.5%	57.5%
	Owner's sex	Count	2	0	2
		% within Q48. Which of the following do you consider the primary reason for your company being discriminated against?	1.0	.0	1.0
		% within MWBE Status	.1	.0	.1
		% of Total	.1	.0	.1
	Don't know	Count	7	8	15
		% within Q48. Which of the following do you consider the primary reason for your company being discriminated against?	47%	53%	100%
		% within MWBE Status	23%	89%	38%
		% of Total	18%	20%	38%
Total	Count	31	9	40	
	% within Q48. Which of the following do you consider the primary reason for your company being discriminated against?	77.5%	22.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	77.5%	22.5%	100.0%	

Q48. Which of the following do you consider the primary reason for your company being discriminated against? * MGT ETHNICITY Crosstabulation								
			MGT ETHNICITY					Total
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q48. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	18	2	0	2	1	23
		% within Q48. Which of the following do you consider the primary reason for your company being discriminated against?	78.3%	8.7%	0.0%	8.7%	4.3%	100.0%
		% within MGT ETHNICITY	85.7%	100.0%	0.0%	28.6%	11.1%	57.5%
		% of Total	45.0%	5.0%	0.0%	5.0%	2.5%	57.5%
	Owner's sex	Count	1	0	0	1	0	2
		% within Q48. Which of the following do you consider the primary reason for your company being discriminated against?	50%	0%	0%	50%	0%	100%
		% within MGT ETHNICITY	5%	0%	0%	14%	0%	5%
		% of Total	3%	0%	0%	3%	0%	5%
	Don't know	Count	2	0	1	4	8	15
		% within Q48. Which of the following do you consider the primary reason for your company being discriminated against?	13%	0%	7%	27%	53%	100%
		% within MGT ETHNICITY	10%	0%	100%	57%	89%	38%
		% of Total	5%	0%	3%	10%	20%	38%
Total	Count	21	2	1	7	9	40	
	% within Q48. Which of the following do you consider the primary reason for your company being discriminated against?	52.5%	5.0%	2.5%	17.5%	22.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	52.5%	5.0%	2.5%	17.5%	22.5%	100.0%	

Q49. When did the discrimination first occur? * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q49. When did the discrimination first occur?	During bidding process	Count	20	4	24
		% within Q49. When did the discrimination first occur?	83.3%	16.7%	100.0%
		% within MWBE Status	64.5%	44.4%	60.0%
		% of Total	50.0%	10.0%	60.0%
	After contract award	Count	7	3	10
		% within Q49. When did the discrimination first occur?	70.0%	30.0%	100.0%
		% within MWBE Status	22.6%	33.3%	25.0%
		% of Total	17.5%	7.5%	25.0%
	Don't Know	Count	4	2	6
		% within Q49. When did the discrimination first occur?	66.7%	33.3%	100.0%
		% within MWBE Status	12.9%	22.2%	15.0%
		% of Total	10.0%	5.0%	15.0%
Total	Count	31	9	40	
	% within Q49. When did the discrimination first occur?	77.5%	22.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	77.5%	22.5%	100.0%	

Q49. When did the discrimination first occur? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY					Total
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q49. When did the discrimination first occur?	During bidding process	Count	15	1	0	4	4	24
		% within Q49. When did the discrimination first occur?	62.5%	4.2%	0.0%	16.7%	16.7%	100.0%
		% within MGT ETHNICITY	71.4%	50.0%	0.0%	57.1%	44.4%	60.0%
		% of Total	37.5%	2.5%	0.0%	10.0%	10.0%	60.0%
	After contract award	Count	4	1	1	1	3	10
		% within Q49. When did the discrimination first occur?	40.0%	10.0%	10.0%	10.0%	30.0%	100.0%
		% within MGT ETHNICITY	19.0%	50.0%	100.0%	14.3%	33.3%	25.0%
		% of Total	10.0%	2.5%	2.5%	2.5%	7.5%	25.0%
	Don't Know	Count	2	0	0	2	2	6
		% within Q49. When did the discrimination first occur?	33.3%	0.0%	0.0%	33.3%	33.3%	100.0%
		% within MGT ETHNICITY	9.5%	0.0%	0.0%	28.6%	22.2%	15.0%
		% of Total	5.0%	0.0%	0.0%	5.0%	5.0%	15.0%
Total	Count	21	2	1	7	9	40	
	% within Q49. When did the discrimination first occur?	52.5%	5.0%	2.5%	17.5%	22.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	52.5%	5.0%	2.5%	17.5%	22.5%	100.0%	

Q50. Did you file a complaint? * MWBE Status Crosstabulation					
			MWBE Status		Total
			MWBE	Non-MWBE	
Q50. Did you file a complaint?	Yes	Count	3	1	4
		% within Q50. Did you file a complaint?	75.0%	25.0%	100.0%
		% within MWBE Status	9.7%	11.1%	10.0%
		% of Total	7.5%	2.5%	10.0%
	No	Count	27	8	35
		% within Q50. Did you file a complaint?	77.1%	22.9%	100.0%
		% within MWBE Status	87.1%	88.9%	87.5%
		% of Total	67.5%	20.0%	87.5%
	Don't know	Count	1	0	1
		% within Q50. Did you file a complaint?	100.0%	0.0%	100.0%
		% within MWBE Status	3.2%	0.0%	2.5%
		% of Total	2.5%	0.0%	2.5%
Total	Count	31	9	40	
	% within Q50. Did you file a complaint?	77.5%	22.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	77.5%	22.5%	100.0%	

Q50. Did you file a complaint? * MGT ETHNICITY Crosstabulation								
			MGT ETHNICITY					Total
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q50. Did you file a complaint?	Yes	Count	1	0	1	1	1	4
		% within Q50. Did you file a complaint?	25.0%	0.0%	25.0%	25.0%	25.0%	100.0%
		% within MGT ETHNICITY	4.8%	0.0%	100.0%	14.3%	11.1%	10.0%
		% of Total	2.5%	0.0%	2.5%	2.5%	2.5%	10.0%
	No	Count	19	2	0	6	8	35
		% within Q50. Did you file a complaint?	54.3%	5.7%	0.0%	17.1%	22.9%	100.0%
		% within MGT ETHNICITY	90.5%	100.0%	0.0%	85.7%	88.9%	87.5%
		% of Total	47.5%	5.0%	0.0%	15.0%	20.0%	87.5%
	Don't know	Count	1	0	0	0	0	1
		% within Q50. Did you file a complaint?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	4.8%	0.0%	0.0%	0.0%	0.0%	2.5%
		% of Total	2.5%	0.0%	0.0%	0.0%	0.0%	2.5%
Total		Count	21	2	1	7	9	40
		% within Q50. Did you file a complaint?	52.5%	5.0%	2.5%	17.5%	22.5%	100.0%
		% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	52.5%	5.0%	2.5%	17.5%	22.5%	100.0%

Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector" * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q51. Please indicate level of agreement: ""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	Count	19	5	0	0	24
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector"	79.2%	20.8%	0.0%	0.0%	100.0%
		% within MWBE Status	8.2%	3.1%	0.0%	0.0%	6.0%
		% of Total	4.7%	1.2%	0.0%	0.0%	6.0%
	Somewhat Agree	Count	25	6	1	0	32
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector"	78.1%	18.8%	3.1%	0.0%	100.0%
		% within MWBE Status	10.8%	3.7%	33.3%	0.0%	8.0%
		% of Total	6.2%	1.5%	0.2%	0.0%	8.0%
	Neither Agree Nor Disagree	Count	129	99	2	4	234
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector"	55.1%	42.3%	0.9%	1.7%	100.0%
		% within MWBE Status	55.8%	61.5%	66.7%	66.7%	58.4%
		% of Total	32.2%	24.7%	0.5%	1.0%	58.4%
	Somewhat Disagree	Count	10	2	0	1	13
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector"	76.9%	15.4%	0.0%	7.7%	100.0%
		% within MWBE Status	4.3%	1.2%	0.0%	16.7%	3.2%
		% of Total	2.5%	0.5%	0.0%	0.2%	3.2%
	Strongly Disagree	Count	48	49	0	1	98
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector"	49.0%	50.0%	0.0%	1.0%	100.0%
% within MWBE Status		20.8%	30.4%	0.0%	16.7%	24.4%	
% of Total		12.0%	12.2%	0.0%	0.2%	24.4%	
Total	Count	231	161	3	6	401	
	% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector"	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector"" * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q51. Please indicate level of agreement: ""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	Count	11	0	1	0	7	5	0	0	24
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector""	45.8%	0.0%	4.2%	0.0%	29.2%	20.8%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	11.1%	0.0%	14.3%	0.0%	6.1%	3.1%	0.0%	0.0%	6.0%
		% of Total	2.7%	0.0%	0.2%	0.0%	1.7%	1.2%	0.0%	0.0%	6.0%
	Somewhat Agree	Count	11	0	0	1	13	6	1	0	32
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector""	34.4%	0.0%	0.0%	3.1%	40.6%	18.8%	3.1%	0.0%	100.0%
		% within MGT ETHNICITY	11.1%	0.0%	0.0%	12.5%	11.4%	3.7%	33.3%	0.0%	8.0%
		% of Total	2.7%	0.0%	0.0%	0.2%	3.2%	1.5%	0.2%	0.0%	8.0%
	Neither Agree Nor Disagree	Count	54	2	3	4	66	99	2	4	234
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector""	23.1%	0.9%	1.3%	1.7%	28.2%	42.3%	0.9%	1.7%	100.0%
		% within MGT ETHNICITY	54.5%	66.7%	42.9%	50.0%	57.9%	61.5%	66.7%	66.7%	58.4%
		% of Total	13.5%	0.5%	0.7%	1.0%	16.5%	24.7%	0.5%	1.0%	58.4%
	Somewhat Disagree	Count	6	1	0	0	3	2	0	1	13
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector""	46.2%	7.7%	0.0%	0.0%	23.1%	15.4%	0.0%	7.7%	100.0%
		% within MGT ETHNICITY	6.1%	33.3%	0.0%	0.0%	2.6%	1.2%	0.0%	16.7%	3.2%
		% of Total	1.5%	0.2%	0.0%	0.0%	0.7%	0.5%	0.0%	0.2%	3.2%
	Strongly Disagree	Count	17	0	3	3	25	49	0	1	98
		% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector""	17.3%	0.0%	3.1%	3.1%	25.5%	50.0%	0.0%	1.0%	100.0%
% within MGT ETHNICITY		17.2%	0.0%	42.9%	37.5%	21.9%	30.4%	0.0%	16.7%	24.4%	
% of Total		4.2%	0.0%	0.7%	0.7%	6.2%	12.2%	0.0%	0.2%	24.4%	
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q51. Please indicate level of agreement: ""There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector""	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q52. 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	Count	25	3	0	0	28
		% within Q52. 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	89%	11%	0%	0%	100%
		% within MWBE Status	11%	2%	0%	0%	7%
		% of Total	6%	1%	0%	0%	7%
	No	Count	97	69	3	2	171
		% within Q52. 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	56.7%	40.4%	1.8%	1.2%	100.0%
		% within MWBE Status	42.0%	42.9%	100.0%	33.3%	42.6%
		% of Total	24.2%	17.2%	0.7%	0.5%	42.6%
	Don't know	Count	109	89	0	4	202
		% within Q52. 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	54.0%	44.1%	0.0%	2.0%	100.0%
		% within MWBE Status	47.2%	55.3%	0.0%	66.7%	50.4%
		% of Total	27.2%	22.2%	0.0%	1.0%	50.4%
Total	Count	231	161	3	6	401	
	% within Q52. 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	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

**Q52. 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 \* MGT ETHNICITY Crosstabulation**

			MGT ETHNICITY							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		NO RESPONSE/ DON'T KNOW
Q52. 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	Count	16	0	1	3	5	3	0	0	28
		% within Q52. 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	57.1%	0.0%	3.6%	10.7%	17.9%	10.7%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	16.2%	0.0%	14.3%	37.5%	4.4%	1.9%	0.0%	0.0%	7.0%
		% of Total	4.0%	0.0%	0.2%	0.7%	1.2%	0.7%	0.0%	0.0%	7.0%
	No	Count	41	1	3	3	49	69	3	2	171
		% within Q52. 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	24.0%	0.6%	1.8%	1.8%	28.7%	40.4%	1.8%	1.2%	100.0%
		% within MGT ETHNICITY	41.4%	33.3%	42.9%	37.5%	43.0%	42.9%	100.0%	33.3%	42.6%
		% of Total	10.2%	0.2%	0.7%	0.7%	12.2%	17.2%	0.7%	0.5%	42.6%
	Don't know	Count	42	2	3	2	60	89	0	4	202
		% within Q52. 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	20.8%	1.0%	1.5%	1.0%	29.7%	44.1%	0.0%	2.0%	100.0%
		% within MGT ETHNICITY	42.4%	66.7%	42.9%	25.0%	52.6%	55.3%	0.0%	66.7%	50.4%
		% of Total	10.5%	0.5%	0.7%	0.5%	15.0%	22.2%	0.0%	1.0%	50.4%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q52. 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	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals? * MWBE Status Crosstabulation							
			MWBE Status				
			MWBE	Non-MWBE	Other	No Response/ Don't Know	Total
Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals?	Very Often	Count	11	8	0	0	19
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals?	57.9%	42.1%	0.0%	0.0%	100.0%
		% within MWBE Status	4.8%	5.0%	0.0%	0.0%	4.7%
		% of Total	2.7%	2.0%	0.0%	0.0%	4.7%
	Sometimes	Count	16	4	1	0	21
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals?	76.2%	19.0%	4.8%	0.0%	100.0%
		% within MWBE Status	6.9%	2.5%	33.3%	0.0%	5.2%
		% of Total	4.0%	1.0%	0.2%	0.0%	5.2%
	Seldom	Count	14	3	0	0	17
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals?	82.4%	17.6%	0.0%	0.0%	100.0%
		% within MWBE Status	6.1%	1.9%	0.0%	0.0%	4.2%
		% of Total	3.5%	0.7%	0.0%	0.0%	4.2%
	Never	Count	40	9	2	1	52
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals?	76.9%	17.3%	3.8%	1.9%	100.0%
		% within MWBE Status	17.3%	5.6%	66.7%	16.7%	13.0%
% of Total		10.0%	2.2%	0.5%	0.2%	13.0%	
Not Applicable	Count	150	137	0	5	292	
	% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals?	51.4%	46.9%	0.0%	1.7%	100.0%	
	% within MWBE Status	64.9%	85.1%	0.0%	83.3%	72.8%	
	% of Total	37.4%	34.2%	0.0%	1.2%	72.8%	
Total	Count	231	161	3	6	401	
	% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals? * MGT ETHNICITY Crosstabulation			MGT ETHNICITY							NO RESPONSE/ DON'T KNOW	Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	Very Often	Count	7	0	0	0	4	8	0	0	19
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	36.8%	0.0%	0.0%	0.0%	21.1%	42.1%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	7.1%	0.0%	0.0%	0.0%	3.5%	5.0%	0.0%	0.0%	4.7%
		% of Total	1.7%	0.0%	0.0%	0.0%	1.0%	2.0%	0.0%	0.0%	4.7%
	Sometimes	Count	5	1	2	0	8	4	1	0	21
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	23.8%	4.8%	9.5%	0.0%	38.1%	19.0%	4.8%	0.0%	100.0%
		% within MGT ETHNICITY	5.1%	33.3%	28.6%	0.0%	7.0%	2.5%	33.3%	0.0%	5.2%
		% of Total	1.2%	0.2%	0.5%	0.0%	2.0%	1.0%	0.2%	0.0%	5.2%
	Seldom	Count	8	1	0	1	4	3	0	0	17
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	47.1%	5.9%	0.0%	5.9%	23.5%	17.6%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	8.1%	33.3%	0.0%	12.5%	3.5%	1.9%	0.0%	0.0%	4.2%
		% of Total	2.0%	0.2%	0.0%	0.2%	1.0%	0.7%	0.0%	0.0%	4.2%
	Never	Count	26	0	1	3	10	9	2	1	52
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	50.0%	0.0%	1.9%	5.8%	19.2%	17.3%	3.8%	1.9%	100.0%
		% within MGT ETHNICITY	26.3%	0.0%	14.3%	37.5%	8.8%	5.6%	66.7%	16.7%	13.0%
		% of Total	6.5%	0.0%	0.2%	0.7%	2.5%	2.2%	0.5%	0.2%	13.0%
	Not Applicable	Count	53	1	4	4	88	137	0	5	292
		% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	18.2%	0.3%	1.4%	1.4%	30.1%	46.9%	0.0%	1.7%	100.0%
		% within MGT ETHNICITY	53.5%	33.3%	57.1%	50.0%	77.2%	85.1%	0.0%	83.3%	72.8%
		% of Total	13.2%	0.2%	1.0%	1.0%	21.9%	34.2%	0.0%	1.2%	72.8%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q53. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010? * MWBE Status Crosstabulation							
			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	Yes	Count	58	40	2	2	102
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	56.9%	39.2%	2.0%	2.0%	100.0%
		% within MWBE Status	25.1%	24.8%	66.7%	33.3%	25.4%
		% of Total	14.5%	10.0%	0.5%	0.5%	25.4%
	No	Count	157	108	1	1	267
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	58.8%	40.4%	0.4%	0.4%	100.0%
		% within MWBE Status	68.0%	67.1%	33.3%	16.7%	66.6%
		% of Total	39.2%	26.9%	0.2%	0.2%	66.6%
	Don't Know	Count	16	13	0	3	32
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	50.0%	40.6%	0.0%	9.4%	100.0%
		% within MWBE Status	6.9%	8.1%	0.0%	50.0%	8.0%
		% of Total	4.0%	3.2%	0.0%	0.7%	8.0%
Total	Count	231	161	3	6	401	
	% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	57.6%	40.1%	0.7%	1.5%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%	

Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010? * MGT ETHNICITY Crosstabulation											
			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	Yes	Count	17	0	1	4	36	40	2	2	102
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	16.7%	0.0%	1.0%	3.9%	35.3%	39.2%	2.0%	2.0%	100.0%
		% within MGT ETHNICITY	17.2%	0.0%	14.3%	50.0%	31.6%	24.8%	66.7%	33.3%	25.4%
		% of Total	4.2%	0.0%	0.2%	1.0%	9.0%	10.0%	0.5%	0.5%	25.4%
	No	Count	75	2	6	4	70	108	1	1	267
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	28.1%	0.7%	2.2%	1.5%	26.2%	40.4%	0.4%	0.4%	100.0%
		% within MGT ETHNICITY	75.8%	66.7%	85.7%	50.0%	61.4%	67.1%	33.3%	16.7%	66.6%
		% of Total	18.7%	0.5%	1.5%	1.0%	17.5%	26.9%	0.2%	0.2%	66.6%
	Don't Know	Count	7	1	0	0	8	13	0	3	32
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	21.9%	3.1%	0.0%	0.0%	25.0%	40.6%	0.0%	9.4%	100.0%
		% within MGT ETHNICITY	7.1%	33.3%	0.0%	0.0%	7.0%	8.1%	0.0%	50.0%	8.0%
		% of Total	1.7%	0.2%	0.0%	0.0%	2.0%	3.2%	0.0%	0.7%	8.0%
Total	Count	99	3	7	8	114	161	3	6	401	
	% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%	

**Q55. Were you approved or denied for a commercial (business) bank loan? \* MWBE Status Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q55. Were you approved or denied for a commercial (business) bank loan?	Approved	Count	45	37	2	2	86
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	52.3%	43.0%	2.3%	2.3%	100.0%
		% within MWBE Status	76.3%	92.5%	100.0%	66.7%	82.7%
		% of Total	43.3%	35.6%	1.9%	1.9%	82.7%
	Denied	Count	13	3	0	0	16
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	81.3%	18.8%	0.0%	0.0%	100.0%
		% within MWBE Status	22.0%	7.5%	0.0%	0.0%	15.4%
		% of Total	12.5%	2.9%	0.0%	0.0%	15.4%
	Don't Know	Count	1	0	0	1	2
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	50.0%	0.0%	0.0%	50.0%	100.0%
		% within MWBE Status	1.7%	0.0%	0.0%	33.3%	1.9%
		% of Total	1.0%	0.0%	0.0%	1.0%	1.9%
Total	Count	59	40	2	3	104	
	% within Q55. Were you approved or denied for a commercial (business) bank loan?	56.7%	38.5%	1.9%	2.9%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	56.7%	38.5%	1.9%	2.9%	100.0%	

Q55. Were you approved or denied for a commercial (business) bank loan? * MGT ETHNICITY Crosstabulation										
			MGT ETHNICITY							Total
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q55. Were you approved or denied for a commercial (business) bank loan?	Approved	Count	8	1	4	32	37	2	2	86
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	9.3%	1.2%	4.7%	37.2%	43.0%	2.3%	2.3%	100.0%
		% within MGT ETHNICITY	44.4%	100.0%	100.0%	88.9%	92.5%	100.0%	66.7%	82.7%
		% of Total	7.7%	1.0%	3.8%	30.8%	35.6%	1.9%	1.9%	82.7%
	Denied	Count	9	0	0	4	3	0	0	16
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	56.3%	0.0%	0.0%	25.0%	18.8%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	50.0%	0.0%	0.0%	11.1%	7.5%	0.0%	0.0%	15.4%
		% of Total	8.7%	0.0%	0.0%	3.8%	2.9%	0.0%	0.0%	15.4%
	Don't Know	Count	1	0	0	0	0	0	1	2
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	1.9%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.9%
Total	Count	18	1	4	36	40	2	3	104	
	% within Q55. Were you approved or denied for a commercial (business) bank loan?	17.3%	1.0%	3.8%	34.6%	38.5%	1.9%	2.9%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	17.3%	1.0%	3.8%	34.6%	38.5%	1.9%	2.9%	100.0%	

Q56. Which of the following do you believe was the primary reason for your being denied a loan? * MWBE Status Crosstabulation						
			MWBE Status		Total	
			MWBE	Non-MWBE		
Q56. Which of the following do you believe was the primary reason for your being denied a loan?	Insufficient Documentation	Count	1	0	1	
		% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	100.0%	
		% within MWBE Status	7.7%	0.0%	6.3%	
			% of Total	6.3%	0.0%	6.3%
	Insufficient Business History	Count	2	1	3	
		% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	66.7%	33.3%	100.0%	
		% within MWBE Status	15.4%	33.3%	18.8%	
			% of Total	12.5%	6.3%	18.8%
	Confusion about the Process	Count	1	0	1	
		% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	100.0%	
		% within MWBE Status	7.7%	0.0%	6.3%	
			% of Total	6.3%	0.0%	6.3%
	Race or Ethnicity of Owner	Count	1	0	1	
		% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	100.0%	
		% within MWBE Status	7.7%	0.0%	6.3%	
			% of Total	6.3%	0.0%	6.3%
	Gender of Owner	Count	1	0	1	
		% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	100.0%	0.0%	100.0%	
		% within MWBE Status	7.7%	0.0%	6.3%	
			% of Total	6.3%	0.0%	6.3%
	Don't Know	Count	7	2	9	
% within Q57. Which of the following do you believe was the primary reason for your being denied a loan?		77.8%	22.2%	100.0%		
% within MWBE Status		53.8%	66.7%	56.3%		
		% of Total	43.8%	12.5%	56.3%	
Total	Count	13	3	16		
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	81.3%	18.8%	100.0%		
	% within MWBE Status	100.0%	100.0%	100.0%		
		% of Total	81.3%	18.8%	100.0%	

Q56. Which of the following do you believe was the primary reason for your being denied a loan? * MGT ETHNICITY Crosstabulation						
			MGT ETHNICITY			Total
			AFRICAN AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q56. Which of the following do you believe was the primary reason for your being denied a loan?	Insufficient Documentation	Count	0	1	0	1
		% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	25.0%	0.0%	6.3%
		% of Total	0.0%	6.3%	0.0%	6.3%
	Insufficient Business History	Count	2	0	1	3
		% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	66.7%	0.0%	33.3%	100.0%
		% within MGT ETHNICITY	22.2%	0.0%	33.3%	18.8%
		% of Total	12.5%	0.0%	6.3%	18.8%
	Confusion about the Process	Count	1	0	0	1
		% within Q56. 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 MGT ETHNICITY	11.1%	0.0%	0.0%	6.3%
		% of Total	6.3%	0.0%	0.0%	6.3%
	Race or Ethnicity of Owner	Count	1	0	0	1
		% within Q56. 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 MGT ETHNICITY	11.1%	0.0%	0.0%	6.3%
		% of Total	6.3%	0.0%	0.0%	6.3%
	Gender of Owner	Count	1	0	0	1
		% within Q56. 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 MGT ETHNICITY	11.1%	0.0%	0.0%	6.3%
		% of Total	6.3%	0.0%	0.0%	6.3%
Don't Know	Count	4	3	2	9	
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	44.4%	33.3%	22.2%	100.0%	
	% within MGT ETHNICITY	44.4%	75.0%	66.7%	56.3%	
	% of Total	25.0%	18.8%	12.5%	56.3%	
Total	Count	9	4	3	16	
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan?	56.3%	25.0%	18.8%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	
	% of Total	56.3%	25.0%	18.8%	100.0%	

***Appendix G:  
Survey of Vendors Results  
Questions 16 and 52***

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Q16. What other agency is your business certified? - 1 \* MWBE Status Crosstabulation

			MWBE Status		Total
			MWBE	Non-MWBE	
Q16. What other agency is your business certified? - 1	Better Business Bureau	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	1 50.0% 1.5% 1.0%	1 50.0% 3.2% 1.0%	2 100.0% 2.1% 2.1%
	City of Durham	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	1 100.0% 1.5% 1.0%	0 0.0% 0.0% 0.0%	1 100.0% 1.0% 1.0%
	City of Greensboro	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	1 100.0% 1.5% 1.0%	0 0.0% 0.0% 0.0%	1 100.0% 1.0% 1.0%
	City of Winston MBE	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	1 100.0% 1.5% 1.0%	0 0.0% 0.0% 0.0%	1 100.0% 1.0% 1.0%
	City of Winston Salem	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	1 100.0% 1.5% 1.0%	0 0.0% 0.0% 0.0%	1 100.0% 1.0% 1.0%
	CMSDC	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	4 100.0% 6.2% 4.2%	0 0.0% 0.0% 0.0%	4 100.0% 4.2% 4.2%
	Colorado	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	1 100.0% 1.5% 1.0%	0 0.0% 0.0% 0.0%	1 100.0% 1.0% 1.0%
	Contractors License with NC, SC	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	0 0.0% 0.0% 0.0%	1 100.0% 3.2% 1.0%	1 100.0% 1.0% 1.0%
	DATIA - Accredited Collection Facility	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	1 100.0% 1.5% 1.0%	0 0.0% 0.0% 0.0%	1 100.0% 1.0% 1.0%
	DOT	Count % within Q16. What other agency is your business certified? - 1 % within MWBE Status % of Total	2 100.0% 3.1% 2.1%	0 0.0% 0.0% 0.0%	2 100.0% 2.1% 2.1%

Q16. What other agency is your business certified? - 1 \* MWBE Status Crosstabulation

	DUNS	Count	0	1	1
		% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	3.2%	1.0%
		% of Total	0.0%	1.0%	1.0%
	Durham MBE	Count	1	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%
		% within MWBE Status	1.5%	0.0%	1.0%
		% of Total	1.0%	0.0%	1.0%
	EasyGo Dealer	Count	0	1	1
		% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	3.2%	1.0%
		% of Total	0.0%	1.0%	1.0%
	Federal Government	Count	2	0	2
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	3.1%	0.0%	2.1%	
	% of Total	2.1%	0.0%	2.1%	
Federal Government - CCR	Count	4	2	6	
	% within Q16. What other agency is your business certified? - 1	66.7%	33.3%	100.0%	
	% within MWBE Status	6.2%	6.5%	6.3%	
	% of Total	4.2%	2.1%	6.3%	
Federal HUBZone - SBA	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	1.5%	0.0%	1.0%	
	% of Total	1.0%	0.0%	1.0%	
Federal MBDA	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	1.5%	0.0%	1.0%	
	% of Total	1.0%	0.0%	1.0%	
Gamma	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	3.2%	1.0%	
	% of Total	0.0%	1.0%	1.0%	
Government	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	3.2%	1.0%	
	% of Total	0.0%	1.0%	1.0%	
Greensboro MBE	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	1.5%	0.0%	1.0%	
	% of Total	1.0%	0.0%	1.0%	
GSA	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	1.5%	0.0%	1.0%	
	% of Total	1.0%	0.0%	1.0%	

Q16. What other agency is your business certified? - 1 \* MWBE Status Crosstabulation

HUD	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	1.5%	0.0%	1.0%	
	% of Total	1.0%	0.0%	1.0%	
	ICAR	Count	0	1	1
		% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	3.2%	1.0%
		% of Total	0.0%	1.0%	1.0%
	ISA	Count	1	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%
		% within MWBE Status	1.5%	0.0%	1.0%
		% of Total	1.0%	0.0%	1.0%
Medicaid	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	1.5%	0.0%	1.0%	
	% of Total	1.0%	0.0%	1.0%	
NC Dept. of Agriculture	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	3.2%	1.0%	
	% of Total	0.0%	1.0%	1.0%	
NC E Procurement	Count	0	2	2	
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	6.5%	2.1%	
	% of Total	0.0%	2.1%	2.1%	
NCCMSDC	Count	2	0	2	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	3.1%	0.0%	2.1%	
	% of Total	2.1%	0.0%	2.1%	
NCDOT	Count	6	2	8	
	% within Q16. What other agency is your business certified? - 1	75.0%	25.0%	100.0%	
	% within MWBE Status	9.2%	6.5%	8.3%	
	% of Total	6.3%	2.1%	8.3%	
NCDOT SBE	Count	5	0	5	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	7.7%	0.0%	5.2%	
	% of Total	5.2%	0.0%	5.2%	
North Carolina Board for Professional Engineers & Land Surveyors	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	3.2%	1.0%	
	% of Total	0.0%	1.0%	1.0%	
North Carolina Swimming Pool and Plasters Association	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	1.5%	0.0%	1.0%	
	% of Total	1.0%	0.0%	1.0%	

Q16. What other agency is your business certified? - 1 \* MWBE Status Crosstabulation

SBA - Veteran Owned Business	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	3.2%	1.0%	
	% of Total	0.0%	1.0%	1.0%	
	SBTDC	Count	1	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%
		% within MWBE Status	1.5%	0.0%	1.0%
		% of Total	1.0%	0.0%	1.0%
	SC World Trade Center	Count	1	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%
		% within MWBE Status	1.5%	0.0%	1.0%
		% of Total	1.0%	0.0%	1.0%
Service Disabled Veteran Owned Small Business	Count	2	1	3	
	% within Q16. What other agency is your business certified? - 1	66.7%	33.3%	100.0%	
	% within MWBE Status	3.1%	3.2%	3.1%	
	% of Total	2.1%	1.0%	3.1%	
Small Business Administration	Count	4	2	6	
	% within Q16. What other agency is your business certified? - 1	66.7%	33.3%	100.0%	
	% within MWBE Status	6.2%	6.5%	6.3%	
	% of Total	4.2%	2.1%	6.3%	
Small Business Enterprise	Count	8	1	9	
	% within Q16. What other agency is your business certified? - 1	88.9%	11.1%	100.0%	
	% within MWBE Status	12.3%	3.2%	9.4%	
	% of Total	8.3%	1.0%	9.4%	
State of NC	Count	1	1	2	
	% within Q16. What other agency is your business certified? - 1	50.0%	50.0%	100.0%	
	% within MWBE Status	1.5%	3.2%	2.1%	
	% of Total	1.0%	1.0%	2.1%	
US Department of Veterans Affairs	Count	0	2	2	
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	6.5%	2.1%	
	% of Total	0.0%	2.1%	2.1%	
VA SWAM	Count	4	5	9	
	% within Q16. What other agency is your business certified? - 1	44.4%	55.6%	100.0%	
	% within MWBE Status	6.2%	16.1%	9.4%	
	% of Total	4.2%	5.2%	9.4%	
various municipalities in NC	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%	
	% within MWBE Status	1.5%	0.0%	1.0%	
	% of Total	1.0%	0.0%	1.0%	
VetBiz	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	3.2%	1.0%	
	% of Total	0.0%	1.0%	1.0%	

Q16. What other agency is your business certified? - 1 \* MWBE Status Crosstabulation

Veteran Owned, City State and Federal	Count	0	1	1
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%
	% within MWBE Status	0.0%	3.2%	1.0%
	% of Total	0.0%	1.0%	1.0%
Vietnam Veterans Enterprise	Count	0	1	1
	% within Q16. What other agency is your business certified? - 1	0.0%	100.0%	100.0%
	% within MWBE Status	0.0%	3.2%	1.0%
	% of Total	0.0%	1.0%	1.0%
VOSB	Count	1	0	1
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%
	% within MWBE Status	1.5%	0.0%	1.0%
	% of Total	1.0%	0.0%	1.0%
wb in va	Count	1	0	1
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	100.0%
	% within MWBE Status	1.5%	0.0%	1.0%
	% of Total	1.0%	0.0%	1.0%
Total	Count	65	31	96
	% within Q16. What other agency is your business certified? - 1	67.7%	32.3%	100.0%
	% within MWBE Status	100.0%	100.0%	100.0%
	% of Total	67.7%	32.3%	100.0%

Q16. What other agency is your business certified? - 1 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

Crosstabulation

			Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?						Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q16. What other agency is your business certified? - 1	Better Business Bureau	Count	0	0	0	0	1	1	2
		% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
		% 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%	3.6%	3.2%	2.1%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	2.1%
	City of Durham	Count	0	0	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	3.6%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
	City of Greensboro	Count	1	0	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	City of Winston MBE	Count	1	0	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	City of Winston Salem	Count	0	0	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
% 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%	3.6%	0.0%	1.0%	
% of Total		0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%	

Q16. What other agency is your business certified? - 1 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

Crosstabulation

		Count	3	1	0	0	0	0	4
CMSDC	Count	3	1	0	0	0	0	4	
	% within Q16. What other agency is your business certified? - 1	75.0%	25.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	10.0%	50.0%	0.0%	0.0%	0.0%	0.0%	4.2%	
	% of Total	3.1%	1.0%	0.0%	0.0%	0.0%	0.0%	4.2%	
Colorado	Count	1	0	0	0	0	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	
Contractors License with NC, SC	Count	0	0	0	0	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% 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%	3.2%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	
DATIA - Accredited Collection Facility	Count	0	0	0	0	1	0	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	
	% 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%	3.6%	0.0%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%	
DOT	Count	2	0	0	0	0	0	2	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	
DUNS	Count	0	0	0	0	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% 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%	3.2%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	

Q16. What other agency is your business certified? - 1 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

Crosstabulation

		Count	0	0	0	1	0	0	1
Durham MBE	Count	0	0	0	1	0	0	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	
	% 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%	25.0%	0.0%	0.0%	1.0%	
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%	
EasyGo Dealer	Count	0	0	0	0	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% 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%	3.2%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	
Federal Government	Count	1	0	0	0	1	0	2	
	% within Q16. What other agency is your business certified? - 1	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	3.6%	0.0%	2.1%	
	% of Total	1.0%	0.0%	0.0%	0.0%	1.0%	0.0%	2.1%	
Federal Government - CCR	Count	1	0	0	0	3	2	6	
	% within Q16. What other agency is your business certified? - 1	16.7%	0.0%	0.0%	0.0%	50.0%	33.3%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	10.7%	6.5%	6.3%	
	% of Total	1.0%	0.0%	0.0%	0.0%	3.1%	2.1%	6.3%	
Federal HUBZone - SBA	Count	0	0	0	0	1	0	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	
	% 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%	3.6%	0.0%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%	
Federal MBDA	Count	1	0	0	0	0	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	
Gamma	Count	0	0	0	0	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% 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%	3.2%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	

Q16. What other agency is your business certified? - 1 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

Crosstabulation

	Government	Count	0	0	0	0	0	1	1
		% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
		% 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%	3.2%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%
	Greensboro MBE	Count	1	0	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	GSA	Count	0	0	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	3.6%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
	HUD	Count	1	0	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	ICAR	Count	0	0	0	0	0	1	1
		% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
		% 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%	3.2%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%
	ISA	Count	0	0	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	3.6%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
	Medicaid	Count	1	0	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%

Q16. What other agency is your business certified? - 1 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

Crosstabulation

		0	0	0	0	0	1	1
NC Dept. of Agriculture	Count	0	0	0	0	0	1	1
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% 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%	3.2%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%
NC E Procurement	Count	0	0	0	0	0	2	2
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% 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%	6.5%	2.1%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	2.1%
NCCMSDC	Count	1	0	0	1	0	0	2
	% within Q16. What other agency is your business certified? - 1	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	25.0%	0.0%	0.0%	2.1%
	% of Total	1.0%	0.0%	0.0%	1.0%	0.0%	0.0%	2.1%
NCDOT	Count	3	0	1	0	2	2	8
	% within Q16. What other agency is your business certified? - 1	37.5%	0.0%	12.5%	0.0%	25.0%	25.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	10.0%	0.0%	100.0%	0.0%	7.1%	6.5%	8.3%
	% of Total	3.1%	0.0%	1.0%	0.0%	2.1%	2.1%	8.3%
NCDOT SBE	Count	0	0	0	0	5	0	5
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% 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%	17.9%	0.0%	5.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	5.2%	0.0%	5.2%
North Carolina Board for Professional Engineers & Land Surveyors	Count	0	0	0	0	0	1	1
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% 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%	3.2%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%
North Carolina Swimming Pool and Plasters Association	Count	1	0	0	0	0	0	1
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%

Q16. What other agency is your business certified? - 1 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

Crosstabulation

		Count	0	0	0	0	0	1	1
SBA - Veteran Owned Business	Count	0	0	0	0	0	0	1	1
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% 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%	3.2%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%
SBTDC	Count	0	0	0	0	1	0	1	1
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%
	% 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%	3.6%	0.0%	1.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%	1.0%
SC World Trade Center	Count	0	0	0	0	1	0	1	1
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%
	% 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%	3.6%	0.0%	1.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%	1.0%
Service Disabled Veteran Owned Small Business	Count	1	0	0	0	1	1	3	3
	% within Q16. What other agency is your business certified? - 1	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	3.6%	3.2%	3.1%	3.1%
	% of Total	1.0%	0.0%	0.0%	0.0%	1.0%	1.0%	3.1%	3.1%
Small Business Administration	Count	3	1	0	0	0	2	6	6
	% within Q16. What other agency is your business certified? - 1	50.0%	16.7%	0.0%	0.0%	0.0%	33.3%	100.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	10.0%	50.0%	0.0%	0.0%	0.0%	6.5%	6.3%	6.3%
	% of Total	3.1%	1.0%	0.0%	0.0%	0.0%	2.1%	6.3%	6.3%
Small Business Enterprise	Count	4	0	0	1	3	1	9	9
	% within Q16. What other agency is your business certified? - 1	44.4%	0.0%	0.0%	11.1%	33.3%	11.1%	100.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	13.3%	0.0%	0.0%	25.0%	10.7%	3.2%	9.4%	9.4%
	% of Total	4.2%	0.0%	0.0%	1.0%	3.1%	1.0%	9.4%	9.4%
State of NC	Count	1	0	0	0	0	1	2	2
	% within Q16. What other agency is your business certified? - 1	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	3.2%	2.1%	2.1%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%	2.1%	2.1%

Q16. What other agency is your business certified? - 1 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

Crosstabulation

US Department of Veterans Affairs	Count	0	0	0	0	0	2	2	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% 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%	6.5%	2.1%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	2.1%	
VA SWAM	Count	1	0	0	1	2	5	9	
	% within Q16. What other agency is your business certified? - 1	11.1%	0.0%	0.0%	11.1%	22.2%	55.6%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	25.0%	7.1%	16.1%	9.4%	
	% of Total	1.0%	0.0%	0.0%	1.0%	2.1%	5.2%	9.4%	
various municipalities in NC	Count	0	0	0	0	1	0	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	
	% 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%	3.6%	0.0%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%	
VetBiz	Count	0	0	0	0	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% 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%	3.2%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	
Veteran Owned, City State and Federal	Count	0	0	0	0	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% 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%	3.2%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	
Vietnam Veterans Enterprise	Count	0	0	0	0	0	1	1	
	% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% 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%	3.2%	1.0%	
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	
VOSB	Count	1	0	0	0	0	0	1	
	% within Q16. What other agency is your business certified? - 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	

Q16. What other agency is your business certified? - 1 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?  
 Crosstabulation

	wb in va	Count	0	0	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	3.6%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Total		Count	30	2	1	4	28	31	96
		% within Q16. What other agency is your business certified? - 1	31.3%	2.1%	1.0%	4.2%	29.2%	32.3%	100.0%
		% 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%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	31.3%	2.1%	1.0%	4.2%	29.2%	32.3%	100.0%

Q16. What other agency is your business certified? - 2 \* MWBE Status Crosstabulation

			MWBE Status		Total
			MWBE	Non-MWBE	
Q16. What other agency is your business certified? - 2	Airport Authority	Count	1	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	3.3%
		% of Total	3.3%	0.0%	3.3%
	ALDOT	Count	1	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	3.3%
		% of Total	3.3%	0.0%	3.3%
	BBB	Count	1	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	3.3%
		% of Total	3.3%	0.0%	3.3%
BMSBC	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
CCR	Count	0	2	2	
	% within Q16. What other agency is your business certified? - 2	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	22.2%	6.7%	
	% of Total	0.0%	6.7%	6.7%	
CCR & ORCA Registered	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
City Of Asheboro	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
City of Durham Small Disadvantaged Business Enterprise	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
City of Raleigh MBE	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
Federal Government	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 2	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	11.1%	3.3%	
	% of Total	0.0%	3.3%	3.3%	
HUV	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	

Q16. What other agency is your business certified? - 2 \* MWBE Status Crosstabulation

ICC	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
	Lead Abatement	Count	1	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	3.3%
		% of Total	3.3%	0.0%	3.3%
	Medicaid	Count	1	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	3.3%
		% of Total	3.3%	0.0%	3.3%
	Mississippi	Count	1	0	1
% within Q16. What other agency is your business certified? - 2		100.0%	0.0%	100.0%	
% within MWBE Status		4.8%	0.0%	3.3%	
% of Total		3.3%	0.0%	3.3%	
NACE	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
NCDOT	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 2	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	11.1%	3.3%	
	% of Total	0.0%	3.3%	3.3%	
North Carolina State Contract	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
PTAC	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
Quality Pro, Schools, Green	Count	0	1	1	
	% within Q16. What other agency is your business certified? - 2	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	11.1%	3.3%	
	% of Total	0.0%	3.3%	3.3%	
SBA	Count	1	1	2	
	% within Q16. What other agency is your business certified? - 2	50.0%	50.0%	100.0%	
	% within MWBE Status	4.8%	11.1%	6.7%	
	% of Total	3.3%	3.3%	6.7%	
Service Disabled Veteran Owned Small Business	Count	1	2	3	
	% within Q16. What other agency is your business certified? - 2	33.3%	66.7%	100.0%	
	% within MWBE Status	4.8%	22.2%	10.0%	
	% of Total	3.3%	6.7%	10.0%	
TCIA	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	

**Q16. What other agency is your business certified? - 2 \* MWBE Status Crosstabulation**

	US Government	Count	0	1	1
		% within Q16. What other agency is your business certified? - 2	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	11.1%	3.3%
		% of Total	0.0%	3.3%	3.3%
	VMSSDC	Count	1	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	3.3%
		% of Total	3.3%	0.0%	3.3%
	Women-Owned Business - Women's Business Enterprise National Council	Count	1	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	3.3%
		% of Total	3.3%	0.0%	3.3%
Total	Count	21	9	30	
	% within Q16. What other agency is your business certified? - 2	.7	.3	1.0	
	% within MWBE Status	1.0	1.0	1.0	
	% of Total	.7	.3	1.0	

Q16. What other agency is your business certified? - 2 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? Crosstabulation

			Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?					Total
			AFRICAN AMERICAN	ASIAN AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q16. What other agency is your business certified? - 2	Airport Authority	Count	1	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
		% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%
	ALDOT	Count	0	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	12.5%	0.0%	3.3%
		% of Total	0.0%	0.0%	0.0%	3.3%	0.0%	3.3%
	BBB	Count	1	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
		% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%
	BMSBC	Count	1	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
		% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%
	CCR	Count	0	0	0	0	2	2
		% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
		% 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%	22.2%	6.7%
		% of Total	0.0%	0.0%	0.0%	0.0%	6.7%	6.7%
	CCR & ORCA Registered	Count	1	0	0	0	0	1
		% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
		% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%

Q16. What other agency is your business certified? - 2 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? Crosstabulation

City Of Asheboro	Count	0	0	0	1	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% 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%	12.5%	0.0%	3.3%
	% of Total	0.0%	0.0%	0.0%	3.3%	0.0%	3.3%
City of Durham Small Disadvantaged Business Enterprise	Count	0	0	1	0	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% 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%	3.3%
	% of Total	0.0%	0.0%	3.3%	0.0%	0.0%	3.3%
City of Raleigh MBE	Count	1	0	0	0	0	1
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
	% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%
Federal Government	Count	0	0	0	0	1	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% 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%	11.1%	3.3%
	% of Total	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%
HUV	Count	1	0	0	0	0	1
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
	% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%
ICC	Count	1	0	0	0	0	1
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
	% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%
Lead Abatement	Count	1	0	0	0	0	1
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
	% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%

Q16. What other agency is your business certified? - 2 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? Crosstabulation

Medicaid	Count	0	0	0	1	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% 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%	12.5%	0.0%	3.3%
	% of Total	0.0%	0.0%	0.0%	3.3%	0.0%	3.3%
Mississippi	Count	1	0	0	0	0	1
	% within Q16. What other agency is your business certified? - 2	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	0.0%	3.3%
	% of Total	3.3%	0.0%	0.0%	0.0%	0.0%	3.3%
NACE	Count	0	0	0	1	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% 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%	12.5%	0.0%	3.3%
	% of Total	0.0%	0.0%	0.0%	3.3%	0.0%	3.3%
NCDOT	Count	0	0	0	0	1	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% 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%	11.1%	3.3%
	% of Total	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%
North Carolina State Contract	Count	0	0	0	1	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% 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%	12.5%	0.0%	3.3%
	% of Total	0.0%	0.0%	0.0%	3.3%	0.0%	3.3%
PTAC	Count	0	0	0	1	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% 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%	12.5%	0.0%	3.3%
	% of Total	0.0%	0.0%	0.0%	3.3%	0.0%	3.3%
Quality Pro, Schools, Green	Count	0	0	0	0	1	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% 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%	11.1%	3.3%
	% of Total	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%

Q16. What other agency is your business certified? - 2 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? Crosstabulation

SBA	Count	1	0	0	0	1	2
	% within Q16. What other agency is your business certified? - 2	50.0%	0.0%	0.0%	0.0%	50.0%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	11.1%	6.7%
	% of Total	3.3%	0.0%	0.0%	0.0%	3.3%	6.7%
Service Disabled Veteran Owned Small Business	Count	1	0	0	0	2	3
	% within Q16. What other agency is your business certified? - 2	33.3%	0.0%	0.0%	0.0%	66.7%	100.0%
	% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	9.1%	0.0%	0.0%	0.0%	22.2%	10.0%
	% of Total	3.3%	0.0%	0.0%	0.0%	6.7%	10.0%
TCIA	Count	0	0	0	1	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% 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%	12.5%	0.0%	3.3%
	% of Total	0.0%	0.0%	0.0%	3.3%	0.0%	3.3%
US Government	Count	0	0	0	0	1	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% 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%	11.1%	3.3%
	% of Total	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%
VMSDC	Count	0	1	0	0	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% 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%	3.3%
	% of Total	0.0%	3.3%	0.0%	0.0%	0.0%	3.3%
Women-Owned Business - Women's Business Enterprise National Council	Count	0	0	0	1	0	1
	% within Q16. What other agency is your business certified? - 2	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% 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%	12.5%	0.0%	3.3%
	% of Total	0.0%	0.0%	0.0%	3.3%	0.0%	3.3%
Total	Count	11	1	1	8	9	30
	% within Q16. What other agency is your business certified? - 2	36.7%	3.3%	3.3%	26.7%	30.0%	100.0%
	% 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%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	36.7%	3.3%	3.3%	26.7%	30.0%	100.0%

Q16. What other agency is your business certified? - 3 \* MWBE Status Crosstabulation

			MWBE Status		Total
			MWBE	Non-MWBE	
Q16. What other agency is your business certified? - 3	AHHC	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	CTBCA	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	Global EDGE Approved	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	Grants.gov	Count	0	1	1
		% within Q16. What other agency is your business certified? - 3	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	100.0%	10.0%
		% of Total	0.0%	10.0%	10.0%
	Greensboro housing authority, Winston housing authority, housing authority of La,	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	Randolph County	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
SBE	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%	
	% within MWBE Status	11.1%	0.0%	10.0%	
	% of Total	10.0%	0.0%	10.0%	

Q16. What other agency is your business certified? - 3 \* MWBE Status Crosstabulation

Total	Small Business Administration - Economically Disadvantaged Woman-Owned Small Business - Self-Certified	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	VDOT	Count	1	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	100.0%
		% within MWBE Status	11.1%	0.0%	10.0%
		% of Total	10.0%	0.0%	10.0%
	Virginia	Count	1	0	1
% within Q16. What other agency is your business certified? - 3		100.0%	0.0%	100.0%	
% within MWBE Status		11.1%	0.0%	10.0%	
	% of Total	10.0%	0.0%	10.0%	
	Count	9	1	10	
	% within Q16. What other agency is your business certified? - 3	90.0%	10.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	90.0%	10.0%	100.0%	

Q16. What other agency is your business certified? - 3 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?  
Crosstabulation

			Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?				Total
			AFRICAN AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q16. What other agency is your business certified? - 3	AHHC	Count	1	0	0	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%
		% of Total	10.0%	0.0%	0.0%	0.0%	10.0%
	CTBCA	Count	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 3	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	33.3%	0.0%	10.0%
		% of Total	0.0%	0.0%	10.0%	0.0%	10.0%
	Global EDGE Approved	Count	1	0	0	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%
		% of Total	10.0%	0.0%	0.0%	0.0%	10.0%
	Grants.gov	Count	0	0	0	1	1
		% within Q16. What other agency is your business certified? - 3	0.0%	0.0%	0.0%	100.0%	100.0%
		% 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%	10.0%
		% of Total	0.0%	0.0%	0.0%	10.0%	10.0%
	Greensboro housing authority, Winston housing authority, housing authority of La,	Count	1	0	0	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%
		% of Total	10.0%	0.0%	0.0%	0.0%	10.0%
	Randolph County	Count	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 3	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	33.3%	0.0%	10.0%
		% of Total	0.0%	0.0%	10.0%	0.0%	10.0%

Q16. What other agency is your business certified? - 3 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?  
Crosstabulation

	SBE	Count	1	0	0	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%
		% of Total	10.0%	0.0%	0.0%	0.0%	10.0%
	Small Business Administration - Economically Disadvantaged Woman-Owned Small Business - Self-Certified	Count	0	1	0	0	1
		% within Q16. What other agency is your business certified? - 3	0.0%	100.0%	0.0%	0.0%	100.0%
		% 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%	10.0%
		% of Total	0.0%	10.0%	0.0%	0.0%	10.0%
	VDOT	Count	0	0	1	0	1
		% within Q16. What other agency is your business certified? - 3	0.0%	0.0%	100.0%	0.0%	100.0%
		% 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%	33.3%	0.0%	10.0%
		% of Total	0.0%	0.0%	10.0%	0.0%	10.0%
	Virginia	Count	1	0	0	0	1
		% within Q16. What other agency is your business certified? - 3	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?	20.0%	0.0%	0.0%	0.0%	10.0%
		% of Total	10.0%	0.0%	0.0%	0.0%	10.0%
	Total	Count	5	1	3	1	10
		% within Q16. What other agency is your business certified? - 3	50.0%	10.0%	30.0%	10.0%	100.0%
		% 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%	100.0%	100.0%	100.0%	100.0%
		% of Total	50.0%	10.0%	30.0%	10.0%	100.0%

Q16. What other agency is your business certified? - 4 \* MWBE Status Crosstabulation

			MWBE Status		Total
			MWBE	Non-MWBE	
Q16. What other agency is your business certified? - 4	Dunn & Bradstreet	Count	1	0	1
		% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	100.0%
		% within MWBE Status	25.0%	0.0%	20.0%
		% of Total	20.0%	0.0%	20.0%
	Durham transit authority	Count	1	0	1
		% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	100.0%
		% within MWBE Status	25.0%	0.0%	20.0%
		% of Total	20.0%	0.0%	20.0%
	Others	Count	0	1	1
		% within Q16. What other agency is your business certified? - 4	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	100.0%	20.0%
		% of Total	0.0%	20.0%	20.0%
	SCDOT	Count	1	0	1
		% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	100.0%
		% within MWBE Status	25.0%	0.0%	20.0%
% of Total		20.0%	0.0%	20.0%	
South Carolina	Count	1	0	1	
	% within Q16. What other agency is your business certified? - 4	100.0%	0.0%	100.0%	
	% within MWBE Status	25.0%	0.0%	20.0%	
	% of Total	20.0%	0.0%	20.0%	
Total	Count	4	1	5	
	% within Q16. What other agency is your business certified? - 4	80.0%	20.0%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	
	% of Total	80.0%	20.0%	100.0%	

Q16. What other agency is your business certified? - 4 \* Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?  
Crosstabulation

			Q6. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?			Total
			AFRICAN AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	
Q16. What other agency is your business certified? - 4	Dunn & Bradstreet	Count % within Q16. What other agency is your business certified? - 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? % of Total	1 100.0%	0 0.0%	0 0.0%	1 100.0%
	Durham transit authority	Count % within Q16. What other agency is your business certified? - 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? % of Total	1 100.0%	0 0.0%	0 0.0%	1 100.0%
	Others	Count % within Q16. What other agency is your business certified? - 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? % of Total	0 0.0%	0 0.0%	1 100.0%	1 100.0%
	SCDOT	Count % within Q16. What other agency is your business certified? - 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? % of Total	0 0.0%	1 100.0%	0 0.0%	1 100.0%
	South Carolina	Count % within Q16. What other agency is your business certified? - 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? % of Total	1 100.0%	0 0.0%	0 0.0%	1 100.0%
Total		Count % within Q16. What other agency is your business certified? - 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? % of Total	3 60.0%	1 20.0%	1 20.0%	5 100.0%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY					NO RESPONSE/ DON'T KNOW	Total
			AFRICAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE		
Q52. What trade associations or business organizations are you a member of?	AAPOR	Count	0	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
	ACEC	Count	0	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
	ACI	Count	0	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
	Advertising Specialization Institute	Count	1	0	0	0	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	AGC	Count	1	0	0	0	3	0	4
		% within Q52. What trade associations or business organizations are you a member of?	25.0%	0.0%	0.0%	0.0%	75.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	6.3%	0.0%	4.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	3.0%	0.0%	4.0%
	American Association of Lab Animal Science	Count	0	0	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

American Marketing Association	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
APWA	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
ASCE	Count	0	0	0	0	2	0	2
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	2.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	2.0%
Ashboro Randolph Chamber of Commerce	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
ASHRAE	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Association of Engineering Geologists	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Association of Pedestrians and Bicycle of America	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

Auctions	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
AUSA	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Better Business Bureau	Count	0	0	0	2	4	0	6
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	6.9%	8.3%	0.0%	5.9%
	% of Total	0.0%	0.0%	0.0%	2.0%	4.0%	0.0%	5.9%
BIFMA	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
BSCAI (now unaffiliated)	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Builders Association	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
Business Trade Association	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

	CAGC	Count	0	0	0	2	3	1	6
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	33.3%	50.0%	16.7%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	6.9%	6.3%	50.0%	5.9%
		% of Total	0.0%	0.0%	0.0%	2.0%	3.0%	1.0%	5.9%
	Carolinas Roofing and Sheet Metal Contractors Assn	Count	0	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
	CECA Carolina's Electrical Contractors Association	Count	0	1	0	0	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	Chamber of Commerce	Count	0	0	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
	CMSDC	Count	1	0	0	0	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	Concrete Association	Count	1	0	0	0	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Construction General Services	Count	1	0	0	0	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

DATIA	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
DBE	Count	0	1	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Electrical Apparatus Service Association, Inc (EASA)	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Global EDGE	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Greensboro Chamber of Commerce	Count	1	0	1	0	0	0	2
	% within Q52. What trade associations or business organizations are you a member of?	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	50.0%	0.0%	0.0%	0.0%	2.0%
	% of Total	1.0%	0.0%	1.0%	0.0%	0.0%	0.0%	2.0%
Greensboro Merchant Association	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Homebuilders Association	Count	0	0	0	1	2	0	3
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	4.2%	0.0%	3.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	2.0%	0.0%	3.0%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

International Erosion Control Association	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
International Sanitary Supply Association	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Landscape Association	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
League of Historic American Theatres	Count	0	0	0	0	0	1	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%
Minority Business Association	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
NACE	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
NAID	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

	NAIOP	Count	1	0	0	0	0	0	1	
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	National Air filtration Assoc.	Count	0	0	0	0	1	0	1	
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%	
		% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%	
National Association of Independent Business	Count	0	0	0	0	1	0	1		
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%		
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%		
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%		
National Federation of Independent Business	Count	0	0	0	0	1	0	1		
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%		
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%		
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%		
National Floor Association	Count	0	0	0	0	1	0	1		
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%		
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%		
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%		
National Network of Embroidery Professionals	Count	0	0	0	1	0	0	1		
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%		
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%		
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%		
Natl Assoc Comm Health Centers	Count	0	0	0	0	1	0	1		
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%		
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%		
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%		

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

NC Bus Association	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
NC Dump Truck Association	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
NC General Contractor	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
NC Society of Surveyors	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
NCAPWA	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
NCPA	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
NCSS	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

NFPA	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
North Carolina Swimming and Plastering Association	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
NSPE	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
NWPCA	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Outdoor Industry Association (OIA)	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
PPAI	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Professional Engineers of NC	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

Retail Solutions Provider Association	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
Safe & Vault Technology Association (SAVTA)	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
SBA	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
Sealant Waterproofing Restoration Institute	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
SLMA	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Society of human ecology	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
Society of Landscapes Architects	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

Steel Fabricators Association	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Telecommunications	Count	0	0	1	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	1.0%
Tire Industry Association	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
Triad Real Estate	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Triad Real Estate and Building Coalition	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Triad Retired Living Assoc.	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
TRPNC	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

UMCNC	Count	2	0	0	0	0	0	2
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%
	% of Total	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%
Unites States Police K9 Association	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
USGBC	Count	0	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Winston Salem Chamber Of Commerce	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
Winston Salem, NC and National Realtor	Count	0	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
	% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
Womens Food Service Forum	Count	1	0	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

	YPO	Count	0	0	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.0%
		% of Total	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	1.0%
Total		Count	18	2	2	29	48	2	101
		% within Q52. What trade associations or business organizations are you a member of?	17.8%	2.0%	2.0%	28.7%	47.5%	2.0%	100.0%
		% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	17.8%	2.0%	2.0%	28.7%	47.5%	2.0%	100.0%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY					Total
			AFRICAN AMERICAN	HISPANIC AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	NO RESPONSE/ DON'T KNOW	
Q52. What trade associations or business organizations are you a member of?	A.se. Public Health Assoc	Count	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
	AACC	Count	0	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
	ACA- American Canoe Association	Count	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
	AIA La	Count	1	0	0	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	20.0%	0.0%	0.0%	0.0%	0.0%	2.1%
		% of Total	2.1%	0.0%	0.0%	0.0%	0.0%	2.1%
	Amer Council of Engineering Companies (former)	Count	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
	American Council of Engineering Companies	Count	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

APA	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
ASHRAE	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
ASI	Count	1	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	20.0%	0.0%	0.0%	0.0%	0.0%	2.1%
	% of Total	2.1%	0.0%	0.0%	0.0%	0.0%	2.1%
ASME	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
Associated General Contractors	Count	0	1	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	100.0%	0.0%	0.0%	0.0%	2.1%
	% of Total	0.0%	2.1%	0.0%	0.0%	0.0%	2.1%
ASTM	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
Better Business Bureau	Count	0	0	0	2	0	2
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	8.0%	0.0%	4.2%
	% of Total	0.0%	0.0%	0.0%	4.2%	0.0%	4.2%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

Blue Book	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
CAPA	Count	0	0	0	0	1	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	50.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	0.0%	2.1%	2.1%
Carolina Fence Association	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
Carolinas Golf Course Superintendents Association	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
CCR & ORCA	Count	1	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	20.0%	0.0%	0.0%	0.0%	0.0%	2.1%
	% of Total	2.1%	0.0%	0.0%	0.0%	0.0%	2.1%
Chamber of Commerce	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
EDPA	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

Financial & Security Products Association (FSPA)	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
Greater Women's Business Council	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
Guilford Merchants Association	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
IECA	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
IICRC	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
IIDA	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
Institute of Environmental Technology	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

International Concrete Restoration Institute	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
NAGC	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
NAHB	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
NASBA	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
National Federation of Wholesalers	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
NC Presenters Association	Count	0	0	0	0	1	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	0.0%	50.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	0.0%	2.1%	2.1%
NC Public School Maintenance Assn.	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

NC SWANA	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
NC Tire Dealers Association	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
NC VendorLink Vendor	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
NCHBA	Count	1	0	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	20.0%	0.0%	0.0%	0.0%	0.0%	2.1%
	% of Total	2.1%	0.0%	0.0%	0.0%	0.0%	2.1%
NFCA	Count	0	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
NFIB	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
North American Police K9 Association	Count	0	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%

**Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation**

	NPCA	Count	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
	SFDA	Count	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
	SHRM	Count	0	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
	Tradesman Incorporated	Count	1	0	0	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	20.0%	0.0%	0.0%	0.0%	0.0%	2.1%
		% of Total	2.1%	0.0%	0.0%	0.0%	0.0%	2.1%
	TREBIC	Count	0	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	0.0%	2.1%	0.0%	2.1%
	USGBC	Count	0	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	6.7%	0.0%	0.0%	2.1%
		% of Total	0.0%	0.0%	2.1%	0.0%	0.0%	2.1%
Total	Count	5	1	15	25	2	48	
	% within Q52. What trade associations or business organizations are you a member of?	10.4%	2.1%	31.3%	52.1%	4.2%	100.0%	
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	10.4%	2.1%	31.3%	52.1%	4.2%	100.0%	

Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation

			MWBE Status			Total
			MWBE	Non-MWBE	No Response/ Don't Know	
Q52. What trade associations or business organizations are you a member of?	A.se. Public Health Assoc	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
	AACC	Count	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	0.0%	2.1%
		% of Total	2.1%	0.0%	0.0%	2.1%
	ACA- American Canoe Association	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
	AIA La	Count	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	0.0%	2.1%
		% of Total	2.1%	0.0%	0.0%	2.1%
	Amer Council of Engineering Companies (former)	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
	American Council of Engineering Companies	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%

**Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation**

	APA	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
	ASHRAE	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
ASI	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
ASME	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
Associated General Contractors	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
ASTM	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
Better Business Bureau	Count	0	2	0	2	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	8.0%	0.0%	4.2%	
	% of Total	0.0%	4.2%	0.0%	4.2%	

**Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation**

	Blue Book	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
	CAPA	Count	0	0	1	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	0.0%	50.0%	2.1%
	% of Total	0.0%	0.0%	2.1%	2.1%	
	Carolina Fence Association	Count	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
	Carolinas Golf Course Superintendents Association	Count	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
	CCR & ORCA	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
	Chamber of Commerce	Count	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
	EDPA	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	

**Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation**

	Financial & Security Products Association (FSPA)	Count	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	0.0%	2.1%
		% of Total	2.1%	0.0%	0.0%	2.1%
	Greater Women's Business Council	Count	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	0.0%	2.1%
	% of Total	2.1%	0.0%	0.0%	2.1%	
	Guilford Merchants Association	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
	IECA	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
	IICRC	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
	IIDA	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
	Institute of Environmental Technology	Count	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	

Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation

International Concrete Restoration Institute	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
	NAGC	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
NAHB	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
NASBA	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
National Federation of Wholesalers	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
NC Presenters Association	Count	0	0	1	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	100.0%	
	% within MWBE Status	0.0%	0.0%	50.0%	2.1%	
	% of Total	0.0%	0.0%	2.1%	2.1%	
NC Public School Maintenance Assn.	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	

**Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation**

	NC SWANA	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
	NC Tire Dealers Association	Count	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	4.8%	0.0%	0.0%	2.1%
		% of Total	2.1%	0.0%	0.0%	2.1%
NC VendorLink Vendor	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
NCHBA	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
NFCA	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
NFIB	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
North American Police K9 Association	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	

**Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation**

	NPCA	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
		% of Total	0.0%	2.1%	0.0%	2.1%
	SFDA	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	4.0%	0.0%	2.1%
	% of Total	0.0%	2.1%	0.0%	2.1%	
	SHRM	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
	Tradesman Incorporated	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
	TREBIC	Count	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	4.0%	0.0%	2.1%	
	% of Total	0.0%	2.1%	0.0%	2.1%	
	USGBC	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	4.8%	0.0%	0.0%	2.1%	
	% of Total	2.1%	0.0%	0.0%	2.1%	
	Total	Count	21	25	2	48
	% within Q52. What trade associations or business organizations are you a member of?	43.8%	52.1%	4.2%	100.0%	
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	
	% of Total	43.8%	52.1%	4.2%	100.0%	

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY				Total
			AFRICAN AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	NO RESPONSE/ DON'T KNOW	
Q52. What trade associations or business organizations are you a member of?	Area Chamber of Commerce	Count	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	0.0%	4.8%	0.0%	4.8%
	ASCE	Count	0	0	0	1	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	50.0%	4.8%
		% of Total	0.0%	0.0%	0.0%	4.8%	4.8%
	Chamber of Commerce	Count	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	0.0%	4.8%	0.0%	4.8%
	Dunn & Bradstreet	Count	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
	GMA	Count	0	0	0	1	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	0.0%	100.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	0.0%	50.0%	4.8%
		% of Total	0.0%	0.0%	0.0%	4.8%	4.8%
	Greensboro Chamber (former)	Count	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	0.0%	4.8%	0.0%	4.8%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

	HCEA	Count	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
	Merchants Assn	Count	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	0.0%	4.8%	0.0%	4.8%
	MICRO	Count	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
	Mount Airy Chamber of commerce	Count	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
	NAWALA	Count	0	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	0.0%	4.8%	0.0%	4.8%
	NC Restaurant and Lodging Association	Count	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
NCAFPM	Count	0	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	100.0%	
	% within MGT ETHNICITY	0.0%	0.0%	12.5%	0.0%	4.8%	
	% of Total	0.0%	0.0%	4.8%	0.0%	4.8%	

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

Retread Tire Association	Count	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
	% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
SAGE	Count	1	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	50.0%	0.0%	0.0%	0.0%	4.8%
	% of Total	4.8%	0.0%	0.0%	0.0%	4.8%
SC & VA School Plant Mgt. Assn.	Count	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	12.5%	0.0%	4.8%
	% of Total	0.0%	0.0%	4.8%	0.0%	4.8%
Society for Human Resource Management	Count	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
	% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
US Federal Contractor	Count	1	0	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	50.0%	0.0%	0.0%	0.0%	4.8%
	% of Total	4.8%	0.0%	0.0%	0.0%	4.8%
USGBC	Count	0	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
	% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
Waterproofing Contractors Association	Count	0	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	0.0%	100.0%
	% within MGT ETHNICITY	0.0%	0.0%	12.5%	0.0%	4.8%
	% of Total	0.0%	0.0%	4.8%	0.0%	4.8%

Q52. What trade associations or business organizations are you a member of? \* MGT ETHNICITY Crosstabulation

	Women Impacting Public Policy		0	1	0	0	1
		Count	0	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	0.0%	11.1%	0.0%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	0.0%	4.8%
Total		Count	2	9	8	2	21
Total		% within Q52. What trade associations or business organizations are you a member of?	9.5%	42.9%	38.1%	9.5%	100.0%
Total		% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%
Total		% of Total	9.5%	42.9%	38.1%	9.5%	100.0%

Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation

			MWBE Status			Total
			MWBE	Non-MWBE	No Response/ Don't Know	
Q52. What trade associations or business organizations are you a member of?	Area Chamber of Commerce	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	4.8%
	ASCE	Count	0	0	1	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	0.0%	50.0%	4.8%
		% of Total	0.0%	0.0%	4.8%	4.8%
	Chamber of Commerce	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	4.8%
	Dunn & Bradstreet	Count	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	9.1%	0.0%	0.0%	4.8%
		% of Total	4.8%	0.0%	0.0%	4.8%
	GMA	Count	0	0	1	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	0.0%	100.0%	100.0%
		% within MWBE Status	0.0%	0.0%	50.0%	4.8%
		% of Total	0.0%	0.0%	4.8%	4.8%
	Greensboro Chamber (former)	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	4.8%

Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation

	HCEA	Count	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	9.1%	0.0%	0.0%	4.8%
		% of Total	4.8%	0.0%	0.0%	4.8%
	Merchants Assn	Count	0	1	0	1
		% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
		% within MWBE Status	0.0%	12.5%	0.0%	4.8%
		% of Total	0.0%	4.8%	0.0%	4.8%
MICRO	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	9.1%	0.0%	0.0%	4.8%	
	% of Total	4.8%	0.0%	0.0%	4.8%	
Mount Airy Chamber of commerce	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	9.1%	0.0%	0.0%	4.8%	
	% of Total	4.8%	0.0%	0.0%	4.8%	
NAWALA	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	12.5%	0.0%	4.8%	
	% of Total	0.0%	4.8%	0.0%	4.8%	
NC Restaurant and Lodging Association	Count	1	0	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%	
	% within MWBE Status	9.1%	0.0%	0.0%	4.8%	
	% of Total	4.8%	0.0%	0.0%	4.8%	
NCAFPM	Count	0	1	0	1	
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%	
	% within MWBE Status	0.0%	12.5%	0.0%	4.8%	
	% of Total	0.0%	4.8%	0.0%	4.8%	

Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation

Retread Tire Association	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
	% within MWBE Status	9.1%	0.0%	0.0%	4.8%
	% of Total	4.8%	0.0%	0.0%	4.8%
SAGE	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
	% within MWBE Status	9.1%	0.0%	0.0%	4.8%
	% of Total	4.8%	0.0%	0.0%	4.8%
SC & VA School Plant Mgt. Assn.	Count	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
	% within MWBE Status	0.0%	12.5%	0.0%	4.8%
	% of Total	0.0%	4.8%	0.0%	4.8%
Society for Human Resource Management	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
	% within MWBE Status	9.1%	0.0%	0.0%	4.8%
	% of Total	4.8%	0.0%	0.0%	4.8%
US Federal Contractor	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
	% within MWBE Status	9.1%	0.0%	0.0%	4.8%
	% of Total	4.8%	0.0%	0.0%	4.8%
USGBC	Count	1	0	0	1
	% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
	% within MWBE Status	9.1%	0.0%	0.0%	4.8%
	% of Total	4.8%	0.0%	0.0%	4.8%
Waterproofing Contractors Association	Count	0	1	0	1
	% within Q52. What trade associations or business organizations are you a member of?	0.0%	100.0%	0.0%	100.0%
	% within MWBE Status	0.0%	12.5%	0.0%	4.8%
	% of Total	0.0%	4.8%	0.0%	4.8%

**Q52. What trade associations or business organizations are you a member of? \* MWBE Status Crosstabulation**

	Women Impacting Public Policy	Count	1	0	0	1
		% within Q52. What trade associations or business organizations are you a member of?	100.0%	0.0%	0.0%	100.0%
		% within MWBE Status	9.1%	0.0%	0.0%	4.8%
		% of Total	4.8%	0.0%	0.0%	4.8%
	Total	Count	11	8	2	21
		% within Q52. What trade associations or business organizations are you a member of?	52.4%	38.1%	9.5%	100.0%
		% within MWBE Status	100.0%	100.0%	100.0%	100.0%
		% of Total	52.4%	38.1%	9.5%	100.0%

**Q52. 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 n \* MWBE Status Crosstabulation**

			MWBE Status				Total
			MWBE	Non-MWBE	Other	No Response/ Don't Know	
Q52. 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	Count	25	3	0	0	28
		% within Q52. 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	89%	11%	0%	0%	100%
		% within MWBE Status	11%	2%	0%	0%	7%
		% of Total	6%	1%	0%	0%	7%
	No	Count	97	69	3	2	171
		% within Q52. 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 n	56.7%	40.4%	1.8%	1.2%	100.0%
		% within MWBE Status	42.0%	42.9%	100.0%	33.3%	42.6%
		% of Total	24.2%	17.2%	0.7%	0.5%	42.6%
	Don't know	Count	109	89	0	4	202
% within Q52. 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		54.0%	44.1%	0.0%	2.0%	100.0%	
% within MWBE Status		47.2%	55.3%	0.0%	66.7%	50.4%	
% of Total		27.2%	22.2%	0.0%	1.0%	50.4%	

Q52. 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 n \* MWBE Status Crosstabulation

Total	Count	231	161	3	6	401
	% within Q52. 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	57.6%	40.1%	0.7%	1.5%	100.0%
	% within MWBE Status	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	57.6%	40.1%	0.7%	1.5%	100.0%

Q52. 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 \* MGT ETHNICITY Crosstabulation

			MGT ETHNICITY								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	NO RESPONSE/ DON'T KNOW	
Q52. 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	Count	16	0	1	3	5	3	0	0	28
		% within Q52. 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	57.1%	0.0%	3.6%	10.7%	17.9%	10.7%	0.0%	0.0%	100.0%
		% within MGT ETHNICITY	16.2%	0.0%	14.3%	37.5%	4.4%	1.9%	0.0%	0.0%	7.0%
		% of Total	4.0%	0.0%	0.2%	0.7%	1.2%	0.7%	0.0%	0.0%	7.0%
	No	Count	41	1	3	3	49	69	3	2	171
		% within Q52. 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	24.0%	0.6%	1.8%	1.8%	28.7%	40.4%	1.8%	1.2%	100.0%
		% within MGT ETHNICITY	41.4%	33.3%	42.9%	37.5%	43.0%	42.9%	100.0%	33.3%	42.6%
		% of Total	10.2%	0.2%	0.7%	0.7%	12.2%	17.2%	0.7%	0.5%	42.6%
	Don't know	Count	42	2	3	2	60	89	0	4	202
		% within Q52. 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	20.8%	1.0%	1.5%	1.0%	29.7%	44.1%	0.0%	2.0%	100.0%
		% within MGT ETHNICITY	42.4%	66.7%	42.9%	25.0%	52.6%	55.3%	0.0%	66.7%	50.4%
		% of Total	10.5%	0.5%	0.7%	0.5%	15.0%	22.2%	0.0%	1.0%	50.4%

Q52. 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 \* MGT ETHNICITY Crosstabulation

	Count	99	3	7	8	114	161	3	6	401
Total	% within Q52. 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	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%
	% within MGT ETHNICITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	24.7%	0.7%	1.7%	2.0%	28.4%	40.1%	0.7%	1.5%	100.0%

***Appendix H:  
Survey of Vendors Regression  
Analysis***

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## **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 Greensboro'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 247<sup>1</sup> firms representative of City's vendors examined in the study to assess race, ethnicity, and gender effects on vendor revenue during the 2010 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 2010 gross revenues reported by 247 firms participating in a survey of vendors administered during November 2010 and December 2010. 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."<sup>2</sup> 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, Hanuschek, Hirsch, Topel and Blau, and others have adopted a standard in disparity study research of using company earnings, or revenue, as the dependent

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<sup>1</sup> 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.

<sup>2</sup> Becker, Gary. 1971, second edition. "The Economics of Discrimination." The University of Chicago Press, Chicago, p. 167.

variable in race and gender discrimination analysis.<sup>3</sup> Comparable worth studies have also proposed regression models using gross revenue as the dependent variable for policy analysis,<sup>4</sup> 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.<sup>5</sup>

### **The Regression Model Variables**

Timothy Bates<sup>6</sup> 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 2010 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 (2010 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.

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<sup>3</sup>“Race and Gender Discrimination Across Urban Labor Markets,” 1996. Ed. Susan Schmitz. Garland Publishers, New York, New York, p. 184.

<sup>4</sup>Gunderson, Morley. 1994. “Male-Female Wage Differentials and Policy Responses.” In “Equal Employment Opportunity: Labor Market Discrimination and Public Policy,” pp. 207-227.

<sup>5</sup>“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.

<sup>6</sup>Bates, 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**

<b>MODEL CONSTRUCTS</b>	<b>VARIABLES</b>	<b>MEASURES</b>
<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: Portsmouth Public Schools 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,”  $\varepsilon$ , 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

$\beta_0$  = the constant, representing the value of Y when  $X_1 = 0$

$\beta_1$  = 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

$\varepsilon$  = 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 2010 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:<sup>7</sup>

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.<sup>8</sup> 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**.

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<sup>7</sup> 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.

<sup>8</sup> 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 GREENSBORO SURVEY OF VENDORS DATA  
RESULTS OF REGRESSION ANALYSIS**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.713	1.030		2.634	0.009
<b>African American (n=60)</b>	-1.244	0.275	-0.237	-4.528	0.000
Hispanic American (n=4)	0.433	0.841	0.024	0.515	0.607
Asian American (n=2)	1.391	1.166	0.055	1.194	0.234
Native American (n=5)	-0.097	0.751	-0.006	-0.129	0.897
Nonminority Female (n=72)	-0.169	0.257	-0.034	-0.658	0.511
Company Age	0.001	0.001	0.047	1.021	0.308
<b>Number of Employees</b>	1.008	0.094	0.520	10.705	0.000
High School	-0.614	0.989	-0.101	-0.621	0.535
Some College	-1.439	0.982	-0.280	-1.466	0.144
College Degree	-0.302	0.964	-0.066	-0.313	0.755
<b>Owner's Years of Experience</b>	0.188	0.086	0.104	2.203	0.029
Construction	0.328	0.317	0.068	1.036	0.301
<b>Professional Services</b>	-0.667	0.369	-0.106	-1.807	0.072
Other Services	-0.511	0.340	-0.091	-1.505	0.134
Goods	-0.319	0.368	-0.051	-0.867	0.387

Source: MGT developed a database containing the survey of vendors responses. This survey was conducted from November 2010 through December 2010.

**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, ownership level of education and experience), M/WBE status had a negative effect on 2010 company earnings for African Americans.
- Among the company characteristics variables, other than M/WBE status, there was a statistically significant relationship between revenue and number of employees, as well as owner’s years of experience.
- Professional Services was the only industry type that had a significant impact on company revenues.

**Deriving Predicted Revenue for Race, Ethnicity and Gender Classifications**

Values from **Exhibit H-2** were inserted into the regression model in order to derive predicted revenue categories for each race, ethnicity and gender classification. The following equation illustrates how predicted revenue would be calculated for an African American in the professional services business category.<sup>9</sup>

Gross Revenues = 2.713 + -1.244 African American + 0.001 Company Age + 1.008 Number of Employees + -0.614 High School + -1.439 Some College + -0.302 College Degree + 0.1885 Owner’s Experience + -0.667 Professional Services.

<sup>9</sup> To derive coefficients for the race, ethnicity, and gender categories, the “Non-M/WBE” category was used as the reference variable, coded as value “0.”

For instance, using **Exhibit H-3** below to interpret the effect of race, ethnicity and gender classification predicted gross revenue for an African American in the professional services, holding all other variables constant, we would add the value of the constant (2.713) to the coefficient value for an African American (-1.244) and the Professional Services business category (-0.667) to obtain a predicted revenue value of 0.822 (rounded to 1, representing the category “Up to \$50,000”). Similarly, to derive the effect of race, ethnicity and gender classification on predicted gross revenue for an African American in the construction industry category, holding all other variables constant, we would simply note the value of the constant and add it to the African American coefficient (1.797, rounded to 2, representing the category “Up to \$50,000”).

**EXHIBIT H-3  
CITY OF GREENSBORO SURVEY OF VENDORS DATA  
GROSS REVENUE CATEGORIES**

<b>Business Ownership Classification</b>	<b>Overall</b>	<b>Construction</b>	<b>Professional Services</b>	<b>Other Services</b>	<b>Goods</b>
Nonminority Males (n=100)	3	3	3	2	2
<b>African American (n=60)</b>	1	2	1	1	1
Hispanic American (n=4)	3	3	2	3	3
Asian American (n=2)	4	4	3	4	4
Native American (n=5)	2	3	2	2	2
Nonminority Female (n=72)	2	3	2	2	2

Gross Revenue Categories:		
1 = Up to \$50,000	4 = \$300,001 to \$500,000	7 = \$3,000,001 to \$5 million
2 = \$50,001 to \$100,000	5 = \$500,001 to \$1 million	8 = \$5,000,001 to \$10 million
3 = \$100,001 to \$300,000	6 = \$1,000,001 to \$3 million	9 = Greater than \$10 million

Source: MGT developed a database containing the survey of vendors responses. This survey was conducted from November 2010 through December 2010.

**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, M/WBE firms responding to the survey of vendors earned significantly less revenue in 2010 than did their non-M/WBE counterparts, supporting the conclusion that M/WBE status is negatively related to earnings when compared with earnings for non-M/WBEs.

***Appendix I:  
Statistical Disparity in Small  
Business Credit Markets***

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## **APPENDIX I: STATISTICAL DISPARITY IN SMALL BUSINESS CREDIT MARKETS**

### **I.1 Introduction**

This appendix provides evidence on statistical disparities in the market for small business credit using data from the National Survey of Small Business Finance (NSSBF). The appendix begins with a brief legal discussion of the case law on the use of credit discrimination in the factual predicate for a minority- or women-owned business enterprise (M/WBE) program. The next section provides an overview of the economic literature on discrimination in small business lending. The last section presents the results of the statistical analysis of disparities in loan denials and interest rates by race and gender in the NSSBF data. Results on credit denials in the local survey for the Greensboro market area are included in the Access to Capital section in Chapter 6.0, Anecdotal Analysis above. This appendix is organized into the following sections:

- I.2 Lending Discrimination and the Factual Predicate for M/WBE Programs
- I.3 Review of the Economic Literature
- I.4 Statistical Analysis
- I.5 Conclusions

### **I.2 Lending Discrimination and the Factual Predicate for M/WBE Programs**

There is case law supporting the contention that lending discrimination can serve as part of the factual predicate for a remedial procurement program. Although there has been no discussion of lending discrimination and compelling interest test in the Fourth Circuit in general, or in *H.B. Rowe* in particular, the issue has arisen in other circuits. In *Adarand v. Slater*, the Tenth Circuit took “judicial notice of the obvious causal connection between access to capital and ability to implement public works construction projects.”<sup>1</sup> The Tenth Circuit went on to state, “Lending discrimination alone of course does not justify action in the construction market. However, the persistence of such discrimination supports the assertion that the formation, as well as utilization, of minority-owned construction enterprises has been impeded.”<sup>2</sup> The Tenth Circuit further stated that, “evidence of discriminatory barriers to the formation of businesses by minorities and women and fair competition between M/WBEs and majority-owned construction firms shows a ‘strong link’ between a government’s ‘disbursements of public funds for construction contracts and the channeling of those funds due to private discrimination.’”<sup>3</sup> The district court in *Concrete Works v. Denver IV* cited this language from *Adarand v. Slater* in using the lending discrimination evidence to support the factual predicate for the Denver M/WBE program.<sup>4</sup> Similarly, in the Seventh Circuit, the district court in *Northern Contracting v. Illinois* noted:

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<sup>1</sup> *Adarand v. Slater*, 228 F.3d 1147, 1170 (10<sup>th</sup> Cir 2000).

<sup>2</sup> *Id.*

<sup>3</sup> *Adarand v. Slater*, 228 F.3d 1147, 1167-68.

<sup>4</sup> *Concrete Works v. City and County of Denver*, 321 F.3 950 (10<sup>th</sup> Cir 2003).

*IDOT also presented evidence that discrimination in the bonding, insurance, and financing markets erected barriers to DBE formation and prosperity. Such discrimination inhibits the ability of DBEs to bid on prime contracts, thus allowing the discrimination to indirectly seep in to the award of prime contracts, which are otherwise awarded on a race- and gender-neutral basis. This indirect discrimination is sufficient to establish a compelling governmental interest in a DBE program.<sup>5</sup>*

Evidence from NSSBF was entered into evidence in the *Builders Association* and *Concrete Works* cases. The statistical analysis of NSSBF data was criticized in both cases by the plaintiff's expert for incorrect specifications and covering too broad a region. However, in *Builders Association* after weighing the criticism by the plaintiff's expert the district court concluded:

*Out of the welter of statistics and other information, a strong basis in evidence emerged that African-American construction firms in the Chicago area are victims of discrimination in the credit market, that Asian and Hispanic firms probably encounter some discrimination in that market, and that women may possibly encounter some discrimination there.<sup>6</sup>*

The district court in *Builders Association* did find a factual predicate for remedial procurement program in lending disparities and other evidence, but the court ruled that the Chicago M/WBE program was not narrowly tailored and had to be revised.

Courts have also permitted anecdotal data on loan denials to supplement the econometric research in this area of lending discrimination. In reviewing a small survey of loans in the Denver area by the Denver Community Reinvestment Alliance, Colorado Capital Initiatives, and the city, the Tenth Circuit concluded that "this very study, among other evidence, strongly support[ed] an initial showing of discrimination in lending."<sup>7</sup> The city also introduced anecdotal evidence of lending discrimination in the Denver construction industry.<sup>8</sup> Similarly, the district court in *Builders Association v. Chicago* noted, "[The court has] not mentioned before evidence of perceptions of minorities and women of discrimination in lending, African-Americans particularly, because perceptions can be faulty. But here the perceptions have a basis in reality."<sup>9</sup>

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<sup>5</sup> *Northern Contracting v. Illinois*, Mo 00 C 4515 (ND Ill 2005), at 47. See also *Builders Association of Greater Chicago v. City of Chicago*, 298 F.Supp.2d 725 (N.D. Ill. 2003) ("A higher interest rate may make it impossible to submit the lowest bid in this highly competitive industry, or, indeed, to survive"). The issue of credit market barriers was not addressed on appeal to the 7<sup>th</sup> Circuit in the *Northern Contracting* case. *Northern Contracting v. Illinois DOT*, Case No. 05-3981 (7<sup>th</sup> Cir 2007). No evidence of credit market barriers was before the Ninth Circuit in *Western States Paving v. Washington DOT*, 407 F. 3d 983 (9th Cir. 2005).

<sup>6</sup> *Id.*

<sup>7</sup> *Adarand v. Slater*, 228 F.3d 1147, 1170.

<sup>8</sup> See *Concrete Works III*, 86 F.Supp.2d at 1072-73.

<sup>9</sup> *Builders Association*, 298 F.Supp.2d 725 (N.D. Ill. 2003).

### **I.3 Review of the Economic Literature**

Evidence from national databases and surveys does exist on disparity and discrimination in small business lending. The academic literature is not as extensive as the evidence on home mortgage lending.<sup>10</sup> Most of the research has relied on surveys, data from the Characteristics of Business Owners (CBO), NSSBF, and Community Reinvestment Act (CRA) data. Highlights of this literature are summarized below. Most of the papers have relied on the 1993 and 1998 NSSBF data. There has been little analysis of the 2003 NSSBF data thus far.<sup>11</sup>

#### **I.3.1 Characteristics of Business Owners Database**

In a series of studies using the Characteristics of Business Owners (CBO) data, Timothy Bates studied disparities in loans received by African American firms. In a 1991 study using 1982 CBO data, Bates found that nonminority firms received larger loans on average than African American firms after controlling for firm characteristics.<sup>12</sup> In a 1992 study, Grown and Bates have also found lower rates of loans going to M/WBE construction firms in the CBO data.<sup>13</sup> Consistent with the statement of the district court in *Adarand* cited above, Bates found that firms that start with more capital tend to be more viable and have higher survival rates. Controlling for access to bank lending, but ignoring firm location, survival rates for African American start-ups matched white start-ups.<sup>14</sup> In a 1997 study using the 1987 CBO data, Bates found that banks lend more per dollar of equity to nonminority-owned firms than to similarly-situated African American-owned firms.<sup>15</sup>

#### **I.3.2 National Survey of Small Business Finance**

##### **Loan Denials**

The most detailed discussion of discrimination involving small business lending has used the NSSBF. Using the 1988-89 NSSBF, Cavalluzzo and Cavalluzzo found that African American males were 13 percent less likely to secure loans than nonminority males.<sup>16</sup> Denial rates for African American-owned firms were 35 percent higher than for firms owned by nonminorities, controlling for risk characteristics. However, the sample of minority firms in the 1988-89 NSSBF was small.

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<sup>10</sup> See, e.g., Alicia Munnell et al., "Mortgage Lending in Boston: Interpreting the HMDA Data," 86 *American Economic Review* 25 (1996).

<sup>11</sup> One paper using the 2003 NSSBF data is Blaise Roncagli and Chenchu Bathala, "Determinants of the Use of Trade Credit Discounts by Small Firms," paper submitted to Financial Management Association conference, January 2007. See in particular their adjustments of the survey data based on the sample design on pp. 11-14. However, this paper did not address discrimination in lending.

<sup>12</sup> T. Bates, "Commercial Bank Financing of White and Black-Owned Small Business Start-Ups," 31 *Quarterly Review of Economics and Business* 65 (Spring 1991).

<sup>13</sup> C. Grown and T. Bates, "Commercial Bank Lending Practices and the Development of Black-Owned Construction," *Journal of Urban Affairs* (1992).

<sup>14</sup> T. Bates, "Commercial Bank Financing of White- and Black-Owned Small Business Startups".

<sup>15</sup> T. Bates, "Unequal Access: Financial Institution Lending to Black and White-Owned Small Business Start-Ups," 19 *Journal of Urban Affairs* 487 (November 1997).

<sup>16</sup> K. Cavalluzzo and L. Cavalluzzo, "Market Structure and Discrimination: The Case of Small Business," 30 *Journal of Money, Credit and Banking* 771 (November 1998).

In a paper using the 1993 NSSBF data, Blanchflower, Levin, and Zimmerman found that African Americans were more likely to say that credit was a serious problem (31 percent) than nonminorities (13 percent) and African American firms were less likely to apply for a loan because they thought they would be denied.<sup>17</sup> Controlling for creditworthiness, African American firms were 28 percent more likely to have a loan denied than nonminority firms. The gap between African American and nonminority denial rates for small business loans was three and one half times greater than the gap in home mortgage loans. Controlling for credit, firm size, age, organizational type, education of owner, existence of line of credit, location, and industry still resulted in a 25 percent point difference in loan denial rate. Blanchflower et al. concluded that the “results suggest that even African American owned firms with clean credit histories are at a significant disadvantage in getting their loans approved, holding constant other characteristics.” Blanchflower et al. did find there was smaller difference in loan denial rates between races for trade credit (from suppliers and credit card companies). These results were robust across several different econometric specifications.

In a published paper using the 1993 and 1998 NSSBF data, Blanchflower, Levine, and Zimmerman found raw loan denial rates of 27 percent for firms owned by nonminorities and 66 percent for firms owned by African Americans. They also found that African American-owned businesses were about twice as likely to be denied loans after controlling for creditworthiness and other factors.<sup>18</sup> The 1998 NSSBF includes Dunn and Bradstreet credit ratings as well as housing and non-housing personal net worth data—both pieces of data that were not available in the 1989 and 1993 NSSBF.

Cavalluzzo and Wolken found substantial unexplained differences in loan denial rates between minority- and nonminority-owned firms after controlling for credit characteristics and personal wealth variables.<sup>19</sup> While greater personal wealth was associated with a lower probability of loan denial, large differences in denial rates across demographic groups remained after controlling for personal wealth. They also found that African American denial rates were positively associated with lender market concentration.

### **Loan Applications**

There are mixed results on applicant behavior. In 2002, based on a 1998 survey, Coleman found that African American- and Hispanic American-owned firms were significantly more likely to avoid applying for loans because they believed they would be denied.<sup>20</sup> Prior to this, Cohn and Coleman, relying on the 1993 NSSBF, found that African American-owned firms were no less likely than nonminority-owned firms to apply for a loan.<sup>21</sup> In their study of 1993 and 1998 NSSBF data, Blanchflower, Levine, and

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<sup>17</sup> D. Blanchflower, P. Levine and D. Zimmerman, “Discrimination in the Small Business Credit Market” National Bureau of Economic Research working paper 6840 (1998).

<sup>18</sup> D. Blanchflower, P. Levine, and D. Zimmerman, “Discrimination in the Small-Business Credit Market,” *Review of Economics and Statistics* (November 2003): 930-943.

<sup>19</sup> Ken Cavalluzzo and John Wolken, “Small Business Loan Turndowns, Personal Wealth, and Discrimination” *The Journal of Business*, volume 78 (2005), pages 2153–2178.

<sup>20</sup> S. Coleman, “The Borrowing Experience of Black and Hispanic-Owned Small Firms: Evidence from the 1998 Survey of Small Business Finances.” 8 *The Academy of Entrepreneurship Journal* 1 (2002).

<sup>21</sup> R. Cohn and S. Coleman, “Borrowing Behavior of Small Black-Owned Firms,” 6 *The Journal of Applied Management and Entrepreneurship* 68 (2001).

Zimmerman found African American-owned firms were less likely to apply for credit than firms owned by nonminorities.<sup>22</sup>

Mitchell and Pearce estimated a model of denials jointly with a model of loan applications.<sup>23</sup> They separated out banks from non-banks (finance companies, government agencies, factoring companies) and also separated out relationship loans (line of credit loans) from transaction loans that require collateral and have less soft information. They found that Hispanic Americans and African Americans were less preferred borrowers for all outstanding loans and all transaction loans. They did not find this to be the case for women- or Asian American-owned firms. They found loan denial probabilities significantly higher for African American owners than otherwise identified nonminority males.

Mitchell and Pearce found minorities were more likely to have transaction loans from non-banks and less likely to have bank loans of any kind. They found greater loan denial probabilities for African Americans and Hispanic Americans for transaction loans from banks and non-banks. They state that "while virtually all past research has likewise found evidence consistent with discriminatory lending practices against African American and Hispanic American firms, our contribution is to hint that discrimination may be specific to particular segments of the loan market rather than a general problem,"<sup>24</sup> they did not find evidence that lenders require less preferred borrowers to exhibit superior owner or firm characteristics. Theoretically, transaction loans should be more objective than relationship loans.

### **Interest Rates**

In their 2003 paper mentioned above, Blanchflower et al. found differences in the interest rate charged to African American borrowers. Controlling for creditworthiness, African American borrowers were charged an average of one percentage point higher interest. Even African American firms with good credit were charged higher interest rates.<sup>25</sup>

### **Patterns of Financing**

The Small Business Administration's (SBA) Office of Advocacy studied patterns of lending in the 1998 NSSBF. The SBA found that M/WBEs were also found to have a different pattern of financing as compared with all small businesses in general. The SBA could not determine whether or not the different sources of financing were due to the reduced availability of certain types of credit to M/WBEs.<sup>26</sup> Using the 1998 NSSBF,

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<sup>22</sup> D. Blanchflower, P. Levine, and D. Zimmerman, "Discrimination in the Small-Business Credit Market," *Review of Economics and Statistics* 930 (November 2003).

<sup>23</sup> K. Mitchell and D. Pearce, "The Availability of Financing to Small Firms Using the Survey of Small Business Finances," Report for the Office of Advocacy, U.S. Small Business Administration (May 2005).

<sup>24</sup> K. Mitchell and D. Pearce (2005), at 46.

<sup>25</sup> D. Blanchflower et al (November 2003).

<sup>26</sup> Office of Advocacy, U.S. Small Business Administration, "Financing Patterns of Small Firms: Findings from the 1998 Survey of Small Business Finance." Office of Advocacy. Washington, D.C., 2003.

Robb and Fairlie found that African American businesses were more likely than businesses owned by nonminorities to rely on credit cards for business financing.<sup>27</sup>

### **Regional Analysis**

Regional analysis from the NSSBF has been conducted for other local agencies using a methodology similar to Cavalluzo and Blanchflower et al. A study of the NSSBF data for the NSSBF South Atlantic region, which includes North Carolina, found that even after controlling for creditworthiness, African American firms were 28 percent more likely than nonminority-owned firms to have their loan request denied.<sup>28</sup> The study found that African Americans were more likely to use credit cards, but the difference was not statistically significant and there were no racial differences in credit card balances. The study also found that African American-owned firms with good credit history were charged a percentage point more in interest rates on small business loans. The study also found that African American and Hispanic American firms were much more likely to have a loan application denied in a survey of minority business loan applicants in the state of Maryland. The 2007 disparity study conducted for the California Department of Transportation found that the national results mentioned above also held true for the Pacific division once regional interaction terms were added to the analysis.<sup>29</sup>

#### **I.3.3 2003 NSSBF Data**

To date, there has been less analysis of credit market discrimination using the 2003 NSSBF than for previous releases of the NSSBF. This is in part due to the small sample size of minorities in the 2003 NSSBF data. Two existing studies found similar results to those reported later in this appendix. A recent study conducted for the city of Austin, Texas, found that African American-owned firms in the West South Central Division had loan denial rates 41.4 percent higher than nonminority males after controlling for creditworthiness and other factors. Other demographic groups generally did not have statistically significant differences in loan denial rates.<sup>30</sup> A recent doctoral dissertation using the 2003 NSSBF also found that Hispanic Americans and Asian Americans had similar loan denial rates to whites, controlling for creditworthiness and other factors; similarly situated African Americans still had higher loan denial rates.<sup>31</sup>

#### **I.3.4 Community Reinvestment Act Data**

There have been similar findings in local case studies of lending discrimination relying on CRA and Home Mortgage Disclosure Act (HMDA) data. There have been other studies of disparities in small business lending by racial makeup of neighborhood. The *Greater Philadelphia Capital Access Report* found that only 1 percent of small business loan dollars went to neighborhoods that were 80 percent African American.<sup>32</sup> Race

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<sup>27</sup> A. Robb and R. Fairlie, "Tracing Access to Financial Capital Among African Americans From the Entrepreneurial Venture to Established Business," working paper, University of California, Santa Cruz, June 2006.

<sup>28</sup> NERA, "Utilization of Minority Business Enterprises by the State of Maryland" (2001), chapter 4.

<sup>29</sup> BBC, *DBE Program Availability and Disparity Study Report*, 2007, Appendix H.

<sup>30</sup> See NERA, *Race, Sex, and Business Enterprise: Evidence from the City of Austin* (2008), Table 6.26.

<sup>31</sup> Min, K., *An Empirical Investigation of Lending to Small Business*, doctoral dissertation, North Carolina State University (2008), at 161.

<sup>32</sup> E. Quigley, *Greater Philadelphia Capital Access Report*, Policy Paper No. 2000-01 (January 2000).

remained a significant variable after controlling for other neighborhood characteristics, including income and industry mix.

Daniel Immergluck has conducted a series of studies of small business lending by race of neighborhood using CRA data. In a study of the Chicago metropolitan area, Immergluck found that minority areas receive fewer small business loans after controlling for firm density, firm size, and industrial mix.<sup>33</sup> Immergluck used similar data on 1998 small business lending patterns in the Philadelphia area and found that after controlling for income, firm and residential population, industry, firm size, and credit history, African American tracts received far fewer loans than nonminority tracts.<sup>34</sup> Going from an all-nonminority neighborhood to an otherwise equivalent, adjacent all-African American tract resulted in an estimated decline of 6.8 loans based on a sample size of 176 firms. Similarly, Canner also found that minority tracts, after controlling for income, firm and residential population, industry, and regional location, receive fewer small business loans than nonminority tracts.<sup>35</sup>

Bostic and Lampani added economic characteristics of a firm owner's locale and geographic information, such as race of the neighborhood, to the NSSBF data and also found that neighborhood race can affect small business loan denial rates and that African Americans still faced significant disparities.<sup>36</sup> In their study, the disparity in denial rates in nonminority and minority neighborhoods actually increased after the neighborhood income was included in their statistical analysis.

As one recent review of the literature concluded, "Although it is difficult to prove without doubt that lending discrimination exists, the evidence from the literature is consistent with the existence of continuing lending discrimination against black owned firms. Black firms are more likely to be denied loans and pay higher interest rates and are less likely to borrow from banks for startup or continuing capital."<sup>37</sup>

## **I.4 Statistical Analysis**

### **I.4.1 2003 Survey of Small Business Finances Data**

Several observations should be made about the 2003 Survey of Small Business Finances data (SSBF) (formerly the NSSBF). First, the SSBF collects financial information from businesses with fewer than 500 employees. There are 4,240 firms in the sample. Most significantly, the 2003 SSBF did not oversample minority firms. In particular, the share of Hispanic American-owned firms in the sample fell from 7 percent

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<sup>33</sup> D. Immergluck, "Intrametropolitan Patterns of Small Business Lending: What Do the New CRA Data Reveal?" 34 *Urban Affairs Review* 787 (1999). See also D. Immergluck, "How Changes In Small Business Lending Affect Firms In Low- And Moderate-Income Neighborhoods," *Journal of Developmental Entrepreneurship* (Aug 2003).

<sup>34</sup> D. Immergluck, "Redlining Redux: Black Neighborhoods, Black-owned Firms, and the Regulatory Cold Shoulder," 38 *Urban Affairs Review* 22 (2002).

<sup>35</sup> G. Canner, "Evaluation of CRA Data on Small Business Lending. Business Access to Capital and Credit," Federal Reserve System Research Conference Proceeding (March 1999), at 53-84.

<sup>36</sup> R. Bostic and P. Lampani, "Race, Geography, Risk and Market Structure: Examining Discrimination in Small Business Finance," *Business Access to Capital and Credit*, Federal Reserve System Research Conference Proceeding 149 (March 1999).

<sup>37</sup> R. Fairlie and A. Robb, *Race and Entrepreneurial Success* (2008), at 114.

to less than 4 percent from 1998 to 2003 and African American-owned firms in the sample fell from 8 percent to 4 percent over the same time period. These smaller counts of M/WBE firms limited the ability to conduct analyses at the metropolitan or regional level.

**1.4.2 Selected Means by Race, Ethnicity, and Gender Characteristics of Loan Applicants**

For the national data, **Exhibit I-1** indicates that African American-owned small businesses were much more likely on average to be denied credit than Hispanic American-owned small businesses and that women-owned businesses were also more likely to be denied credit than nonminority male-owned businesses—78.5 percent versus 18.7 percent in the first case, and 28.6 percent versus 18.7 percent in the latter. The composition of the type of loans applied for by African American firms were very different. African American businesses were much less likely to apply for new lines of credit (LOC) when compared to nonminority male-owned businesses, but Asian American-owned business were much more likely to apply for a new line of credit—3.5 percent for African American-owned businesses and 42.4 percent for Asian American-owned businesses, compared to 25.4 percent for nonminority male-owned businesses. Importantly, African American-owned businesses were less likely to apply for business-related mortgages than nonminority male-owned businesses, and Asian American-owned businesses were a little more likely to apply. The typical size of the loan applied for and denied to African American- and Hispanic American-owned businesses were smaller than for nonminority male-owned businesses.

**1.4.3 Other Firm Characteristics**

Asian American-owned businesses were, on average, substantially larger than nonminority male-owned businesses; whereas women-owned businesses were typically much smaller than nonminority male-owned firms. Average dollar sales for nonminority male-owned firms were more than double on average than African American-owned firms and women-owned firms, but less than the average sales of those for Asian American-owned firms. However, African American-owned businesses were estimated to be more profitable than any ethnic or gender group in the sample.

Women-owned and African American-owned businesses were estimated to have fewer employees than nonminority male-owned firms and Asian American-owned businesses.

Owners of Asian American-owned firms and nonminority male-owned firms were more likely to have a college or post-graduate degree than owners of African American- and Hispanic American-owned businesses. Owners of African American-owned and Hispanic American-owned firms tended to be have fewer years of experience.

**EXHIBIT I-1  
SELECTED SAMPLE MEANS OF LOAN APPLICANTS  
SURVEY OF SMALL BUSINESS FINANCE 2003**

	All	Nonminority	Nonminority Male	Nonminority Women	African American	Hispanic American	Asian American	Women
% Of Firms Denied in the Last Three Years	22.3	19	18.7	19.5	78.5	28.6	31.5	24.4
Interest rate on approved loans (%)	6.47	6.31	6.25	6.45	11.1	8.07	5.76	6.44
Sample Size	1,085	951	719	234	36	38	38	275
<b>Credit History of Firms/Owners</b>								
% Owners with Judgments Against Them	2.2	1.9	2.1	1.6	7.4	4.1	1.7	2
% Firms with Judgments Against Them	2.5	2.5	2.5	2.6	3.6	0.7	0.9	2.6
% Firms Delinquent Business Obligations	15.7	15.5	15.8	14.9	20	18.5	1	15.6
% Owners Delinquent on Personal Obligations	12.1	10.8	10.8	10.8	38.4	20	5.2	13.1
% Owners Declared Bankruptcy in Past 7yrs.	2.4	2.2	1.8	2.8	8.2	2.9	1	3.3
% Firms Declared Bankruptcy in Past 7yrs.	0.9	0.9	0.7	1.4	2.2	0	0.3	1.4
Sample Size	4,240	3,711	2,613	1,102	125	170	172	1,260
<b>Other Firm Characteristics</b>								
% Women-Owned	35.1	34.9	0	100	43.4	37.6	33.3	100
% African American-Owned	3.9	0	0	0	100	3.2	0	4.9
% Hispanic American-Owned	4.8	0	0	0	3.9	100	1.6	5.1
% Asian American-Owned	4.5	0	0	0	0	1.5	100	4.3
Sales (in 1,000s of 2003 \$)	1,072	1,061	1,342	537	517	773	1,612	530
Profits (in 1,000s of 2003 \$)	176	178	220	98	271	132	192	98
Assets (in 1,000s of 2003 \$)	553	557	691	307	207	337	524	301
Liabilities (in 1,000s of 2003 \$)	315	322	404	168	76	183	320	160
Owner's Years of Experience	19	20	21	17	15	16	17	17
Owner's Share of Business (percent)	82	81	85	75	85	81	80	75
Less Than High School <sup>1</sup>	1.7	1.5	1.5	1.4	2.9	4.9	1.7	1.8
High School Degree	19.2	19.9	20.4	18.8	21.4	18.2	8.8	18.1
Some College but No Degree	16.2	15.8	14.1	18.9	21.7	23.7	9.6	18.9
Associates Degree Occupational/Academic	9.1	9.1	8.1	11.1	9.8	9.2	8	11.6
Trade School Vocational Program	6.9	7.3	5.8	9.9	3.6	8	0.1	9.1
College Degree	26.2	26.5	28.6	22.5	23.9	19.1	34.3	22.7
Post Graduate Degree	20.3	20	21.4	17.2	16.6	16.9	36.9	17.7
Sole Proprietorship	44.5	44.4	42.5	47.9	59.2	46	32.3	47.8
Partnership	8.7	8.8	7.7	10.8	13.2	8.4	6.6	10.8
S Corporation	31	31.9	32.9	30	11.3	28.6	35.7	29.2
C Corporation	15.7	15	17	11.2	16.3	17	25.4	12.2
Total Number of Workers	8.58	8.52	9.68	6.35	5.54	7.8	8.83	6.29
Firm Age, in Years	14.3	14.8	15.5	13.4	11.7	11.2	10.8	13
% New Firms (less than 5 yrs old)	20.6	18.6	17.5	20.5	32.3	39.2	26.6	22.1
% Firms Located in MSA	79.4	77.6	78.6	75.9	93.7	90.3	89.3	78.3
Sample Size	4,240	3,711	2,613	1,102	125	170	172	1,260

**EXHIBIT I-1 (Continued)  
SELECTED SAMPLE MEANS OF LOAN APPLICANTS  
SURVEY OF SMALL BUSINESS FINANCE 2003**

	All	Nonminority	Nonminority Male	Nonminority Women	African American	Hispanic American	Asian American	Women
<b>Characteristics of Loan Application</b>								
MRL Amount Applied (in 1,000s of 2003 \$)	226	216	250	133	78	92	233	129
MRL Amount Denied (in 1,000s of 2003 \$)	118	121	124	115	122	76	51	97
New Line of Credit	24.7	24.3	25.4	21.8	3.5	35.2	42.4	22.1
Capital Lease	2	2.3	2.4	1.9	0.4	0	0	1.6
Mortgage for Business Purpose	14.8	15.5	15.1	16.3	2.9	3.7	20.1	15.4
Vehicle Loan for Business Purpose	17.7	19	20.1	16.3	16.6	8.9	0	14.5
Equipment Loan	13.7	15	13.1	19.6	4.4	6.9	0.2	18.3
Other Loan	11.4	11	11.4	10	10.5	19.4	11.8	9.2
Sample Size	1,085	951	719	234	36	38	38	275

Source: Survey of Small Business Finance.

**1.4.4 Estimated Probit Model Of Loan Denial Probability**

Because of the small number of observations in the South Atlantic Division, the model was tested on national data.<sup>38</sup> Divisional interaction terms were then used to confirm that the results still held for the South Atlantic Division.<sup>39</sup>

In the simple model, where only the demographic variable is specified, nonminority women and African American ownership are statistically significant at the 5 percent-level of significance (**Exhibit I-3**). Women (regardless of ethnicity or race), Asian American, and Hispanic American ownership variables are statistically insignificant at that level.

In the full model (**Exhibit I-2**), the statistical relationship between the probability of denial and the demographic variable is not as strong. However, in the cases of nonminority males, nonminority women, and African American ownership, the demographic variables still remain statistically significant at the 5 percent-level of significance, with the others remaining statistically insignificant. Importantly, the only demographic variable with a statistically significant positive relationship with the probability of loan denial is African American ownership.

<sup>38</sup> The South Atlantic Region is composed of North Carolina, South Carolina, Virginia, West Virginia, Maryland, the District of Columbia, Georgia and Florida.

<sup>39</sup> Please refer to **Section I.2** regarding explanation as to why these results are applied and how the results are applicable to the study. These findings are consistent with the result in NERA, "Utilization of Minority Business Enterprises by the State of Maryland" (2001), chapter 4.

**I.4.5 Estimated Ordinary Least Squares Model of Interest Rates Charged**

Two models were estimated for interest rates charged on loans approved over the last three years. They are described as restrictive and full, respectively. In the restrictive model, only demographic dummy variables were specified; and in the full model, other attributes and characteristics, along with the demographic variables, were specified. The same set of variables used in the probit model was specified in the Ordinary Least Squares Model of Interest Rates (OLS), and are shown in **Exhibit I-4**.

With the exception of the African American ownership variable, the demographic variable is statistically insignificant at the 5 percent level of significance (**Exhibit I-3**). In the African American ownership case, the variable is statistically significant and positive at this level in both the restrictive and full models—indicating that, on average, African American-owned businesses that have had approved loans pay a higher interest rate after holding constant the variables listed in **Exhibit I-2**. The estimated 95 percent confidence interval is 1.5 percent to 7 percent. The implication of this is that African American-owned businesses pay approximately 30 percent to 150 percent (average interest rate charged on approved loan is about 4.5 percent) more in interest than non-African American-owned firms.

**EXHIBIT I-2  
FULL-MODEL VARIABLES  
SURVEY OF SMALL BUSINESS FINANCE  
2003**

Variable	Variable Definition
cf_educ=6	Weighted education level of owners: college degree
cf_educ=7	Weighted education level of owners: post graduate college degree
u1=1	Within the past three years the firm has declared bankruptcy
u2>1	Within the past three years the firm has had one or more delinquent obligations of 60 or more days.
u3=1	Within the past three years the firm has had judgments rendered against them.
a0_DB_credrk=3 or 4	"Average risk:" Dun and Bradstreet score of 26 to 75 (0 most risky)
a0_DB_credrk<=2	"High risk:" Dun and Bradstreet score of 0 to 25 (0 most risky)
Profit	Firm's income after all expenses and taxes (\$1,000).
a0_urban=1	Firm located in a metropolitan statistical area
r12	Total assets (\$1,000)
s8	Total liabilities (\$1,000)
cf_fage	Age of the firm in years
b3=4, 6 or 8	Firm is incorporated
mrl6=1 or mrl24=1	Most recent requested loan was for a new line of credit
mrl6=2 or mrl24=2	Most recent requested loan was for a capital lease
mrl6=3 or mrl24=3	Most recent requested loan was for a mortgage for business purposes
mrl6=5 or mrl24=5	Most recent requested loan was for equipment

Source: Survey of Small Business Finance.

**EXHIBIT I-3  
ESTIMATED PROBIT MODEL OF LOAN DENIAL PROBABILITY  
SURVEY OF SMALL BUSINESS FINANCE 2003**

Demographic Group	Restricted		Full Model <sup>2</sup>		Sample Size
	Model <sup>1</sup>	T-Statistic	T-Statistic	T-Statistic	
Nonminority Ownership	<b>-0.993</b>	<b>-27.58</b>	<b>-0.794</b>	<b>-4.3</b>	1085
Women Ownership	0.097	0.76	-0.004	-0.03	1085
Nonminority Women Ownership	<b>-0.973</b>	<b>-4.6</b>	<b>-0.833</b>	<b>-3.76</b>	1085
African American Ownership	<b>1.645</b>	<b>-17.5</b>	<b>1.376</b>	<b>-4.25</b>	1085
Asian Ownership	0.29	-0.99	0.225	-0.86	1085
Hispanic Ownership	0.205	-0.78	0.048	-0.17	1085

Source: Survey of Small Business Finance.

<sup>1</sup> In the restricted model, only the demographic variable is specified.

<sup>2</sup> In the full model, the demographic variables and those listed in **Exhibit J-2** are specified

**EXHIBIT I-4  
ESTIMATED OLS REGRESSION LOAN INTEREST-RATE MODEL  
SURVEY OF SMALL BUSINESS FINANCE 2003**

Demographic Group	Restricted		Full Model <sup>2</sup>		Sample Size
	Model <sup>1</sup>	T-Statistic	T-Statistic	T-Statistic	
Nonminority Ownership	-1.32	-1.34	-1.18	-1.38	963
Women Ownership	-0.05	-0.13	-0.35	-0.9	963
Nonminority Male Ownership	-0.41	-1.04	-0.12	-0.34	963
Nonminority Women Ownership	0.06	-0.16	-0.21	-0.55	963
African American Ownership	<b>4.73</b>	<b>-3.4</b>	<b>4.28</b>	<b>-3.29</b>	963
Asian American Ownership	-0.73	-0.88	-0.6	-0.71	963
Hispanic American Ownership	1.66	-1.63	1.86	-1.83	963

Source: Survey of Small Business Finance.

<sup>1</sup> In the restricted model, only the demographic variable is specified.

<sup>2</sup> In the full model, the demographic variables and those listed in **Exhibit I-2** are specified

**I.5 Conclusions**

There is well-established economic literature on discrimination in small business lending. This research has been used as support for M/WBE programs in several circuit court cases. Data from the more recent 2003 SSBF indicates that African American-owned firms continue to suffer from greater loan denials and are charged higher interest rates on business loans after controlling for firm size, creditworthiness, and other important factors in the lending decision.

***Appendix J:  
City of Greensboro CMSA (PUMS)  
Regression Analysis***

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**APPENDIX J:  
CITY OF GREENSBORO, NC  
PUMS REGRESSION ANALYSIS**

**EXHIBIT J-A  
RESULTS OF LOGISTIC REGRESSION  
EXPLANATION OF RESULTS AND VARIABLES  
LOGISTIC REGRESSION OUTPUT**

Below, variable names and operational definitions are provided. When interpreting **Exhibits J-1 to J-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 a Hispanic American is .206 from **Exhibit J-1**, the inverse of this is 4.85. This means that a nonminority male is 4.85 times more likely to be self-employed than an Hispanic 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 American  
Asian American  
Hispanic American  
Native American  
Sex: Nonminority woman or not

**Other indicator variables:**

Marital Status: Married or not  
Age  
Age<sup>2</sup>: 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 J-1  
RESULTS OF LOGISTIC REGRESSION  
OVERALL**

<b>City of Greensboro, NC</b>			
	<b>B</b>	<b>Sig.</b>	<b>Exp (B)</b>
African American	-0.343	0.145	0.710
Hispanic American	<b>-1.581</b>	0.032	0.206
Asian American	0.218	0.583	1.243
Native American	-0.170	0.876	0.844
Sex (1=Female)	<b>-1.029</b>	0.000	0.357
Marital Status (1=Married)	<b>0.504</b>	0.023	1.656
Age	0.127	0.021	1.136
Age <sup>2</sup>	-0.001	0.126	0.999
Disability (1=Yes)	0.525	0.129	1.691
Tenure (1=Yes)	-0.013	0.964	0.987
Value	0.000	0.110	1.000
Mortgage	<b>0.000</b>	0.039	1.000
Uearn	0.000	0.879	1.000
Resdinc	0.000	0.939	1.000
P65	0.200	0.323	1.222
P18	0.291	0.135	1.338
Some College (1=Yes)	1.155	0.142	3.173
College Graduate (1=Yes)	0.289	0.705	1.336
More than College (1=Yes)	-0.115	0.607	0.891
Number of Observations	1788		
Chi-squared statistic (df=19)	153.161		
Log Likelihood	-1023.34		

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 J-2  
RESULTS OF LOGISTIC REGRESSION  
CONSTRUCTION**

<b>City of Greensboro, NC</b>			
	<b>B</b>	<b>Sig.</b>	<b>Exp (B)</b>
African American	-0.423	0.636	0.655
Hispanic American	-33.999	0.997	0.000
Asian American	0.631	0.638	1.879
Native American	0.625	0.690	1.867
Sex (1=Female)	-36.116	0.998	0.000
Marital Status (1=Married)	-1.233	0.129	0.291
Age	0.045	0.832	1.046
Age <sup>2</sup>	0.000	0.915	1.000
Disability (1=Yes)	0.789	0.510	2.200
Tenure (1=Yes)	-0.758	0.502	0.469
Value	0.000	0.811	1.000
Mortgage	0.001	0.295	1.001
Uearn	0.000	0.964	1.000
Resdinc	0.000	0.183	1.000
P65	-0.673	0.535	0.510
P18	1.450	0.054	4.261
Some College (1=Yes)	18.005	0.997	65972379.333
College Graduate (1=Yes)	-19.180	0.999	0.000
More than College (1=Yes)	0.460	0.464	1.584
Number of Observations	137		
Chi-squared statistic (df=19)	46.665		
Log Likelihood	-86.474		

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 J-3  
RESULTS OF LOGISTIC REGRESSION  
PROFESSIONAL SERVICES**

<b>City of Greensboro, NC</b>			
	<b>B</b>	<b>Sig.</b>	<b>Exp (B)</b>
African American	<b>-1.063</b>	0.052	0.345
Hispanic American	-0.356	0.762	0.700
Asian American	-0.169	0.881	0.845
Native American	-19.843	1.000	0.000
Sex (1=Female)	<b>-2.339</b>	0.000	0.096
Marital Status (1=Married)	0.480	0.328	1.616
Age	<b>0.391</b>	0.048	1.478
Age <sup>2</sup>	-0.003	0.120	0.997
Disability (1=Yes)	0.975	0.136	2.652
Tenure (1=Yes)	0.461	0.476	1.586
Value	0.000	0.843	1.000
Mortgage	0.000	0.074	1.000
Uearn	0.000	0.382	1.000
Resdinc	0.000	0.412	1.000
P65	0.251	0.546	1.286
P18	0.168	0.713	1.183
College Graduate (1=Yes)	-17.246	0.999	0.000
More than College (1=Yes)	0.024	0.969	1.024
Number of Observations	682		
Chi-squared statistic (df=19)	101.012		
Log Likelihood	230.604		

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 J-4  
RESULTS OF LOGISTIC REGRESSION  
OTHER SERVICES**

<b>City of Greensboro, NC</b>			
	<b>B</b>	<b>Sig.</b>	<b>Exp (B)</b>
African American	0.521	0.115	1.684
Hispanic American	-1.774	0.099	0.170
Asian American	0.373	0.488	1.452
Native American	-19.210	0.999	0.000
Sex (1=Female)	-0.050	0.873	0.952
Marital Status (1=Married)	<b>1.002</b>	0.002	2.724
Age	<b>0.141</b>	0.053	1.151
Age <sup>2</sup>	-0.001	0.096	0.999
Disability (1=Yes)	0.149	0.782	1.160
Tenure (1=Yes)	0.275	0.523	1.316
Value	<b>0.000</b>	0.009	1.000
Mortgage	0.000	0.918	1.000
Unearn	0.000	0.729	1.000
Resdinc	0.000	0.314	1.000
P65	0.637	0.032	1.891
P18	0.470	0.092	1.601
Some College (1=Yes)	1.461	0.169	4.312
College Graduate (1=Yes)	-0.479	0.671	0.619
More than College (1=Yes)	-0.231	0.454	0.793
Number of Observations	611		
Chi-squared statistic (df=19)	68.88		
Log Likelihood	-455.753		

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 J-5  
RESULTS OF LOGISTIC REGRESSION  
GOODS AND SUPPLIES**

<b>City of Greensboro, NC</b>			
	<b>B</b>	<b>Sig.</b>	<b>Exp (B)</b>
African American	-1.178	0.174	0.308
Hispanic American	-17.865	0.998	0.000
Asian American	0.146	0.901	1.157
Native American	-19.473	1.000	0.000
Sex (1=Female)	-1.161	0.164	0.313
Marital Status (1=Married)	0.970	0.221	2.639
Age	0.017	0.931	1.018
Age <sup>2</sup>	0.001	0.794	1.001
Disability (1=Yes)	-18.460	0.999	0.000
Tenure (1=Yes)	-18.653	0.997	0.000
Value	0.000	0.974	1.000
Mortgage	0.000	0.860	1.000
Unearn	0.000	0.753	1.000
Resdinc	0.000	0.260	1.000
P65	-0.286	0.716	0.751
P18	-0.757	0.293	0.469
Some College (1=Yes)	-19.801	0.999	0.000
College Graduate (1=Yes)	1.379	0.288	3.969
More than College (1=Yes)	-1.953	0.073	0.142
Number of Observations	358		
Chi-squared statistic (df=19)	33.762		
Log Likelihood	-103.027		

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 J-B  
RESULTS OF LINEAR REGRESSION  
EXPLANATION OF RESULTS AND VARIABLES**

Below, variable names and operational definitions are provided. When interpreting the linear regression **Exhibits J-6 to J-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 -.514, from **Exhibit J-6**, meaning that a nonminority woman will earn 51.4 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 American  
Asian American  
Hispanic American  
Native American  
Nonminority Woman

**Other indicator variables:**

Marital Status: Married or not  
Disability: Individuals self-reported health-related disabilities.  
Age  
Age<sup>2</sup>: 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 J-6  
RESULTS OF LINEAR REGRESSION  
OVERALL**

City of Greensboro, NC					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.132	0.200	-0.050	-0.664	0.508
Hispanic American	-0.502	0.715	-0.052	-0.701	0.484
Asian American	-0.234	0.446	-0.051	-0.524	0.601
Native American	-0.557	0.959	-0.041	-0.581	0.562
Nonminority Women (1=Female)	<b>-0.514</b>	0.201	-0.189	-2.560	0.011
Marital Status (1=Married)	<b>0.474</b>	0.194	0.187	2.446	0.015
Disability (1=Yes)	0.551	0.286	0.142	1.927	0.056
Age	0.072	0.048	0.810	1.487	0.139
Age <sup>2</sup>	-0.001	0.000	-0.729	-1.366	0.174
Speaks English Well (1=Yes)	-0.018	0.345	-0.005	-0.051	0.959
Some College (1=Yes)	-1.001	0.573	-0.128	-1.748	0.082
College Graduate (1=Yes)	-0.350	0.762	-0.037	-0.459	0.646
More than College (1=Yes)	<b>-0.443</b>	0.195	-0.165	-2.266	0.025
Constant	8.492	1.195		7.104	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 J-7  
RESULTS OF LINEAR REGRESSION  
CONSTRUCTION**

City of Greensboro, NC					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	0.973	0.727	0.324	1.338	0.200
Native American	0.370	1.022	0.089	0.362	0.722
Marital Status (1=Married)	-0.480	0.623	-0.253	-0.770	0.453
Disability (1=Yes)	0.501	0.736	0.167	0.681	0.505
Age	0.115	0.134	1.507	0.855	0.405
Age <sup>2</sup>	-0.001	0.001	-1.121	-0.666	0.515
Speaks English Well (1=Yes)	0.098	1.021	0.024	0.096	0.925
Some College (1=Yes)	0.022	0.975	0.005	0.022	0.982
More than College (1=Yes)	0.316	0.456	0.182	0.694	0.498
Constant	7.026	3.311		2.122	0.050

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 J-8  
RESULTS OF LINEAR REGRESSION  
PROFESSIONAL SERVICES**

City of Greensboro, NC					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.159	0.496	-0.054	-0.320	0.751
Hispanic American	-0.968	1.116	-0.142	-0.868	0.391
Nonminority Women (1=Female)	0.056	0.539	0.016	0.104	0.918
Marital Status (1=Married)	<b>0.841</b>	0.389	0.321	2.160	0.038
Disability (1=Yes)	0.228	0.552	0.072	0.413	0.682
Age	-0.207	0.152	-1.914	-1.363	0.182
Age <sup>2</sup>	0.002	0.001	1.973	1.419	0.165
Speaks English Well (1=Yes)	-1.790	1.109	-0.263	-1.614	0.116
More than College (1=Yes)	-0.956	0.564	-0.272	-1.695	0.099
Constant	15.583	3.952		3.943	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 J-9  
RESULTS OF LINEAR REGRESSION  
OTHER SERVICES**

City of Greensboro, NC					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.326	0.263	-0.137	-1.239	0.219
Hispanic American	0.105	1.028	0.011	0.102	0.919
Asian American	-0.066	0.506	-0.016	-0.131	0.896
Nonminority Women (1=Female)	<b>-0.602</b>	0.247	-0.261	-2.435	0.017
Marital Status (1=Married)	0.387	0.282	0.154	1.370	0.174
Disability (1=Yes)	0.796	0.419	0.196	1.901	0.061
Age	0.149	0.062	1.723	2.392	0.019
Age <sup>2</sup>	<b>-0.001</b>	0.001	-1.692	-2.371	0.020
Speaks English Well (1=Yes)	0.075	0.360	0.026	0.209	0.835
Some College (1=Yes)	-1.172	0.749	-0.171	-1.565	0.122
College Graduate (1=Yes)	-0.260	0.982	-0.027	-0.265	0.792
More than College (1=Yes)	-0.424	0.269	-0.165	-1.573	0.120
Constant	6.803	1.508		4.511	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 J-10  
RESULTS OF LINEAR REGRESSION  
GOODS AND SUPPLIES**

City of Greensboro, NC					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	0.053	0.763	0.024	0.069	0.946
Nonminority Women (1=Female)	-0.542	1.505	-0.245	-0.360	0.728
Marital Status (1=Married)	0.346	0.652	0.184	0.531	0.610
Age	-0.350	0.949	-5.313	-0.369	0.722
Age <sup>2</sup>	0.003	0.009	4.245	0.351	0.735
Speaks English Well (1=Yes)	-1.006	1.321	-0.331	-0.761	0.468
College Graduate (1=Yes)	-4.752	10.408	-1.565	-0.457	0.660
More than College (1=Yes)	-1.004	1.029	-0.331	-0.975	0.358
Constant	20.099	25.803		0.779	0.458

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 K:  
Subcontractor Estimates***

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## **APPENDIXK: SUBCONTRACTOR ESTIMATES**

As stated in **Chapter 4.0**, subcontractor data was extracted from ProTrack which only maintained data on M/WBE subcontractors and did not maintain data on non-M/WBE subcontractors. Thus, if MGT conducted analyses on this data, the analyses would have been heavily weighted towards M/WBEs because those were the data most readily available.

Our experience has shown that subcontracting generally represents 20 to 35 percent of the prime construction contract amounts. Census data support the applicability of this rule of thumb for this project. The “2007 Census of Construction – Geographic Area Summary Findings” shows that the cost of construction work subcontracted out in the state of North Carolina was 34.8%. Assuming that the City’s construction spending pattern is similar to the overall patterns in the state of North Carolina, we would conclude that subcontractors received 34.8% of prime level dollars. We then subtracted M/WBE subcontract dollars from the estimated total subcontract dollars to estimate non-M/WBE subcontract dollars.

Using the corresponding prime dollars on non-DBE and DBE construction projects for the five years for which M/WBE subcontracting data were available, we calculated the overall subcontract dollars on non-DBE and DBE construction projects. **Exhibits K-1** and **K-2** show the corresponding prime dollars on non-DBE and DBE construction projects that were used in calculating estimated non-M/WBE and non-M/W/DBE dollars.

### **EXHIBIT K-1 CITY OF GREENSBORO NON-DBE CONSTRUCTION CORRESPONDING PRIME CONTRACTOR DOLLARS BY RACE/ETHNICITY/GENDER CLASSIFICATION JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$50,720,671	100.00%	\$50,720,671
2007	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$31,834,595	100.00%	\$31,834,595
2008	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$269,869	1.57%	\$269,869	1.57%	\$16,958,618	98.43%	\$17,228,487
2009	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$13,171	0.03%	\$13,171	0.03%	\$38,722,806	99.97%	\$38,735,977
2010	\$20,900	0.04%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$471,616	0.85%	\$492,516	0.89%	\$55,061,680	99.11%	\$55,554,197
<b>Total</b>	<b>\$20,900</b>	<b>0.01%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$754,656</b>	<b>0.39%</b>	<b>\$775,556</b>	<b>0.40%</b>	<b>\$193,298,371</b>	<b>99.60%</b>	<b>\$194,073,927</b>

Source: MGT developed a prime contract awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to corresponding prime contractor dollars used for subcontractor estimates.

**EXHIBIT K-2  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
CORRESPONDING PRIME CONTRACTOR DOLLARS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Firms		Non-M/W/DBE Firms		Total Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$718,167	11.23%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$718,167	11.23%	\$5,676,750	88.77%	\$6,394,917
2007	\$1,097,155	13.02%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,097,155	13.02%	\$7,328,155	86.98%	\$8,425,310
2008	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$4,515,954	100.00%	\$4,515,954
2009	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$540,117	8.97%	\$540,117	8.97%	\$5,481,640	91.03%	\$6,021,758
2010	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$243,344	0.66%	\$243,344	0.66%	\$36,711,970	99.34%	\$36,955,314
<b>Total</b>	<b>\$1,815,322</b>	<b>2.91%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$783,461</b>	<b>1.26%</b>	<b>\$2,598,784</b>	<b>4.17%</b>	<b>\$59,714,469</b>	<b>95.83%</b>	<b>\$62,313,253</b>

Source: MGT developed a prime contract awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to corresponding prime contractor dollars used for subcontractor estimates.

MGT then calculated the estimated non-M/WBE subcontract dollars by using the following formula.

$$\text{Estimated non-M/WBE subcontract dollars} = ((\text{Total Prime Corresponding Prime Contractor Dollars} \times 34.8\%) - \text{M/WBE subcontractor dollars})$$

As a result, **Exhibits K-3 and K-4** (also **Exhibits 4-2 and 4-3**, in **Chapter 4.0**) shows the estimated non-DBE and DBE construction subcontracting utilization dollars and percentages, respectively, under these assumptions.

**EXHIBIT K-3  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL  
DOLLARS AND TOTAL ESTIMATED DOLLARS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Estimated Non-MWBE Firms		Total Estimated Subcontractor Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$524,146	2.97%	\$3,463,077	19.62%	\$0	0.00%	\$3,500	0.02%	\$1,063,313	6.02%	\$5,054,035	28.63%	\$12,596,758	71.37%	\$17,650,793
2007	\$267,127	2.41%	\$8,550	0.08%	\$0	0.00%	\$0	0.00%	\$2,530,549	22.84%	\$2,806,225	25.33%	\$8,272,214	74.67%	\$11,078,439
2008	\$479,688	8.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$97,498	1.63%	\$577,185	9.63%	\$5,418,328	90.37%	\$5,995,514
2009	\$1,114,234	8.27%	\$18,125	0.13%	\$0	0.00%	\$0	0.00%	\$1,010,698	7.50%	\$2,143,057	15.90%	\$11,337,063	84.10%	\$13,480,120
2010	\$467,875	2.42%	\$50,716	0.26%	\$0	0.00%	\$0	0.00%	\$1,216,763	6.29%	\$1,735,354	8.98%	\$17,597,506	91.02%	\$19,332,860
<b>Total</b>	<b>\$2,853,070</b>	<b>4.22%</b>	<b>\$3,540,468</b>	<b>5.24%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$3,500</b>	<b>0.01%</b>	<b>\$5,918,819</b>	<b>8.76%</b>	<b>\$12,315,857</b>	<b>18.24%</b>	<b>\$55,221,870</b>	<b>81.76%</b>	<b>\$67,537,727</b>

Source: MGT developed a subcontractor payments database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percentage of the total estimated subcontractor dollars paid.

**EXHIBIT K-4  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL  
DOLLARS AND TOTAL ESTIMATED DOLLARS  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Firms		Estimated Non-M/W/DBE Firms		Total Estimated Subcontractor Dollars
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
2006	\$467,566	21.01%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$147,487	6.63%	\$615,053	27.64%	\$1,610,378	72.36%	\$2,225,431
2007	\$525,322	17.92%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$148,987	5.08%	\$674,309	23.00%	\$2,257,699	77.00%	\$2,932,008
2008	\$324,903	20.67%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$356,932	22.71%	\$681,835	43.39%	\$889,717	56.61%	\$1,571,552
2009	\$104,294	4.98%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$663,981	31.68%	\$768,275	36.66%	\$1,327,297	63.34%	\$2,095,572
2010	\$344,324	2.68%	\$265,140	2.06%	\$0	0.00%	\$43,262	0.34%	\$758,886	5.90%	\$1,411,612	10.98%	\$11,448,837	89.02%	\$12,860,449
<b>Total</b>	<b>\$1,766,410</b>	<b>8.15%</b>	<b>\$265,140</b>	<b>1.22%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$43,262</b>	<b>0.20%</b>	<b>\$2,076,273</b>	<b>9.57%</b>	<b>\$4,151,085</b>	<b>19.14%</b>	<b>\$17,533,927</b>	<b>80.86%</b>	<b>\$21,685,012</b>

Source: MGT developed a subcontractor payments database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percentage of the total estimated subcontractor dollars paid.

***Appendix L:  
Overall Market Area Analysis***

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**APPENDIX L:  
MARKET AREA ANALYSES  
BY BUSINESS CATEGORY**

**EXHIBIT L - 1  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION AT THE PRIME LEVEL  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
GUILFORD, NC	\$43,173,860	18.46%	18.46%
FORSYTH, NC	\$22,392,787	9.57%	28.04%
ALAMANCE, NC	\$18,543,252	7.93%	35.96%
ROCKINGHAM, NC	\$7,138,691	3.05%	39.02%
SURRY, NC	\$1,116,646	0.48%	39.49%
RANDOLPH, NC	\$20,129	0.01%	39.50%
DAVIDSON, NC	\$17,446	0.01%	39.51%
WAKE, NC	\$38,004,514	16.25%	55.76%
MECKLENBURG, NC	\$36,513,625	15.61%	71.37%
CALDWELL, NC	\$16,875,585	7.22%	78.59% <sup>2</sup>
WAYNE, NC	\$16,016,867	6.85%	85.44%
NEWBERRY, SC	\$9,072,132	3.88%	89.32%
DEKALB, GA	\$7,204,481	3.08%	92.40%
LITCHFIELD, CT	\$6,442,847	2.75%	95.15%
ROWAN, NC	\$3,171,907	1.36%	96.51%
BALTIMORE, MD	\$2,583,700	1.10%	97.61%
HOUSTON, GA	\$1,358,750	0.58%	98.20%
DURHAM, NC	\$942,903	0.40%	98.60%
CRAVEN, NC	\$889,000	0.38%	98.98%
UNION, NC	\$864,554	0.37%	99.35%
CABARRUS, NC	\$424,172	0.18%	99.53%
MONTGOMERY, NC	\$263,576	0.11%	99.64%
CHARLESTON, SC	\$253,209	0.11%	99.75%
BUNCOMBE, NC	\$162,235	0.07%	99.82%
IREDELL, NC	\$159,848	0.07%	99.89%
CATAWBA, NC	\$151,600	0.06%	99.95%
FULTON, GA	\$71,873	0.03%	99.98%
HENRICO, VA	\$37,155	0.02%	100.00%
<b>Total - Overall Market Area</b>	<b>\$233,867,346</b>	<b>100.00%</b>	

Sources: MGT developed a database based on the City of Greensboro's data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

**EXHIBIT L - 2  
CITY OF GREENSBORO  
DBE CONSTRUCTION AT THE PRIME LEVEL  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
GUILFORD, NC	\$9,835,170	15.40%	15.40%
SURRY, NC	\$4,836,000	7.57%	22.97%
ALAMANCE, NC	\$4,802,323	7.52%	30.49%
DAVIE, NC	\$2,960,400	4.64%	35.13%
WAKE, NC	\$15,465,732	24.22%	59.35%
ROCKINGHAM, NC	\$8,352,687	13.08%	72.42%
IREDELL, NC	\$5,803,580	9.09%	81.51% <sup>2</sup>
WAYNE, NC	\$3,975,700	6.23%	87.74%
MECKLENBURG, NC	\$3,065,464	4.80%	92.54%
MOORE, NC	\$2,698,380	4.23%	96.76%
GREENE, NC	\$1,815,322	2.84%	99.61%
DORCHESTER, MD	\$140,700	0.22%	99.83%
ROWAN, NC	\$57,300	0.09%	99.92%
CATAWBA, NC	\$54,017	0.08%	100.00%
<b>Total - Overall Market Area</b>	<b>\$63,862,774</b>	<b>100.00%</b>	

Sources: MGT developed a database based on the City of Greensboro's data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

**EXHIBIT L - 3  
CITY OF GREENSBORO  
PROFESSIONAL SERVICES AT THE PRIME LEVEL  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
GUILFORD, NC	\$30,858,529	40.12%	40.12%
FORSYTH, NC	\$1,291,248	1.68%	41.79%
DAVIDSON, NC	\$314,273	0.41%	42.20%
ROCKINGHAM, NC	\$98,801	0.13%	42.33%
RANDOLPH, NC	\$70,650	0.09%	42.42%
SURRY, NC	\$43,004	0.06%	42.48%
ALAMANCE, NC	\$31,940	0.04%	42.52%
MECKLENBURG, NC	\$12,252,907	15.93%	58.45%
WAKE, NC	\$10,990,572	14.29%	72.74%
CHITTENDEN, VT	\$3,080,635	4.00%	76.74% <sup>2</sup>
DEKALB, GA	\$2,831,610	3.68%	80.42%
DENVER, CO	\$2,525,992	3.28%	83.71%
SAN FRANCISCO, CA	\$1,535,201	2.00%	85.70%
COOK, IL	\$1,178,212	1.53%	87.23%
DUPAGE, IL	\$1,069,150	1.39%	88.62%
SEDGWICK, KS	\$1,057,202	1.37%	90.00%
PLATTE, MO	\$753,499	0.98%	90.98%
KENDALL, TX	\$638,375	0.83%	91.81%
CHESTERFIELD, VA	\$479,949	0.62%	92.43%
ORANGE, NC	\$475,998	0.62%	93.05%
SAN DIEGO, CA	\$353,056	0.46%	93.51%
ALLEGHENY, PA	\$336,050	0.44%	93.95%
ONONDAGA, NY	\$325,000	0.42%	94.37%
PENDER, NC	\$293,469	0.38%	94.75%
KING, WA	\$290,505	0.38%	95.13%
HARRISONBURG CITY, VA	\$249,750	0.32%	95.45%
NEW YORK, NY	\$242,921	0.32%	95.77%
DURHAM, NC	\$227,097	0.30%	96.06%
RICHLAND, SC	\$197,660	0.26%	96.32%
RIVERSIDE, CA	\$170,079	0.22%	96.54%
DAVIDSON, TN	\$154,916	0.20%	96.74%
DUVAL, FL	\$139,764	0.18%	96.92%
NEW HANOVER, NC	\$138,059	0.18%	97.10%
LARIMER, CO	\$135,608	0.18%	97.28%
WILSON, NC	\$132,122	0.17%	97.45%
FAIRFAX, VA	\$122,318	0.16%	97.61%
PHILADELPHIA, PA	\$117,951	0.15%	97.76%
DISTRICT OF COLUMBIA, DC	\$116,424	0.15%	97.91%
ATLANTIC, NJ	\$107,436	0.14%	98.05%
NASH, NC	\$103,610	0.13%	98.19%
ORANGE, FL	\$81,857	0.11%	98.30%
JEFFERSON, KY	\$70,811	0.09%	98.39%
CAMBRIA, PA	\$61,500	0.08%	98.47%
JOHNSTON, NC	\$60,500	0.08%	98.55%
WALKER, TX	\$58,095	0.08%	98.62%
DAVIE, NC	\$52,323	0.07%	98.69%
CLARK, IN	\$49,718	0.06%	98.75%
MIAMI-DADE, FL	\$46,891	0.06%	98.82%
SAINT LOUIS CITY, MO	\$46,831	0.06%	98.88%

Sources: MGT developed a database based on the City of Greensboro's data expended between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

**EXHIBIT L – 3 (Continued)  
CITY OF GREENSBORO  
PROFESSIONAL SERVICES AT THE PRIME LEVEL  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
<i>(cont'd)</i>			
CALVERT, MD	\$45,372	0.06%	98.94%
MARICOPA, AZ	\$44,113	0.06%	98.99%
SCHUYLKILL, PA	\$41,400	0.05%	99.05%
DAKOTA, MN	\$40,439	0.05%	99.10%
KNOX, TN	\$40,000	0.05%	99.15%
MERCER, NJ	\$40,000	0.05%	99.20%
CATAWBA, NC	\$36,923	0.05%	99.25%
SANTA CLARA, CA	\$34,725	0.05%	99.30%
OAKLAND, MI	\$27,900	0.04%	99.33%
DENTON, TX	\$27,282	0.04%	99.37%
CHATHAM, NC	\$27,150	0.04%	99.40%
FORSYTH, GA	\$23,500	0.03%	99.43%
SAINT LOUIS, MO	\$23,125	0.03%	99.46%
MONTGOMERY, VA	\$19,840	0.03%	99.49%
CHESTER, PA	\$19,000	0.02%	99.51%
NASSAU, NY	\$18,114	0.02%	99.54%
PALM BEACH, FL	\$17,750	0.02%	99.56%
LEON, FL	\$16,196	0.02%	99.58%
CUMBERLAND, PA	\$15,000	0.02%	99.60%
COLLIN, TX	\$15,000	0.02%	99.62%
HOWARD, MD	\$14,721	0.02%	99.64%
JEFFERSON, CO	\$14,543	0.02%	99.66%
WILLIAMSON, TN	\$12,581	0.02%	99.68%
IREDELL, NC	\$12,200	0.02%	99.69%
HAMILTON, OH	\$11,735	0.02%	99.71%
ROCKINGHAM, NH	\$11,642	0.02%	99.72%
LOS ANGELES, CA	\$10,875	0.01%	99.74%
SAN BERNARDINO, CA	\$10,800	0.01%	99.75%
LANE, OR	\$10,788	0.01%	99.76%
ROANE, TN	\$10,400	0.01%	99.78%
HARTFORD, CT	\$9,662	0.01%	99.79%
ARAPAHOE, CO	\$9,267	0.01%	99.80%
MONTGOMERY, MD	\$9,127	0.01%	99.81%
TARRANT, TX	\$8,434	0.01%	99.82%
FRANKLIN, OH	\$8,055	0.01%	99.84%
GREENWOOD, SC	\$8,000	0.01%	99.85%
FRANKLIN, OH	\$7,770	0.01%	99.86%
BERGEN, NJ	\$7,460	0.01%	99.87%
VENTURA, CA	\$7,000	0.01%	99.87%
WINDSOR, VT	\$6,635	0.01%	99.88%
CAMDEN, GA	\$6,392	0.01%	99.89%
WAYNE, MI	\$5,730	0.01%	99.90%
LEHIGH, PA	\$5,053	0.01%	99.91%
FULTON, GA	\$5,000	0.01%	99.91%
DOUGLAS, KS	\$4,982	0.01%	99.92%
BALTIMORE CITY, MD	\$4,823	0.01%	99.92%
KANAWHA, WV	\$4,511	0.01%	99.93%
JEFFERSON, AL	\$4,095	0.01%	99.94%
HUNTERDON, NJ	\$3,688	0.00%	99.94%
KANE, IL	\$3,500	0.00%	99.95%
JACKSON, FL	\$3,500	0.00%	99.95%

Sources: MGT developed a database based on the City of Greensboro's data expended between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

**EXHIBIT L - 3 (Continued)**  
**CITY OF GREENSBORO**  
**PROFESSIONAL SERVICES AT THE PRIME LEVEL**  
**MARKET AREA ANALYSIS**  
**JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
<b>(cont'd)</b>			
MIDDLESEX, NJ	\$3,000	0.00%	99.95%
ALBANY, NY	\$3,000	0.00%	99.96%
RICHMOND, GA	\$3,000	0.00%	99.96%
DALLAS, TX	\$3,000	0.00%	99.97%
UNION, NC	\$2,816	0.00%	99.97%
POLK, FL	\$2,575	0.00%	99.97%
ORANGE, CA	\$2,437	0.00%	99.98%
MONTGOMERY, OH	\$2,000	0.00%	99.98%
ALLEN, IN	\$1,785	0.00%	99.98%
CARTERET, NC	\$1,500	0.00%	99.98%
LEE, FL	\$1,500	0.00%	99.98%
SPARTANBURG, SC	\$1,500	0.00%	99.99%
BUNCOMBE, NC	\$1,482	0.00%	99.99%
QUEENS, NY	\$1,427	0.00%	99.99%
CABARRUS, NC	\$1,400	0.00%	99.99%
ARLINGTON, VA	\$1,351	0.00%	99.99%
PITT, NC	\$1,340	0.00%	100.00%
MOORE, NC	\$1,335	0.00%	100.00%
ROANOKE CITY, VA	\$1,134	0.00%	100.00%
SACRAMENTO, CA	\$917	0.00%	100.00%
MCDONOUGH, IL	\$200	0.00%	100.00%
<b>Total - Overall Market Area</b>	<b>\$76,924,565</b>	<b>100.00%</b>	

Sources: MGT developed a database based on the City of Greensboro's data expended between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

**EXHIBIT L - 4  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
GUILFORD, NC	\$100,271,623	35.72%	35.72%
DAVIDSON, NC	\$13,834,327	4.93%	40.64%
FORSYTH, NC	\$6,401,885	2.28%	42.92%
ROCKINGHAM, NC	\$4,692,319	1.67%	44.60%
ALAMANCE, NC	\$2,541,242	0.91%	45.50%
RANDOLPH, NC	\$1,685,378	0.60%	46.10%
SURRY, NC	\$372,542	0.13%	46.23%
DAVIE, NC	\$154,592	0.06%	46.29%
STOKES, NC	\$102,984	0.04%	46.33%
LEXINGTON, SC	\$15,134,175	5.39%	51.72%
MECKLENBURG, NC	\$14,991,916	5.34%	57.06%
DEKALB, GA	\$13,255,500	4.72%	61.78%
DUPAGE, IL	\$12,095,153	4.31%	66.09%
COOK, IL	\$8,710,101	3.10%	69.19%
SAN FRANCISCO, CA	\$7,658,340	2.73%	71.92%
ROANOKE CITY, VA	\$7,159,231	2.55%	74.47%
WAKE, NC	\$7,002,343	2.49%	76.96% <sup>2</sup>
LOS ANGELES, CA	\$5,161,940	1.84%	78.80%
HAMILTON, OH	\$4,632,185	1.65%	80.45%
BEAUFORT, NC	\$4,410,452	1.57%	82.02%
HENNEPIN, MN	\$2,772,169	0.99%	83.01%
NEW HANOVER, NC	\$2,266,905	0.81%	83.82%
DALLAS, TX	\$2,139,662	0.76%	84.58%
SPARTANBURG, SC	\$1,798,078	0.64%	85.22%
OUACHITA, LA	\$1,733,157	0.62%	85.84%
COBB, GA	\$1,707,871	0.61%	86.44%
ALLEGHENY, PA	\$1,697,917	0.60%	87.05%
DURHAM, NC	\$1,314,967	0.47%	87.52%
UNION, NC	\$1,135,982	0.40%	87.92%
MONROE, TN	\$1,057,815	0.38%	88.30%
CHITTENDEN, VT	\$1,039,208	0.37%	88.67%
GASTON, NC	\$1,014,088	0.36%	89.03%
SALT LAKE, UT	\$1,009,662	0.36%	89.39%
PICKENS, SC	\$989,220	0.35%	89.74%
GREENVILLE, SC	\$773,478	0.28%	90.02%
FAIRFAX, VA	\$741,473	0.26%	90.28%
HANOVER, VA	\$735,916	0.26%	90.54%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

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**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>County, State<sup>2</sup></b>	<b>Dollars</b>	<b>% of Dollars</b>	<b>Cum%<sup>1</sup></b>
<i>cont'd</i>			
MONTGOMERY, NC	\$722,082	0.26%	90.80%
WAYNE, MI	\$673,596	0.24%	91.04%
JEFFERSON, AL	\$644,274	0.23%	91.27%
SAINT LOUIS CITY, MO	\$610,977	0.22%	91.49%
CUMBERLAND, NC	\$559,083	0.20%	91.69%
CHESTERFIELD, VA	\$543,767	0.19%	91.88%
UNION, PA	\$534,630	0.19%	92.07%
LIVINGSTON, MI	\$519,728	0.19%	92.26%
BERGEN, NJ	\$510,904	0.18%	92.44%
CARTERET, NC	\$492,870	0.18%	92.61%
RIVERSIDE, CA	\$490,623	0.17%	92.79%
GWINNETT, GA	\$447,654	0.16%	92.95%
LIBERTY, GA	\$410,449	0.15%	93.09%
ORANGE, CA	\$407,949	0.15%	93.24%
FULTON, GA	\$398,329	0.14%	93.38%
SANTA CLARA, CA	\$373,122	0.13%	93.51%
WILSON, NC	\$367,596	0.13%	93.65%
PERSON, NC	\$365,369	0.13%	93.78%
LANE, OR	\$350,185	0.12%	93.90%
NASSAU, NY	\$335,833	0.12%	94.02%
DOUGLAS, NE	\$322,045	0.11%	94.13%
PHILADELPHIA, PA	\$305,250	0.11%	94.24%
FLORENCE, SC	\$294,080	0.10%	94.35%
IREDELL, NC	\$281,375	0.10%	94.45%
CHESAPEAKE CITY, VA	\$276,595	0.10%	94.55%
JEFFERSON, KY	\$275,816	0.10%	94.64%
JACKSON, WV	\$271,641	0.10%	94.74%
LEE, NC	\$263,965	0.09%	94.84%
BALDWIN, AL	\$262,280	0.09%	94.93%
LANCASTER, SC	\$256,126	0.09%	95.02%
BERKSHIRE, MA	\$254,718	0.09%	95.11%
ROWAN, NC	\$239,429	0.09%	95.20%
RALEIGH, WV	\$237,953	0.08%	95.28%
ORANGE, NC	\$237,562	0.08%	95.37%
JOHNSON, KS	\$237,064	0.08%	95.45%
SCOTLAND, NC	\$229,956	0.08%	95.53%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

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**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
<i>cont'd</i>			
HILLSBOROUGH, FL	\$225,770	0.08%	95.61%
POWHATAN, VA	\$216,610	0.08%	95.69%
MCLENNAN, TX	\$209,085	0.07%	95.76%
HARRIS, TX	\$208,323	0.07%	95.84%
LEE, FL	\$206,997	0.07%	95.91%
MERCER, NJ	\$205,920	0.07%	95.99%
MONTGOMERY, PA	\$203,375	0.07%	96.06%
SAN JOAQUIN, CA	\$194,398	0.07%	96.13%
CHESTER, PA	\$193,090	0.07%	96.20%
CUYAHOGA, OH	\$192,340	0.07%	96.26%
ANDERSON, TN	\$190,262	0.07%	96.33%
SUMTER, SC	\$189,124	0.07%	96.40%
SUFFOLK, MA	\$184,882	0.07%	96.47%
CHARLOTTESVILLE CITY, VA	\$184,768	0.07%	96.53%
TIOGA, NY	\$182,782	0.07%	96.60%
VENTURA, CA	\$177,432	0.06%	96.66%
WASHINGTON, TN	\$176,183	0.06%	96.72%
MILWAUKEE, WI	\$168,085	0.06%	96.78%
SEDGWICK, KS	\$159,988	0.06%	96.84%
MARICOPA, AZ	\$158,999	0.06%	96.90%
WARREN, NJ	\$158,536	0.06%	96.95%
SAN DIEGO, CA	\$152,860	0.05%	97.01%
PALM BEACH, FL	\$152,016	0.05%	97.06%
LYCOMING, PA	\$148,708	0.05%	97.11%
LAKE, IL	\$146,840	0.05%	97.17%
DANVILLE CITY, VA	\$146,093	0.05%	97.22%
MIAMI-DADE, FL	\$145,339	0.05%	97.27%
BALTIMORE CITY, MD	\$136,478	0.05%	97.32%
KING GEORGE, VA	\$127,890	0.05%	97.36%
NORFOLK CITY, VA	\$126,768	0.05%	97.41%
SAINT CROIX, WI	\$124,301	0.04%	97.45%
FRANKLIN, OH	\$123,792	0.04%	97.50%
HENRICO, VA	\$122,015	0.04%	97.54%
BURLINGTON, NJ	\$119,334	0.04%	97.58%
WILLIAMSON, TN	\$118,681	0.04%	97.63%
MORGAN, AL	\$113,085	0.04%	97.67%
KENNEBEC, ME	\$110,293	0.04%	97.71%
NEW YORK, NY	\$106,237	0.04%	97.74%
MARIN, CA	\$104,885	0.04%	97.78%
DANE, WI	\$104,698	0.04%	97.82%
MERIWETHER, GA	\$104,488	0.04%	97.85%
MCCURTAIN, OK	\$104,087	0.04%	97.89%
RAMSEY, MN	\$103,782	0.04%	97.93%
JOHNSTON, NC	\$103,288	0.04%	97.97%
KING, WA	\$101,224	0.04%	98.00%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

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**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
<i>cont'd</i>			
CATAWBA, NC	\$99,326	0.04%	98.04%
FRANKLIN, NC	\$99,121	0.04%	98.07%
ONONDAGA, NY	\$98,603	0.04%	98.11%
CHATHAM, NC	\$96,068	0.03%	98.14%
ESSEX, NJ	\$95,911	0.03%	98.18%
DELAWARE, IN	\$95,863	0.03%	98.21%
MONTGOMERY, MD	\$92,925	0.03%	98.24%
SEMINOLE, FL	\$90,994	0.03%	98.28%
KITSAP, WA	\$90,391	0.03%	98.31%
RICHLAND, SC	\$88,383	0.03%	98.34%
HARNETT, NC	\$85,762	0.03%	98.37%
MONTGOMERY, TX	\$84,000	0.03%	98.40%
CLEVELAND, NC	\$81,640	0.03%	98.43%
PENDER, NC	\$81,285	0.03%	98.46%
MONMOUTH, NJ	\$80,367	0.03%	98.49%
POPE, AR	\$78,622	0.03%	98.51%
OCEAN, NJ	\$77,897	0.03%	98.54%
MONROE, NY	\$77,653	0.03%	98.57%
DAKOTA, MN	\$74,791	0.03%	98.60%
LAMAR, MS	\$73,500	0.03%	98.62%
LUCAS, OH	\$71,987	0.03%	98.65%
EDGECOMBE, NC	\$71,344	0.03%	98.67%
CHARLES, MD	\$70,224	0.03%	98.70%
BAMBERG, SC	\$68,675	0.02%	98.72%
JOHNSON, GA	\$66,136	0.02%	98.75%
COLLIN, TX	\$65,429	0.02%	98.77%
MAURY, TN	\$62,690	0.02%	98.79%
MONTGOMERY, OH	\$62,200	0.02%	98.81%
POLK, FL	\$61,928	0.02%	98.84%
MADISON, GA	\$61,110	0.02%	98.86%
MARION, IN	\$60,780	0.02%	98.88%
CADDO, LA	\$59,251	0.02%	98.90%
CHARLESTON, SC	\$58,266	0.02%	98.92%
NORFOLK, MA	\$57,773	0.02%	98.94%
MULTNOMAH, OR	\$57,624	0.02%	98.96%
PRINCE GEORGES, MD	\$56,198	0.02%	98.98%
SAN BERNARDINO, CA	\$55,870	0.02%	99.00%
DELAWARE, PA	\$55,412	0.02%	99.02%
FAIRFIELD, CT	\$54,213	0.02%	99.04%
MOORE, NC	\$51,444	0.02%	99.06%
ERIE, NY	\$50,702	0.02%	99.08%
SAMPSON, NC	\$49,662	0.02%	99.10%
DOUGLAS, GA	\$48,621	0.02%	99.11%
PLATTE, MO	\$45,720	0.02%	99.13%
SHELBY, TN	\$43,339	0.02%	99.15%
JACKSON, MO	\$42,874	0.02%	99.16%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

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**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>County, State<sup>2</sup></b>	<b>Dollars</b>	<b>% of Dollars</b>	<b>Cum%<sup>1</sup></b>
<i>cont'd</i>			
YADKIN, NC	\$41,710	0.01%	99.18%
ARLINGTON, VA	\$41,103	0.01%	99.19%
ORANGE, FL	\$39,929	0.01%	99.20%
OCONEE, SC	\$39,314	0.01%	99.22%
PINELLAS, FL	\$39,281	0.01%	99.23%
WILL, IL	\$38,460	0.01%	99.25%
OCONEE, GA	\$36,472	0.01%	99.26%
LITCHFIELD, CT	\$36,000	0.01%	99.27%
UNION, OH	\$35,057	0.01%	99.28%
SNOHOMISH, WA	\$34,782	0.01%	99.30%
KENT, RI	\$34,000	0.01%	99.31%
ORANGE, TX	\$33,634	0.01%	99.32%
CONTRA COSTA, CA	\$33,065	0.01%	99.33%
TULSA, OK	\$33,022	0.01%	99.34%
KNOX, TN	\$32,179	0.01%	99.36%
MANASSAS CITY, VA	\$32,074	0.01%	99.37%
POLK, IA	\$31,819	0.01%	99.38%
LENOIR, NC	\$31,689	0.01%	99.39%
RICHMOND, VA	\$30,943	0.01%	99.40%
CABARRUS, NC	\$30,285	0.01%	99.41%
JEFFERSON, CO	\$29,487	0.01%	99.42%
EL PASO, TX	\$28,995	0.01%	99.43%
DODGE, MN	\$28,354	0.01%	99.44%
FRANKLIN, VT	\$28,096	0.01%	99.45%
HENRY, VA	\$27,555	0.01%	99.46%
RICHMOND, NC	\$27,320	0.01%	99.47%
DARE, NC	\$26,440	0.01%	99.48%
CRAVEN, NC	\$26,204	0.01%	99.49%
ALLEN, IN	\$25,790	0.01%	99.50%
FAYETTE, KY	\$25,088	0.01%	99.51%
HENDERSON, NC	\$24,165	0.01%	99.52%
DUVAL, FL	\$23,170	0.01%	99.53%
WILKES, NC	\$23,075	0.01%	99.53%
WAYNE, IN	\$22,990	0.01%	99.54%
AIKEN, SC	\$22,654	0.01%	99.55%
BROWARD, FL	\$22,217	0.01%	99.56%
WHITE, AR	\$22,170	0.01%	99.57%
TAYLOR, FL	\$20,300	0.01%	99.57%
OKLAHOMA, OK	\$19,929	0.01%	99.58%
MCHENRY, IL	\$19,485	0.01%	99.59%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

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**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
<i>cont'd</i>			
MIDDLESEX, NJ	\$18,887	0.01%	99.59%
HERNANDO, FL	\$18,547	0.01%	99.60%
CHESTERFIELD, SC	\$18,100	0.01%	99.61%
UTAH, UT	\$17,925	0.01%	99.61%
KANE, IL	\$17,618	0.01%	99.62%
WARREN, NY	\$17,550	0.01%	99.63%
PITT, NC	\$17,530	0.01%	99.63%
TRAVIS, TX	\$17,277	0.01%	99.64%
MONROE, PA	\$17,126	0.01%	99.64%
ROCKINGHAM, NH	\$17,022	0.01%	99.65%
HALL, GA	\$16,302	0.01%	99.66%
LINCOLN, NC	\$15,939	0.01%	99.66%
OZAUKEE, WI	\$15,760	0.01%	99.67%
STANLY, NC	\$15,133	0.01%	99.67%
BREVARD, FL	\$14,954	0.01%	99.68%
CULLMAN, AL	\$14,572	0.01%	99.68%
MIAMI, OH	\$14,487	0.01%	99.69%
CLARE, MI	\$14,461	0.01%	99.69%
PICKAWAY, OH	\$14,050	0.01%	99.70%
ROANE, TN	\$14,000	0.00%	99.70%
TULARE, CA	\$13,825	0.00%	99.71%
BEXAR, TX	\$13,410	0.00%	99.71%
CHEMUNG, NY	\$13,216	0.00%	99.72%
KENT, MI	\$13,162	0.00%	99.72%
BULLITT, KY	\$13,160	0.00%	99.73%
OAKLAND, MI	\$12,844	0.00%	99.73%
GLOUCESTER, NJ	\$12,785	0.00%	99.74%
COLUMBUS, NC	\$12,513	0.00%	99.74%
SANTA BARBARA, CA	\$11,666	0.00%	99.75%
VILAS, WI	\$11,515	0.00%	99.75%
SUFFOLK, NY	\$11,436	0.00%	99.75%
CALUMET, WI	\$11,420	0.00%	99.76%
WELLS, IN	\$11,416	0.00%	99.76%
CLAYTON, GA	\$11,393	0.00%	99.77%
YORK, PA	\$11,315	0.00%	99.77%
BURKE, NC	\$11,088	0.00%	99.77%
FRANKLIN, MA	\$10,904	0.00%	99.78%
DENVER, CO	\$10,877	0.00%	99.78%
LATAH, ID	\$10,500	0.00%	99.79%
BARRY, MO	\$10,200	0.00%	99.79%
LAUDERDALE, MS	\$10,000	0.00%	99.79%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>County, State<sup>2</sup></b>	<b>Dollars</b>	<b>% of Dollars</b>	<b>Cum%<sup>1</sup></b>
<i>cont'd</i>			
MARION, OR	\$9,835	0.00%	99.80%
ALAMEDA, CA	\$9,726	0.00%	99.80%
SUMMIT, OH	\$9,546	0.00%	99.80%
FORT BEND, TX	\$9,511	0.00%	99.81%
MANATEE, FL	\$9,483	0.00%	99.81%
CALDWELL, TX	\$9,412	0.00%	99.81%
OUTAGAMIE, WI	\$9,225	0.00%	99.82%
LORAIN, OH	\$9,100	0.00%	99.82%
DAVIDSON, TN	\$9,065	0.00%	99.82%
RUSSELL, KY	\$8,969	0.00%	99.83%
HARTFORD, CT	\$8,892	0.00%	99.83%
QUEEN ANNES, MD	\$8,586	0.00%	99.83%
BENTON, AR	\$8,525	0.00%	99.83%
ALBANY, NY	\$8,285	0.00%	99.84%
CAMDEN, NJ	\$8,149	0.00%	99.84%
CHATHAM, GA	\$8,130	0.00%	99.84%
ARAPAHOE, CO	\$8,119	0.00%	99.85%
JACKSON, OR	\$8,092	0.00%	99.85%
CRAWFORD, KS	\$8,050	0.00%	99.85%
DELAWARE, NY	\$7,925	0.00%	99.86%
GEAUGA, OH	\$7,866	0.00%	99.86%
WASHTENAW, MI	\$7,510	0.00%	99.86%
PORTSMOUTH CITY, VA	\$7,467	0.00%	99.86%
BERKS, PA	\$7,391	0.00%	99.87%
WASHINGTON, OR	\$7,284	0.00%	99.87%
WAYNE, NC	\$7,200	0.00%	99.87%
BUNCOMBE, NC	\$7,093	0.00%	99.87%
BEAUFORT, SC	\$7,018	0.00%	99.88%
DISTRICT OF COLUMBIA, DC	\$6,932	0.00%	99.88%
MIDDLESEX, MA	\$6,914	0.00%	99.88%
TARRANT, TX	\$6,558	0.00%	99.88%
FRESNO, CA	\$6,480	0.00%	99.89%
DALLAS, IA	\$6,450	0.00%	99.89%
WINDHAM, CT	\$6,225	0.00%	99.89%
JOHNSON, IA	\$6,218	0.00%	99.89%
MADISON, OH	\$6,071	0.00%	99.89%
BLAIR, PA	\$5,944	0.00%	99.90%
EAST BATON ROUGE, LA	\$5,892	0.00%	99.90%
BERNALILLO, NM	\$5,829	0.00%	99.90%
RUTHERFORD, NC	\$5,673	0.00%	99.90%
EAU CLAIRE, WI	\$5,576	0.00%	99.90%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

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**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
<i>cont'd</i>			
HOUSTON, GA	\$5,570	0.00%	99.91%
GRAYSON, TX	\$5,493	0.00%	99.91%
WESTCHESTER, NY	\$5,391	0.00%	99.91%
CALDWELL, NC	\$5,250	0.00%	99.91%
LEBANON, PA	\$5,127	0.00%	99.91%
WAUKESHA, WI	\$5,111	0.00%	99.92%
BEDFORD, VA	\$5,011	0.00%	99.92%
HERKIMER, NY	\$4,995	0.00%	99.92%
HAMILTON, IN	\$4,880	0.00%	99.92%
COWETA, GA	\$4,872	0.00%	99.92%
BARROW, GA	\$4,635	0.00%	99.92%
JASPER, IA	\$4,568	0.00%	99.93%
CENTRE, PA	\$4,535	0.00%	99.93%
BROOME, NY	\$4,480	0.00%	99.93%
ULSTER, NY	\$4,467	0.00%	99.93%
ORANGEBURG, SC	\$4,414	0.00%	99.93%
HILLSBOROUGH, NH	\$4,413	0.00%	99.93%
TOMPKINS, NY	\$4,389	0.00%	99.94%
FORSYTH, GA	\$4,296	0.00%	99.94%
WASHINGTON, MN	\$4,279	0.00%	99.94%
STRAFFORD, NH	\$4,236	0.00%	99.94%
NEWPORT NEWS CITY, VA	\$4,032	0.00%	99.94%
JEFFERSON, PA	\$3,850	0.00%	99.94%
PAYNE, OK	\$3,799	0.00%	99.94%
WATAUGA, NC	\$3,768	0.00%	99.95%
ROBESON, NC	\$3,767	0.00%	99.95%
TOM GREEN, TX	\$3,743	0.00%	99.95%
BOTETOURT, VA	\$3,660	0.00%	99.95%
LANCASTER, NE	\$3,500	0.00%	99.95%
YORK, SC	\$3,477	0.00%	99.95%
MADISON, IL	\$3,420	0.00%	99.95%
DAUPHIN, PA	\$3,416	0.00%	99.96%
SACRAMENTO, CA	\$3,304	0.00%	99.96%
KOSCIUSKO, IN	\$3,302	0.00%	99.96%
KING AND QUEEN, VA	\$3,300	0.00%	99.96%
LEHIGH, PA	\$3,250	0.00%	99.96%
PIERCE, WA	\$3,012	0.00%	99.96%
ANDROSCOGGIN, ME	\$2,974	0.00%	99.96%
HURON, OH	\$2,919	0.00%	99.96%
RICHMOND, GA	\$2,798	0.00%	99.96%
HAYWOOD, NC	\$2,797	0.00%	99.96%
WAYNE, OH	\$2,753	0.00%	99.97%
WASHOE, NV	\$2,684	0.00%	99.97%
MARTIN, NC	\$2,649	0.00%	99.97%
ADDISON, VT	\$2,517	0.00%	99.97%
LYNCHBURG CITY, VA	\$2,504	0.00%	99.97%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

<b>County, State<sup>2</sup></b>	<b>Dollars</b>	<b>% of Dollars</b>	<b>Cum%<sup>1</sup></b>
<i>cont'd</i>			
CHEYENNE, NE	\$2,464	0.00%	99.97%
MACON, IL	\$2,450	0.00%	99.97%
BUCHANAN, MO	\$2,438	0.00%	99.97%
LINN, IA	\$2,432	0.00%	99.97%
BUCKS, PA	\$2,278	0.00%	99.97%
GREENE, MO	\$2,234	0.00%	99.97%
ORLEANS, LA	\$2,193	0.00%	99.98%
FREDERICKSBURG CITY, VA	\$2,152	0.00%	99.98%
HARRISON, TX	\$2,100	0.00%	99.98%
GREENE, IA	\$2,062	0.00%	99.98%
BARTOW, GA	\$2,000	0.00%	99.98%
NASH, NC	\$1,904	0.00%	99.98%
BRUNSWICK, NC	\$1,896	0.00%	99.98%
SAINT MARTIN, LA	\$1,882	0.00%	99.98%
BOULDER, CO	\$1,778	0.00%	99.98%
COCHISE, AZ	\$1,725	0.00%	99.98%
ALLEN, OH	\$1,717	0.00%	99.98%
POWESHIEK, IA	\$1,673	0.00%	99.98%
GREENE, OH	\$1,596	0.00%	99.98%
JEFFERSON, WI	\$1,588	0.00%	99.98%
CUMBERLAND, NJ	\$1,575	0.00%	99.98%
INGHAM, MI	\$1,550	0.00%	99.99%
CURRY, OR	\$1,546	0.00%	99.99%
QUEENS, NY	\$1,545	0.00%	99.99%
LANCASTER, PA	\$1,530	0.00%	99.99%
MORRIS, NJ	\$1,500	0.00%	99.99%
SKAGIT, WA	\$1,484	0.00%	99.99%
WINNEBAGO, WI	\$1,458	0.00%	99.99%
HORRY, SC	\$1,449	0.00%	99.99%
BROWN, WI	\$1,405	0.00%	99.99%
PATRICK, VA	\$1,361	0.00%	99.99%
PLACER, CA	\$1,346	0.00%	99.99%
LENAWEE, MI	\$1,330	0.00%	99.99%
NEW LONDON, CT	\$1,327	0.00%	99.99%
HUNTINGDON, PA	\$1,286	0.00%	99.99%
FRANKLIN, VA	\$1,283	0.00%	99.99%
HARRISONBURG CITY, VA	\$1,178	0.00%	99.99%

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

**EXHIBIT L – 4 (Continued)  
CITY OF GREENSBORO  
PROCUREMENT  
MARKET AREA ANALYSIS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State <sup>2</sup>	Dollars	% of Dollars	Cum% <sup>1</sup>
<i>cont'd</i>			
MIDDLESEX, CT	\$1,124	0.00%	99.99%
DUBUQUE, IA	\$1,123	0.00%	99.99%
VIRGINIA BEACH CITY, VA	\$1,094	0.00%	99.99%
TAZEWELL, IL	\$1,048	0.00%	99.99%
NEW HAVEN, CT	\$987	0.00%	99.99%
CHEROKEE, IA	\$937	0.00%	99.99%
PITTSYLVANIA, VA	\$925	0.00%	100.00%
BLADEN, NC	\$909	0.00%	100.00%
SAN MATEO, CA	\$884	0.00%	100.00%
NICOLLET, MN	\$879	0.00%	100.00%
CLARK, WA	\$865	0.00%	100.00%
BREMER, IA	\$816	0.00%	100.00%
TALBOT, MD	\$800	0.00%	100.00%
GALLATIN, MT	\$786	0.00%	100.00%
SARASOTA, FL	\$763	0.00%	100.00%
ANNE ARUNDEL, MD	\$750	0.00%	100.00%
RUTHERFORD, TN	\$720	0.00%	100.00%
ALACHUA, FL	\$710	0.00%	100.00%
PRINCE WILLIAM, VA	\$700	0.00%	100.00%
WORCESTER, MA	\$657	0.00%	100.00%
ROCK, WI	\$577	0.00%	100.00%
MARION, FL	\$512	0.00%	100.00%
EL PASO, CO	\$467	0.00%	100.00%
DUTCHESS, NY	\$422	0.00%	100.00%
LEON, FL	\$325	0.00%	100.00%
GENESEE, MI	\$300	0.00%	100.00%
CAYUGA, NY	\$156	0.00%	100.00%
LAURENS, SC	\$132	0.00%	100.00%
SULLIVAN, TN	\$95	0.00%	100.00%
SANTA FE, NM	\$76	0.00%	100.00%
SARATOGA, NY	\$39	0.00%	100.00%
MITCHELL, NC	\$37	0.00%	100.00%
<b>Total - Overall Market Area</b>	<b>\$280,744,716</b>	<b>100.00%</b>	

Source: MGT developed procurement database based on City of Greensboro's procurement expenditures data awarded between July 1, 2005 and June 30, 2010.

<sup>1</sup> Cumulative total of percent of dollars in market area.

<sup>2</sup> Counties above the line are included in the relevant market area based on 75 percent of the spending; however, for the purposes of the study the relevant market area will consist of those counties located in the Consolidated Statistical Area (CSA).

***Appendix M:  
Selected Policies of other M/W/DBE  
Programs***

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## **APPENDIX M: SELECTED POLICIES OF OTHER M/W/DBE PROGRAMS**

This chapter provides an overview of the program design and practices of federal, state and local government minority, women, and disadvantaged business enterprise (M/W/DBE) programs. The chapter covers M/W/DBE program design, small business size standards, and policies and practices that agencies used to stimulate M/W/DBE utilization.

Most state and local government agencies have some policy promoting local small business development. Such assistance may include direct subsidies to businesses, funds for management and technical assistance to small and new entrepreneurs, mentor-protégé programs, and bonding assistance, as well as collaboration with and support for organizations that provide management and technical assistance to businesses.

A substantial number of these agencies also have procurement preference programs for small business. Some S/MWBE programs are nominal and some seem to have substantial resources devoted to S/MWBE program design and implementation. In general, the demand by some courts and some legislation for race-neutral business development policies has increased the resources devoted to race-neutral S/MWBE programs.

This chapter provides a menu of policies. Some policies that have worked in some localities have not been effective in others. Some policies have been discontinued for budget reasons. In many instances, it is difficult to determine whether a particular policy is directly responsible for the success of a program.

The structure of the chapter is:

- Small Business Aspirational Goals
- Small Business Prime Contracting Programs
- Small Business Program for Subcontracts
- S/MWBE Inclusion in Financial and Professional Services
- Economic Development Programs
- HUBZones
- MWBE Project Goal Setting
- Combined Race-Neutral and Race-Conscious Programs
- Disadvantaged Business Enterprise (DBE) Programs
- Two Tier Certification Management and Technical Assistance Programs
- Management and Technical Assistance
- Mentor-Protégé Programs
- Financial Assistance
- Bonding
- Insurance
- Outreach
- S/MWBE Web Site
- Evaluation of Race-Neutral Alternatives

- Performance Measures
- MWBE Program Data Management

### **M.1 Small Business Aspirational Goals**

Commitment from the top leadership is a core element of most summaries of policies in other S/MWBE programs.<sup>1</sup> One starting point for such commitment is setting overall aspirational goals separate from project goals. Some agencies use fairly straightforward methods to calculate aspirational goals and other agencies use more involved methodologies.

**Federal Government.** The federal government has a 23 percent small business goal. The federal government achieved approximately 22 percent small business utilization in FY 2009. Some other small business aspirational goals include:

- New Jersey—25 percent goal (up from 15 percent)
- Connecticut—25 percent SBE goal
- California—25 percent SBE goal

### **M.2 Small Business Prime Contracting Programs**

#### **M.2.1 Bidder Rotation**

Some political jurisdictions use bidder rotation schemes to limit habit purchases from majority firms and to ensure that S/MWBES have an opportunity to bid along with majority firms. A number of agencies, including the City of Indianapolis, Indiana; Fairfax County, Virginia; the Port Authority of New York and New Jersey; and Miami-Dade County, Florida, use bid rotation to encourage S/MWBE utilization, particularly in architecture and engineering. Some examples of bidder rotation from these agencies include:

**Miami-Dade County, Florida.** Miami-Dade County uses small purchase orders for the Community Business Enterprise program and rotates on that basis. In addition, Miami-Dade County utilizes an Equitable Distribution Program, whereby a pool of qualified architecture and engineering professionals are rotated awards of county miscellaneous architecture and engineering services as prime contractors and subcontractors.

**DeKalb County, Georgia.** DeKalb County has used a form of bidder rotation called a bidder box system to promote S/MWBE utilization. This system selects a group of bidders from the list of county registered vendors to participate in open market procurements. Under the bidder rotation system, the buyer identifies the commodity or service by entering an item box number. Using this item box, the computer selects five to six firms. The lowest responsible bidder is awarded the contract. S/MWBES were

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<sup>1</sup> See, e.g., National Women's Business Council, *1999 NWBC Best Practices Guide: Contracting with Women* (July 1999); R. Auskalnis, C. Ketchum and C. Carter, *Purchasing From Minority Business Enterprise: Best Practices*, Center For Strategic Supply Research 1995).

afforded an increased number of bid opportunities than would ordinarily be the case with a sequential selection process.

### **M.2.2 Small Business Set-Asides**

**North Carolina Department of Transportation (NCDOT).** In the NCDOT program, small contractors are defined as firms with less than \$1.5 million in revenue. There is a small contractor goal of \$2 million for each of the 14 NCDOT divisions. The current cap on project size for small contractors is \$500,000. For contracts less than \$500,000, NCDOT can solicit three informal bids from small business enterprises.<sup>2</sup> North Carolina law permits the waiving of bonds and licensing requirements for these small contracts let to SBEs.<sup>3</sup> From FY 2004-08, MWBEs won \$29.4 million (20.3 percent) in prime contracts under the North Carolina program.<sup>4</sup>

Other small business set-asides include:

- The City of Denver Defined Selection Pool program puts contracts up to \$1 million in a selection pool that can only be bid on by certified SBEs. This program applies to construction and professional service contracts. A SBE is defined as a firm that has revenue less than or equal to 50 percent of the SBA small business standard and the owner has a personal net worth of less than \$1.3 million. In the most recent annual report MWBEs won 73.7 percent of selection pool contracts.<sup>5</sup>
- Under its Small Business Set Aside Program, the State of Illinois sets aside all procurements under \$50,000 to small business. All state procurements are considered for the set-aside program. Illinois awarded \$81 million through the set-aside program in FY 2008, 17 percent of which went to firms owned by women and minorities.<sup>6</sup>
- The City of Tampa, Florida, SBE program is a set-aside program for firms with less than 25 employees and less than \$2 million in revenue.<sup>7</sup>
- The City of San Diego, California, set aside all construction contracts up to \$250,000.
- Sacramento Municipal Utility District (SMUD) set aside contracts up to \$50,000.
- Hillsborough County, Florida, set aside construction contracts up to \$200,000.

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<sup>2</sup> NCGS § 136-28.10(a).

<sup>3</sup> NCGS § 136-28.10(b).

<sup>4</sup> Equant, *Measuring Business Opportunity—A Disparity Study of NCDOT's State and Federal Programs*, 2009, at 138.

<sup>5</sup> City of Denver, Office of Economic Development, Division of Small Business Opportunities, *2010 Annual Report*, at 3. <http://www.denvergov.org/Portals/690/documents/DSBO/DSBO%20Annual%20Report-FINAL-2010.pdf>.

<sup>6</sup> State of Illinois Small Business Set-Aside Program—Fiscal Year 2008 Report.

<sup>7</sup> Small Business Enterprise (SBE) Program Executive Order No. 2002-48 (December 18, 2002).

### **M.2.3 SBE Bid Preferences**

A number of agencies have bid preferences for SBEs (Dade County, Florida; Port Authority of New York and New Jersey SBE Program; Sacramento Municipal Utility District (SMUD); City of Sacramento; City of Oakland; East Bay Municipal Utility District). SBE bid preferences operate along similar lines as MWBE bid preferences. A typical example is a bid preference of 5 percent on contracts under \$100,000 (Sacramento, SMUD, and Los Angeles County).

**Colorado Department of Transportation.** Prime consultants receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant.

**Port of Portland Bid Preferences for Small Business.** The Port of Portland found that a bid preference of 5 percent had no impact on contract outcomes, but a bid preference of 10 percent did impact contract outcomes.

### **M.2.4 Race-Neutral Joint Ventures**

**Atlanta, Georgia.** The City of Atlanta requires establishment of joint ventures on large projects of over \$10 million.<sup>8</sup> Primes are required to create a joint venture with a firm from a different ethnic/gender group in order to ensure prime contracting opportunities for all businesses. This rule applies to women- and minority-owned firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to women- and minority-owned firms.

**Washington Suburban Sanitation Commission (WSSC).** The WSSC Competitive Business Demonstration Project requires joint ventures between a local SBE and an established firm in procurement areas that do not generate enough SBE bids.

### **M.2.5 Construction Management, Request for Proposals, and Design-Build**

One method of debundling in construction is through the use of multi-prime construction contracts in which a construction project is divided into several prime contracts that are then managed by a construction manager at risk. For example, this approach has been used on projects where each prime contractor is responsible for installation and repair in particular areas. The construction manager is responsible for obtaining materials at volume discounts based upon total agency purchases. If one contractor defaults, a change order is issued to another prime contractor working in an adjacent area. The construction manager at risk is responsible for cost overruns that result from prime contractor default.

Construction management also facilitates the rotation of contracts within an area of work. For example, if several subcontractors have the capacity of bidding on an extended work activity (e.g., concrete flat work, traffic control, hauling), the construction manager can rotate contracting opportunities over the duration of the activity.

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<sup>8</sup> City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

Using a request for proposal process can provide the flexibility for including MWBE participation in prime contractor requirements and selection. One of the nonfinancial criteria can be the proposer's approach and past history with MWBE subcontractor utilization as well as women and minority workforce participation.

A number of agencies around the country, the Charlotte-Mecklenburg School System, the Tri-County Metropolitan Transportation District of Oregon, and the City of Columbia, have had some success with this approach.<sup>9</sup>

The Colorado DOT has required DBE and Emerging Small Business (ESB) performance plans for bidders on design-build projects. Colorado DOT achieved \$187 million in DBE utilization on the \$1.2 billion T-REX project using this approach.<sup>10</sup>

### **M.2.6 State Contracts**

The use of state contracts can impede S/MWBE utilization, even when S/MWBEs are the low bidder. Purchase off of state contracts is particularly an issue with car purchases, a procurement where there can be a significant number of S/MWBE vendors. Fulton County, Georgia, addressed this problem by removing car purchases from the category of purchases from state contracts.

### **M.2.7 Contract Sizing**

The United States' Office of Management and Budget (OMB) Contract Bundling Report advocates limiting the use of contract bundling to those instances where there are considerable and measurable benefits such as decreased time in acquisition, at least 10 percent in cost savings, or improved contract terms and conditions.<sup>11</sup>

### **M.2.8 Purchasing Cards**

A number of agencies promote the utilization of MWBEs on purchasing cards. The Commonwealth of Virginia and the City of Hampton, Virginia, for example, require the purchasing card vendor to report on MWBE utilization by agency staff. A number of universities, including the University of Wisconsin at Madison target MWBE vendors for purchasing card transactions for travel.

### **M.2.9 Other SBE Prime Contractors Assistance**

**North Carolina Department of Transportation (NCDOT) Fully Operated Rental Agreements.** Under these arrangements, a firm may bid an hourly rate for using certain equipment and the necessary staff. In these field-let contracts, engineers select the firm with the appropriate equipment and the lowest bid rate. If that firm is not available, the engineers select the next lowest hourly rate. This rental agreement technique is used primarily to supplement NCDOT equipment in the event of NCDOT equipment failure or

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<sup>9</sup> Federal Transit Administration, *Lessons Learned #45* (May 2002).  
[www.fta.dot.gov/library/program/ll/man/ll45.html](http://www.fta.dot.gov/library/program/ll/man/ll45.html).

<sup>10</sup> D. Wilson, *Colorado Department of Transportation Statewide Transportation Disparity Study*, 2009, at 3-20.

<sup>11</sup> Office of Management and Budget, "Contract Bundling—A Strategy for Increasing Federal Contracting Opportunities for Small Business" (October 2002).

peak demand for NCDOT services. The rental agreement technique is attractive to small contractors because the typical small firm has much better knowledge of its own hourly costs than it does of the costs to complete an entire project.

**Los Angeles Unified School District, California.** With 763 SBE certified firms, the Los Angeles School District achieved 39 percent SBE utilization (\$321 million) and 19 percent MBE utilization in FY 2003-04.<sup>12</sup>

**Florida Department of Transportation (Florida DOT) Business Development Initiative.** The Florida DOT has just undertaken a stepped-up small business initiative with the following principle components:

- Reserving certain construction, maintenance, and professional services contracts for small businesses.
- Providing bid preference points to small businesses, and to firms offering subcontracts to small businesses on professional services contracts.
- Waiving performance and bid bond requirements for contracts under \$250,000.
- Using a modified pre-qualification process for certain construction and maintenance projects.

### **M.3 Small Business Program for Subcontracts**

#### **M.3.1 Small Business Project Goals**

**Charlotte.** The City of Charlotte has a comprehensive SBE program including SBE set asides and business assistance.<sup>13</sup> In addition, the City of Charlotte sets department goals for SBE utilization, sets SBE goals on formal and informal contracts and makes SBE utilization part of department performance review utilization numbers. The City has a waiver provisions for bidders, but has rejected bids for bidder noncompliance with the SBE program. Charlotte achieved 28.9 percent MWBE subcontractor utilization in construction and 33.1 percent MWBE subcontractor utilization in A&E through small business subcontracting goals.<sup>14</sup>

Other SBE goal programs include:

- Oakland – 50 percent local SBE goal
- San Antonio 50 percent SBE goal
- Sacramento County–25 percent SBE goal

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<sup>12</sup> Los Angeles Unified School District, Facilities Services Division, *Small Business Program, Fourth Quarter and Fiscal Year-End Report: 2003-2004*.

<sup>13</sup> A description of the Charlotte SBE program can be found at [www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm](http://www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm).

<sup>14</sup> MGT, *The City of Charlotte Update Disparity Study*, 2011, Exhibit 7-1.

**M.3.2 Mandatory Subcontracting**

As part of their SBE subcontracting program some agencies impose mandatory subcontracting clauses which would promote SBE utilization and be consistent with industry practice

**City of Columbia.** The City of Columbia Subcontractor Outreach Program established in 2003 applies to City contracts of \$200,000 or more. A prime must subcontract a minimum percentage of its bid. The minimums are set out in **Exhibit M-1** below:

**EXHIBIT M-1  
MINIMUM SUBCONTRACTING REQUIREMENTS FOR  
COLUMBIA SUBCONTRACTOR OUTREACH PROGRAM**

Projects	Minimum subcontracting
Parks	20%
Pipelines (water & sewer)	20%
Pump Stations	20%
Street Improvements	20%
Traffic Signals/Street Lighting	20%
Buildings Project by Project	Not to exceed 49%
Miscellaneous projects	20%

Source: City of Columbia, Subcontracting Outreach Program (March 2003)

Bidders must make affirmative efforts in outreach to Disadvantaged Business Enterprises (DBEs), Disabled Veteran Business Enterprises (DVBEs) and Other Business Enterprises (OBEs) (defined as a business that does not qualify as either a DBE or a DVBE). A bidder will be deemed non-responsive for failure to meet the subcontractor goal, failure to document their outreach efforts, or failure to meet 80 out of 100 points for good faith efforts. Points are granted on a pass/fail basis, i.e., either zero or full points.

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

**Contra Costa.** The Contra Costa County (California) Outreach Program sets mandatory subcontracting minimums on a contract by contract basis.<sup>15</sup> The Contra Costa Outreach Program requires that women and minority owned firms be considered by contractors as possible sources of supply and subcontracting opportunities.

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<sup>15</sup> Contra Costa County, Outreach Program, Ordinance Section 3-2 et seq.

**M.3.3 Payments for Using Subcontractors.**

**Colorado Department of Transportation (Colorado DOT).** The Colorado DOT Emerging Small Business (ESB) Program<sup>16</sup> provides the following incentives for primes to use S/MWBEs:

- Payments of up to \$5,000 to a prime contractor who hires an S/MWBE subcontractor that has never held a contract or subcontract on a Colorado DOT project.
- Payment of up to \$7,500 to a prime contractor or consultant who trains one or more S/MWBEs as a subcontractor on a Colorado DOT project.

**M.3.4 Subcontractor Disclosure and Substitution**

**State of Oregon.** Under Oregon law, bidders are required to disclose first-tier subcontractors that will be furnishing labor for the project and have a contract value greater than or equal to 5 percent of the bid or \$15,000 (whichever is greater), or \$350,000 regardless of the percentage of the total project.<sup>17</sup> First-tier subcontractor disclosure does not apply to contracts below \$100,000, or contracts exempt from competitive bidding requirements.<sup>18</sup> Bidders are not required to disclose the race or gender of the first-tier subcontractors.

Bidders are allowed to substitute subcontractors.<sup>19</sup> The subcontractor substitution statute provides standards sufficient for cause regarding subcontractor substitution, including subcontractor bankruptcy, poor performance, inability to meet bonding requirement, licensing deficiencies, ineligibility to work based upon applicable statutes, and for “good cause” as defined by the Construction Contractors Board.<sup>20</sup> The statute provides a process by which subcontractors can issue complaints about substitutions. Violation of subcontractor substitution rules may result in civil penalties.<sup>21</sup>

**M.4 S/MWBE Inclusion in Financial and Professional Services**

**Brokerage and Investment Management Services** – The State of Maryland in its new Use of Minority Enterprises law require several publicly funded entities—the State Treasurer, the Maryland Automobile Insurance Fund (MAIF), the Injured Workers’ Insurance Fund (IWFI), and the State Retirement and Pensions System (SRPS)—to utilize MWBES for investment management and brokerage services for a percentage of their \$40 billion in assets.

**Port Authority of New York and New Jersey.** The Port Authority has encouraged the use of S/MWBEs in finance through its financial advisory call-in program which targets small firms to serve as a pool of advisors for the Port Authority Chief Financial Officer.

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<sup>16</sup> The Colorado ESB program was established by statute, Colorado Rev Stat Sec 43-1-106.

<sup>17</sup> ORS § 279C.370(1)(a)(A),(B).

<sup>18</sup> ORS § 279C.370(1)(c),(d).

<sup>19</sup> ORS § 279C.370(5), ORS § 279C.585.

<sup>20</sup> ORS § 279C.585.

<sup>21</sup> ORS § 279C.590.

The financial advisors address debt issuance, financial advisory services, real estate transactions, and green initiatives. There are three to four firms in each of these categories in the financial advisory call-in program.

The Port Authority of New York and New Jersey's Specialty Insurance Program sets aside five sets of insurance policies to small brokers, and the Port's Financial Advisors Call In program pre-qualifies small firms for task orders in financial advisory services, real estate transactions, debt issuance, and green initiatives.

**State of New York Task Force.** Some of the proposals for MWBE inclusion in financial and professional services from the State of New York Task Force include:

- Remove barriers to entry from the RFP process that state authorities use to initiate a competitive procurement for financial services;
- Encourage joint ventures and partnering relationships between MWBE financial services firms and majority financial services firms;
- Include a Diversity Questionnaire in every RFP process to better ascertain the diversity policies and practices of financial services firms competing for public authority contracts;
- Increase access to state contracting opportunities by shortening the RFP cycle which can run as long as five years, to a shorter cycle;
- Unbundle services to create opportunities for qualified smaller firms to compete for discrete blocks of a larger project;
- Conduct regular performance evaluations of financial services firms by authorities;
- Track fees paid to financial services firms by each state public authority to assess whether work is being equitably allocated; and,
- Enlist the services of professional organizations that serve women and/or minority financial services professionals to provide notice of RFP opportunities with state authorities."<sup>22</sup>

Following the issuance of the Task Force report M.R. Beal, a minority-owned investment firm, became senior manager on Dormitory Authority of the State of New York's \$1.3 billion Personal Income Tax (PIT) bond issuance.<sup>23</sup> Overall MWBE underwriters increased their participation in the State of New York debt issuance from 4 percent to twenty percent from 2007 to 2009.

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<sup>22</sup> See Gov. Paterson MWBE Task Force Adopts Guidelines to Boost Opportunity for Minority and Women-owned Financial Services Firms. [www.dasny.org/dasny/news/2009/11232009.php](http://www.dasny.org/dasny/news/2009/11232009.php). See also Executive Order No. 10 Task Force. [www.dasny.org/finance/mwbe\\_taskforce/E\\_O\\_10\\_report/index.php](http://www.dasny.org/finance/mwbe_taskforce/E_O_10_report/index.php).

<sup>23</sup> DASNY Makes Largest Assignment to MWBE Firm In State History. <http://www.dasny.org/dasny/news/2010/06012010.php>

### **M.5 Economic Development Projects**

A number of cities (including Atlanta, Georgia; Jersey City, New Jersey; and Saint Paul, Minnesota) have encouraged private sector MWBE utilization by one of two methods: (1) asking prospective bidders to report their private sector MWBE utilization, and (2) setting aspirational goals for private sector projects with significant city tax incentives, such as tax allocation districts and community improvement districts. The City of Oakland, California, Local Small Business Enterprise Program also provides bid preferences to SBEs on tax-assisted projects. Saint Paul and Jersey City have separate offices negotiating, tracking, and managing MWBE participation on development projects.

**Bexar County Tax Phase-In Agreements.** S/MWBE participation was added to the county tax incentive policy in 2004. The county currently considers tax abatements of up to 40 percent on qualified real property improvements and new personal property investment.<sup>24</sup> Property taxes are 80 percent of county revenue. The county considers an increased property tax abatement of up to 80 percent based on other project criteria. This criteria includes hiring 25 percent of positions created with county residents, hiring 25 percent economically disadvantaged or dislocated individuals, practicing sound environmental practices, and dividing work to the extent practical to assist S/MWBEs in obtaining contracts. Applicants are encouraged to award 20 percent of projects to MWBEs and 30 percent to certified small businesses.<sup>25</sup> Currently, there are no similar S/MWBE policies for Tax Increment Financing (TIF).<sup>26</sup>

In the Tax Phase-In Agreement for Lowe's Home Centers, Lowe's agreed to:

- Use good faith efforts to include certified MWBEs.
- Work in good faith to set construction and operational services goals for MWBEs based on MWBE availability.
- Establish a mutually agreed upon MWBE reporting format.

The agreement acknowledged that although Lowe's still has national contracts it must comply with, and retained the right to choose any vendor, they have agreed to explore subcontracting opportunities.<sup>27</sup>

In the HEB Grocery Tax Phase-In Agreement, HEB Grocery committed to 20 percent MWBE participation and 10 percent SBE participation.<sup>28</sup> This was in addition to agreeing to hire 25 percent from Bexar County and 25 percent from economically disadvantaged or dislocated workers.

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<sup>24</sup> The County Tax Phase-In Policy is currently being revised.

<sup>25</sup> Bexar County Economic Development & Special Programs Office, Tax Phase-In Guidelines for Bexar County and the City of San Antonio, Effective June 15, 2006 through June 14, 2008, adopted February 28, 2006. Not all agreements include S/MWBE objectives. For examples, the Kautex Tax Phase In Agreement did not address S/MWBE policy. See Bexar County, Tax Phase-In Agreement (Kautex), December 20, 2005.

<sup>26</sup> Bexar County, Texas, Tax Increment Financing and Reinvestment Zone (TIF/TIRZ), Guidelines and Criteria, Commissioner's Court Amended and Approved: August 23, 2005.

<sup>27</sup> Bexar County, Tax Phase-In Agreement (Lowe's), June 27, 2006, Exhibit E.

<sup>28</sup> Bexar County, Tax Phase-In Agreement (HEB Grocery), March 11, 2003, Section 5.01(c).

**Bexar County, Texas Public Improvement Districts.** County policies allow for the county to enter into an economic development agreement for Public Improvement Districts (PIDs).<sup>29</sup> PIDs are projected to be used in conjunction with TIFs for housing and infrastructure development.<sup>30</sup> As a condition of the economic development agreement, the firm seeking such an agreement has to meet, at a minimum, certain criteria involving employment, health care benefits, environmental practices, and S/MWBE policy. S/MWBE policy was added to PIDs in 2006.

In the Marriott agreement, which has been labeled a “super PID,” the agreement provided that Marriott would “use reasonable efforts to comply with the S/MWBE policies and procedures attached.”<sup>31</sup> The Marriott agreement noted that the project owner had established 20 percent S/MWBE goals in construction. Marriott retained the right to accept the lowest qualified bid. The agreement also provided for the hotel to develop MWBE goals in operational services, to work with the S/MWBE office in implementing the Marriott supplier diversity program, to use certified firms, and semi-annual S/MWBE reporting. “The sole remedy for noncompliance with this provision shall be the obligation of Marriott to prepare and implement plan that provide for reasonable efforts to achieve the goals set forth.”

## **M.6 HUBZones**

Another variant of an SBE program provides incentives for SBEs located in distressed areas. For example, under the 1997 Small Business Reauthorization Act, the federal government started the federal HUBZone program. A HUBZone firm is a small business that is: (1) owned and controlled by U.S. citizens; (2) has at least 35 percent of its employees who reside in a HUBZone; and (3) has its principal place of business located in a HUBZone.<sup>32</sup> HUBZone programs can serve as a vehicle for encouraging MWBE contract utilization. Nationally, there are 5,357 female and minority HUBZone firms, representing 56.2 percent of total HUBZone firms.<sup>33</sup>

**New York.** The City of New York has a HUBZone type program providing subcontracting preferences to small construction firms (with less than \$2 million in average revenue) that either perform 25 percent of their work in economically distressed areas or for which 25 percent of their employees are economically disadvantaged individuals.<sup>34</sup>

**Miami-Dade.** Miami-Dade has a Community Workforce Program that requires all Capital Construction Projects contractors to hire 10 percent of their workforce from Designated Target Areas (which include Empowerment Zones, Community Development block grant

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<sup>29</sup> Such an agreement is allowed for under Chapter 372 of the Texas Local Government Code.

<sup>30</sup> Bexar County, Texas, 2005 – 2009 Consolidated Plan, Executive Summary, at 61.

<sup>31</sup> Senior Priority Economic Development Agreement By and Between Cibolo Canyons Special Improvement District, Marriott International, Inc and Bexar County, Texas, January 12, 2006, Exhibit B.

<sup>32</sup> 13 C.F.R. 126.200 (1999).

<sup>33</sup> Based on the SBA pro-net database located at <http://pro-net.sba.gov/pro-net/search.html>.

<sup>34</sup> New York Administrative Code § 6-108.1. For a description of the New York local business enterprise program see <http://www.nyc.gov/html/sbs/html/lbe.html>.

Eligible Block Groups, Enterprise Zones, and Target Urban Areas) in which the Capital Project is located.<sup>35</sup>

**California.** The State of California provides a 5 percent preference for a business work site located in state enterprise zones and an additional 1 to 4 percent preference (not to exceed \$50,000 on goods and services contracts in excess of \$100,000) for hiring from within the enterprise zone.<sup>36</sup>

**Minnesota.** The State of Minnesota's bid preferences are limited to small businesses operating in high unemployment areas.

**State of Ohio.** Ohio has a venture capital tax credit of 30 percent for investments of up to \$150,000 in MBEs located in economically disadvantaged counties.

It is worth noting that some agencies have implanted HUBZone type program and then terminated them, including New Jersey in the 1980s and Seattle's BOOST program in 2001.

### **M.7 MWBE Project Goal Setting**

**North Carolina DOT.** The NCDOT regulations emphasize that goals should be set on projects "determined appropriate by the Department [of Transportation]."<sup>37</sup> Individual goals are set based on a project's geographic location, characteristics of the project, the percentage of that type of work that is typically performed by MWBEs, the areas in which MWBEs are known to provide services, and the goals set by the North Carolina General Assembly.<sup>38</sup> The NCDOT MWBE regulations specify (although they do not limit to) particular areas for MWBE goals: clearing and grubbing, hauling and trucking, storm drainage, concrete and masonry construction, guardrail, landscaping, erosion control, reinforcing steel, utility construction, and pavement marking.

The NCDOT goal setting process begins with an engineering estimate of the project to determine what items might reasonably be subcontracted out. Next estimates of the percentage of work that could be potentially performed by DBEs and MWBEs are developed.<sup>39</sup> These estimates are confidential and made available only to the Estimator (and staff), the Provisions Engineer in the Proposals and Contracts Section (and staff), and members of the DBE/MWBE Committee at the DBE/MWBE Committee meetings. Next NCDOT looks at whether there are MWBEs available based on the NCDOT DBE/MWBE directory and the location of the project. The NCDOT Directory is a searchable database that classifies firms by location, prime contractor/subcontractor status and six-digit work type.<sup>40</sup> The Goal Setting Committee is assisted in this process by EEO Compliance staff in the Office of Civil Rights. .

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<sup>35</sup> Miami Ordinance 03-237.

<sup>36</sup> Cal Code Sec 4530 *et seq.*

<sup>37</sup> 19A NCAC 02D.1108(a).

<sup>38</sup> 19A NCAC 02D.1108(a).

<sup>39</sup> NCDOT, Division of Highways, Roadway Design and Design Services Unit, *Policy and Procedure Manual*, Chapter 10, at 4.

<sup>40</sup> <http://apps.dot.state.nc.us/constructionunit/directory/>.

Prime contractors then submit documentation of good faith efforts to achieve the individual project goal. A statement of how they will make efforts to achieve the goal satisfies the good faith effort requirements.

The NCDOT Goal Setting Committee (in collaboration with the EEO Compliance staff) seeks to set goals relative to where there is interest, availability and capacity, beyond mere looking at the certification lists. NCDOT relies on the EEO Compliance staff to provide input on whether existing businesses are fully occupied. However, if EEO Compliance says MWBES are not fully occupied, but prime contractors submit evidence that MWBEs are fully occupied (for example, with invoices), then NCDOT accepts those explanations.

As part of goal setting NCDOT regulations provide that:

- A documented excessive subcontractor bid constitutes a basis for not subcontracting with an MWBE.
- A documented record of poor experience constitutes a basis for not subcontracting with an MWBE.<sup>41</sup>

In addition, a review of NCDOT DBE and MWBE goals has been a regular topic at the Associated General Contractors (AGC)-DOT Joint Cooperative Committee meetings.<sup>42</sup>

### **M.8 Combined Race Neutral and Race Conscious Programs**

A number of agencies (Tampa, FL; Hillsborough County, FL; Jacksonville, FL; Port Authority of New York and New Jersey and Connecticut) combine race neutral and race conscious program features.

**Saint Paul.** The City of Saint Paul Vendor Outreach program requires that contractors document their solicitation of bids from SBEs, MBEs and WBEs, in addition to listing subcontracting opportunities, attending pre-bid conferences and seeking assistance from MWBE organizations.<sup>43</sup> St Paul achieved 10.4 percent SBE spending (out of \$113.2 million in total spending). In the SBE program, 62.5 percent of SBE spending went to WBEs, 21.2 percent to nonminority males and 16.3 percent to MBEs.<sup>44</sup>

**Jacksonville.** The City of Jacksonville recently implemented a hybrid program by establishing a declining schedule of race conscious targets.<sup>45</sup> In the first program year Jacksonville proposes to meet 70 percent of its MWBE goal with race conscious means, the second year, 50 percent, and the third year 25 percent. At the end of the three year period the program is to be evaluated.

**Connecticut.** The State of Connecticut reserves 25% of its SBE contracts for MWBEs.

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<sup>41</sup> The last two elements are adopted by the North Carolina DOT. 19A NCAC 02D.1110(7).

<sup>42</sup> AGC-DOT Joint Cooperative Committee Meeting Minutes, February 2001 through August 2003.

<sup>43</sup> City of St. Paul, Vendor Outreach Program, Ordinance 84.08, .09

<sup>44</sup> City of St. Paul, *Vendor Outreach Program Detailed Report*, FY 2004, at 6.

<sup>45</sup> City of Jacksonville, Executive Order No. 04-02.

**Memphis Light, Gas, & Water.** One or a combination of several MWBE/Local Small Businesses (LSBs) may be utilized to meet the MWBE/LSB project goal. Thus, for example, the goal may be met entirely by the utilization of LSBs. Because a bidder can use a LSB to satisfy the entire project goal the MLGW program in a sense is a small business goals program. If the bidder is a certified MWBE/LSB, then the project goal is satisfied; that is, MWBE/LSB prime contractors do not have to meet MWBE/LSB project goals.

### **M.9 DBE Programs**

Following the federal model, some agencies have added DBE programs.<sup>46</sup> SBE programs focus on the disadvantage of the business, HUBZone programs focus on the disadvantage of the business location, and DBE programs focus on the disadvantage of the individual operating the business.

**State of North Carolina.** The State of North Carolina changed the definition of minority used in the state minority construction program to include socially and economically disadvantaged individuals, as defined in the federal rules.<sup>47</sup> Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual qualities.<sup>48</sup> Economically disadvantaged individuals are those socially disadvantaged individuals whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same business area that are not socially disadvantaged.<sup>49</sup> This rule permits firms certified under the federal 8(a), DBE, and small disadvantaged business enterprise (S/DBE) programs to be certified as a minority firm in North Carolina. This rule also implies that firms owned by majority males are eligible for the program as there are firms owned by majority males that qualify for the 8(a), DBE, and S/DBE programs by making an individual showing of their social and economic disadvantage.

**Milwaukee Emerging Business Enterprise Program.** The City of Milwaukee, Wisconsin, defines disadvantage along six dimensions:

- Disadvantage with respect to education.
- Disadvantage with respect to location.
- Disadvantage with respect to employment.
- Social disadvantage (lack of traditional family structure, impoverished background, and related issues).
- Lack of business training.

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<sup>46</sup> DBE programs and Airport Concession Disadvantaged Enterprise (ACDBE) programs are required to be developed and implemented as a part of the federal funding process.

<sup>47</sup> NC GS § 143-128.2(g).

<sup>48</sup> 15 USC 637(a)(5).

<sup>49</sup> 15 USC 637(a)(6)(A).

- Economic disadvantage (credit issues, inability to win contracts, and related issues).

The City of Milwaukee defines an emerging business as a business owned by an individual satisfying the sixth dimension of disadvantage and three out of the five other dimensions of disadvantage.<sup>50</sup> The City of Milwaukee has set a goal of 18 percent spending with emerging businesses, including both prime contracting and subcontracting.

### **M.10 Two Tier Certification**

**State of Oregon.** The State of Oregon has a two-tier system for small business certification. Under the 2009 definitions of emerging small business tiers a Tier One firm employs fewer than 20 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$1,633,110 (for construction), or \$653,244 (for non-construction). A Tier Two firm employs fewer than 30 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$3,266,219 (for construction) or \$1,088,744 (for non-construction).<sup>51</sup> An ESB cannot be a subsidiary or a franchise. In 2006, small business program participation was extended from seven to 12 years.<sup>52</sup>

**State of New Jersey.** For the State of New Jersey there are separate size standards for small businesses and emerging small businesses. For large projects, the State of New Jersey carves out portions of the contract for both tiers of small business. Thus, a single solicitation requires that the prime spend a certain percentage of the contract with small firms and another percentage with emerging small firms. Along related lines, the federal government sets aside contracts for bidding only amongst small firms, and other contracts may be set aside for bidding only by emerging small firms.

**Federal Government.** The federal government has the additional categories:

- “Emerging Small Business,” defined as being 50 percent of the SBA size standards, and
- “Very Small Business,” defined as fewer than 15 employees and less than \$1million in revenue.

### **M.11 Management and Technical Assistance**

A number of agencies hire an outside management and technical assistance provider to provide needed technical services related to business development and performance. Such a contract can be structured to include providing incentives to produce results, such as the number of S/MWBEs being registered as qualified vendors with the city, the

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<sup>50</sup> Milwaukee Ordinance, Emerging Business Enterprise Program, 360-01 (12).

<sup>51</sup> OAR 445-050-0115. The ESB size standards are adjusted annually to reflect changes in the Consumer price Index.

<sup>52</sup> OAR 445-050-0135.

number of MWBEs graduating from subcontract work to prime contracting, and rewarding firms that utilize MWBEs in their private sector business activities.

**Port Authority.** The Port Authority of New York and New Jersey has a three-year fee-for-service contract with the Regional Alliance for Small Contractors capped at \$275,000.<sup>53</sup> Previously, the contract was a flat grant, but it was changed to a fee-for-service arrangement to reward creative uses of financial resources.

**Austin.** The City of Austin has a Development Assistance Services (DAS) Program. The program targeted African American contractors due to the city's underachievement of the 2.6 percent African American construction participation goal. Training and assistance is provided by Business Resource Consultants, a for-profit firm that serves as the program manager and overseer of the day-to-day operations of the delivery of program services. A team of professional firms specializing in construction management, business and contract law provides consulting services to DAS clientele. Local trade associations and construction networks partner, collaborate and provide oversight and advocacy for the program. The City of Austin Department of Small and Minority Business Resources serves as the Contract Administrator.

DAS is funded by City of Austin General Fund Budget, along with in kind services and contributions from professionals in construction, engineering, architecture, business law and marketing and volunteer services from major construction companies, trade associations, and the general public.

DAS developed seven prime contractors from 1998 to 2004, generated \$14.5 million in prime contract awards, \$16.2 million in subcontract awards, created 131 new jobs (full- and part-time), maintained 50 jobs and served over 350 small, minority, and women business enterprises on a monthly basis through the delivery of interactive group training sessions, one-on-one technical assistance, and weekly "Bid Briefs."

**City of Phoenix, Arizona.** The First Point Information Center (Center) is designed to provide coordinated assistance to Phoenix area businesses through the Phoenix Small Business Assistance Program (SBAP). The Center is located within CED and professionals provide intake, referral, and follow-up services to small business owners. Specifically, the Center provides information regarding city licensing and tax requirements, the certification process for women- and minority-owned businesses, ombudsman services for all City of Phoenix offices, assistance in securing business with the city, referrals to other community support programs, and assistance with the city's Enterprise Community. In addition to the above services, the Center provides a hotline to assist callers with various business needs. During one calendar year, over 5,000 small businesses phoned or visited the Center for assistance.

SBAP also provides small businesses with several forms of technical assistance. First, the program contracts with professionals to counsel in general business administration and marketing to assist businesses in developing business plans, human resource

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<sup>53</sup> The Regional Alliance was started in 1989. For general background on the founding of the Regional Alliance see Timothy Bates, "Case Studies of City Minority Business Assistance Programs," report for the U.S. MBDA, September 1993.

plans, and business risk assessment plans. The business counselors also provide assistance in preparing financial reports and any other necessary business reports.

The program provides finance counselors who offer detailed financial assistance to support businesses' external financing requirements, as well as bond packaging assistance. Bond packaging assistance involves preparing detailed information to support a construction company's performance payment, and other business-related bonding requirements. The final form of technical assistance provided is a business needs assessment. This assessment evaluates the adequacy of a company's accounting system, management capabilities, and marketing plan.

SBAP has a consulting program that was developed through a joint partnership with Maricopa Community College's Small Business Development Center. Business consultants are available by appointment to assist with business planning, marketing strategies, financial management, inventory management, and other business-related issues. During one calendar year, consultants met with approximately 300 businesses.

### **M.12 Mentor-Protégé Programs**

**Indiana Construction Roundtable (ICR).** ICR started a mentor-protégé program modeled on the Stempel plan from the Port of Portland. Protégés must have two years of business experience and a business plan. There are two mentors per protégé (one lead and one advisor) who meet monthly. Subcontracting is allowed, recognizing that this may cause a conflict of interest. A point system tracks completion of the program. Mentor-protégé arrangements are designed to last between one and three years, followed by an exit strategy with ICR guidance.

**Port Authority.** The Port Authority started a mentor-protégé program in March 2002 and hired a program manager in September 2002. Protégés use mentors to prepare estimates and bids, and mentors may help successfully complete a project awarded to a protégé. No credit is given by the Port Authority to the mentor towards S/MWBE goals for participation in the mentor-protégé program.

At the time of this review, there were seven major firms and several small firms that are matched. However, the Port Authority projects program expansion to include 10 mentors and 20 protégés. The criteria for participation as a protégé is: past work experience with the Port Authority; a "good corporate citizen," as indicated by Dun & Bradstreet reports; a written application; and size standards less than \$2 million in revenue. The program operates only in construction at this point. Seven firms recently graduated from the three year program. Ten large firms have acted as mentors.

**Texas DOT.** Texas DOT (TxDOT) developed a mentoring program called LINC (Learning, Information, Networking and Collaboration) in which the TxDOT's Business Opportunity Program Section serves as the mentor to selected S/MWBE firms. The focus of the program is to prepare the LINC Protégé firms to bid and perform on TxDOT contracts. The Business Opportunity Program section introduces the protégés to key TxDOT staff and to prime contractors. LINC mentors, TxDOT staff, business providers, bonding agents, and trainers meet with LINC protégés in scheduled meetings and work individually with the LINC protégés. The selected LINC protégés sign an agreement

committing to the time and effort needed for a successful mentor-protégé relationship. The duration of the LINC mentorship arrangement is one year.

**Florida Business Round Table.** An interesting variant of mentor-protégé program is the Business Roundtable. The Florida Black Business Investment Fund (BBIF) Roundtable Technical and Financial Assistance Program helps build management capacity within firms through an interactive management group that allows for firms to benefit from consulting with qualified advisors and to interface with their peers. The BBIF Roundtable is funded by governmental and quasi-governmental entities.

The Roundtable is a management development tool that utilizes the results of a gap assessment and recommendations from the plan established with the business to develop the management capacity of business owners and the growth capacity of their businesses. In the Roundtable, business owners meet once a month and function as resources to one another. They develop creative solutions by collaborating on common obstacles. The Roundtable is an interactive management development tool, not a training course. In Roundtable sessions, principals present the real issues that they are dealing with in their businesses and work with paid consultant advisors and their peers to develop action plans to resolve those issues.

An additional sub-group of the program is the Construction Roundtable. Construction specialists provide technical and operations guidance to construction firms. Members of the construction industry participate in Roundtable sessions, as mentors, with clients. The purpose of this group is to expose Roundtable participants to business techniques, business opportunities and professional relationships in the construction industry

Business challenges are then monitored on a month-to-month basis by advisors; accountability that is encouraged by developing work plans; and tracking and sharing progress toward established goals. Financial ratios are used as baseline measures of business performance. Firms are graduated from the Roundtable when their ratio performance has met pre-determined standards and the firms have become “bankable.”

**Illinois DOT.** The Illinois DOT provides separate mentor-protégé programs for construction and engineering services. Illinois DOT offers a 5 percent reduction on a project’s DBE goals as an incentive for primes to mentor DBE protégés.

**California DOT.** Associated Council of Engineering Companies of California (ACEC) and the California Department of Transportation created CALMENTOR, a mentor-protégé program for the architectural and engineering.<sup>54</sup>

After reviewing a number of mentor-protégé programs one study found that project-specific mentor-protégé agreements should be preferred because: (1) S/MWBEs “earn while they learn,” (2) the agreements provide specific assistance, and (3) the agreements require less assistance from attorneys than all-encompassing agreements stretching over several years.<sup>55</sup>

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<sup>54</sup> <http://www.dot.ca.gov/dist11/calmentor/files/Calmentor%20Program.pdf>.

<sup>55</sup> CTC & Associates, *Disadvantaged Business Enterprise Programs: A Survey of State Practice in Operating Mentor/Protégé Programs and Increasing DBE Participation*, October 2010.

### **M.13 Financial Assistance**

**Maryland.** The Maryland Small Business Development Finance Authority (MSBDFA) offers financing for S/MWBEs through the following programs:

- The Contract Financing Program, which provides loan guarantees and direct working capital and equipment loans to socially or economically disadvantaged businesses that have been awarded public contracts.
- The Equity Participation Investment Program, which provides direct loans, equity investments, and loan guarantees to socially or economically disadvantaged-owned businesses in franchising, in technology-based industries, and for business acquisition.
- The Long-Term Guaranty Program, which provides loan guarantees and interest rate subsidies.

#### **M.13.1 Collateral Enhancement**

**Phoenix.** Other agencies offer collateral enhancement. For example, since 1992, the City of Phoenix Expansion Assistance and Development Program (EXPAND) program has allowed businesses to secure financing from traditional lending institutions with collateral offered by EXPAND. EXPAND is not a substitute for conventional loans. The city does not loan funds directly to businesses; rather, it places a collateral reserve account at a bank. The business is then required to secure financing from a lending institution, which may be conditioned on receipt of additional collateral supplied by EXPAND. EXPAND maintains a collateral reserve account, and offers businesses collateral enhancement, which is generally 25 percent of the loan amount (up to \$150,000). EXPAND funds may be used for new construction, to purchase existing buildings (including land), to remodel an existing building, revolving lines of credit, for working capital, equipment and machinery, and leasehold improvements.

In order to be eligible for the program, a business must be located within the City of Phoenix, owned by a citizen or lawful permanent resident of the United States, have a net worth of less than \$7.5 million, and profits (after federal income tax) of less than \$2.5 million (averaged over the last two-year period). It also must have at least two years of operating history and be a for-profit retail, manufacturing, wholesale, or service company. Priority is given to businesses in the city's redevelopment areas and for economic development projects.

#### **M.13.2 Linked Deposit**

Another example of lending assistance programs is linked deposit programs. Agencies use linked deposit programs to subsidize lower rates for business and housing loans by accepting a lower rate on their deposits with participating financial institutions.

**New York.** A number of local agencies participate in the New York State Linked Deposit program. The program uses the leverage of public agency deposits to encourage participating banks to loan money to small, female, and minority firms at favorable rates. The benefit to lenders is that they have a new loan product resulting from public agency deposits at a reduced rate. The Linked Deposit program makes loans of up to \$10

million to certified S/MWBEs that have been awarded Port Authority of New York contracts. The program provides two-year financing at reduced rates to small and minority businesses. Businesses in economic development zones, highly distressed areas, defense, and certified S/MWBEs are eligible for a 3 percent interest rate reduction. Manufacturing businesses must have fewer than 500 employees, and service businesses must have fewer than 100 employees and not be dominant in their field of operation. The program started in 1993.

### **M.13.3 Loan Mobilization**

**Orlando Airport.** The Greater Orlando Airport Authority has a Designated Mobilization Program (DMP), a loan mobilization program. The Authority makes available certain retainers and/or designated mobilization payments to Local Developing Businesses (LDB), professional services, construction, and procurement firms of up to 5 percent of contract price. This percentage may be increased to 10 percent, subject to the approval of the Executive Director. The LDB program is race- and gender-neutral.

**City of Chicago, Illinois.** In 2000, the City of Chicago revised its MWBE ordinance to allow the city to make advance payments of 10 percent of the total contract value, up to a maximum of \$200,000.

### **M.13.4 Prompt Payment**

MWBE vendors still often report problems with prompt payment, particularly payments from prime contractors to subcontractors. Certain subcontractors that work on an early phase in a project, such as grading, can suffer from retainage withheld on long-lasting projects. There are several prompt payment policies that respond to this problem:

**Retainage.** North Carolina DOT requires that retainage be released when the tasks/activities for the subcontractors' phase of work is accepted rather than at the end of the project.<sup>56</sup>

**Two-Party Check Program.** To improve access to financing, the Port Authority has a Two-Party Check Program in which the Port Authority writes checks out to the lender and the contractor. This program has not been frequently used according to staff interviews.

## **M.14 Bonding**

Some examples of bonding programs from other agencies include:

**North Carolina DOT.** The North Carolina DOT, through its supportive services contract, has funded a DBE Pilot Bonding Assistance Program since 2000. The bonding program is open to any DBE that holds or is in the process of obtaining a NCDOT contract. The program is for bid, payment, and performance bonds of up to \$1 million. The program is administered through the U.S. DOT Office of Small and Disadvantaged Business Utilization, the Minority Business Resource Center, and participating sureties.

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<sup>56</sup> 49 CFR, Part 26.29(b).

**Colorado DOT.** Colorado DOT reimburses up to 5 percent of the SBE subcontractor's contract award (limited to \$5,000) to a prime contractor for costs incurred if the prime waived its bonding requirements for an SBE and the SBE subcontractor failed to perform. Colorado DOT also pays up to \$5,000 for the bonding costs of bonds for SBE prime and subcontractors.<sup>57</sup>

**Maryland.** The State of Maryland, through its Surety Bonding Program, assists small contractors in bonding with government and public utility contracts that require bid, performance, and payment bonds. MSBDFA has the authority to directly issue bid, performance, or payment bonds up to \$750,000. MSBDFA can also guarantee up to 90 percent of a surety's losses on bid, performance, or payment bonds up to \$900,000. This assistance is available to firms that have been denied bonds, but have not defaulted on loans or financial assistance from MSBDFA.

### **M.15 Insurance**

A number of agencies use wrap-up insurance on construction projects to lower insurance costs for contractors.

**Port Authority.** The Port Authority of New York and New Jersey uses a Contractor Insurance Program (CIP), a form of wrap-up insurance under which the Port Authority provides various insurance coverages to approved onsite contractors and subcontractors for construction contracts. In particular, the Port Authority buys and pays the premiums on public liability insurance (\$25 million per occurrence), builders' risk insurance, and workers' compensation and employers' liability insurance. In general, the CIP can reduce an owner's project costs by an average of 1 to 2 percent compared to traditional contractor procured insurance programs. The Port Authority CIP does help alleviate barriers from insurance costs to MWBE participation on Port Authority construction projects.

**Columbia.** In Columbia, the Richland School District implemented a CIP program at several school sites.

**San Diego.** The City of San Diego Minor Construction Program also provides access to low cost insurance on small projects.

**Port of Portland.** The Port of Portland has made noteworthy efforts to address barriers to small firms from insurance requirements. A Port Process Management sub group met on insurance barriers and issued a white paper in August of 2003. The sub group identified insurance barriers in the areas of insurance in excess of associated risk, complex language, difficulties in small firms obtaining blanket insurance certificates, and additional costs for on-call contractors. The sub group identified low risk consultant areas that did not require insurance, simplified insurance language, altered some blanket insurance coverage requirements, clarified what could be met with primary and excess insurance, proposed simplifying the Port indemnity, and proposed sending appropriate insurance requirements in sample contracts attached to RFPs and Requests

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<sup>57</sup> <http://www.coloradodot.info/business/emerging-small-business-program>.

for Quotations (RFQs). The Port also looked at a cooperative insurance program for small business although there was not much success with this initiative.

### **M.16 Outreach**

Most agencies have extensive outreach, including match-making with procurement officials, workshops and seminars, featuring S/MWBEs in agency newsletters, and providing procurement forecasts. The Federal government classifies businesses for outreach purposes into three categories:

- Category A: Firms that are new to government contracting. These firms should be directed to the Procurement Technical Assistance Center (PTAC), the Small Business Development Center (SBDC), and the Minority Business Development Center (MBDC). In this manner the agency avoids duplicating PTAC, SBDC, or MBDC services.
- Category B: Firms that are familiar with government contracting in general but not with the particular agency. These firms are handled via an enhanced Web site that answers routine questions and quarterly group seminars.
- Category C: Firms that already have government contracts and are looking for more specific assistance. Some agencies allow for new businesses to have 15-minute presentations of corporate capabilities to program managers. The agency also provides unsuccessful bidders with feedback and briefs S/MWBEs on quality assurance standards.

#### **Bexar County, Texas Small, Minority, and Women Business Owners Conference.**

Bexar County in conjunction with the City of San Antonio has sponsored annual Small, Minority, and Women Business Owners conferences since 2001. The conferences have been co-sponsored by the Central and South Texas Minority Business Council in conjunction with a number of major corporations, including Dell, Toyota, and AT&T. Typically conference workshops have addressed the following:

- Doing business with federal, state, and local agencies, and the private sector.
- Access to capital.
- Human resources.
- Franchising.
- Management.
- Veterans.
- Responding to bids and RFPs.

Registered attendees grew from 1,200 in 2001 to 2,400 in 2006; estimated total attendance grew from 1,800 in 2001 to 5,000 in 2006. The number of exhibitors grew from 75 in 2001 to 180 in 2006.<sup>58</sup> Virtually all the major local agencies, loan providers, business development providers, and chambers of commerce participate in the

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<sup>58</sup> Small, Minority, and Women Business Owners (S/M/WBO) Conference, Frequently Asked Questions, at 6.

conference along with a number of major corporations. The conference budget for 2007 was \$250,000.

### **M.17 S/MWBE Web Site**

A survey of agencies has found the following information on their MWBE Web sites: bid opportunities; vendor application and information on the loan programs; directory of certified firms; uniform certification application; MWBE program description; SBE program description; comprehensive contracting guides; MWBE ordinance; how to do business information; bid tabulations; status of certification applications; links to management and technical assistance providers; newsletters; data on SBE and MWBE utilization; annual MWBE program reports; direct links to online purchasing manuals; capacity, bonding, qualifications, and experience data on certified firms; and 90-day forecasts of business opportunities.

**Regional Alliance.** The Regional Alliance of Small Contractors Opportunities Clearinghouse in New York provides a Web-based forum for small contractors to interact with large construction firms and public development agencies.

### **M.18 Evaluation of Race-Neutral Alternatives**

**Port of Portland, Oregon.** The Port has evaluated the effectiveness of its race-neutral efforts. The Port produced an analysis of 67 firms that had graduated from its mentor-protégé program. Of the 67 mentor-protégé program graduates studied in the Port data from 2001 to 2006, seven were out of business and 23 had Port experience. Most firms had between five and 40 employees and one had greater than \$1 million in revenue. One firm was greater than \$50 million in revenue, another greater than \$15 million, and three others were above \$5 million in revenue. The data was incomplete on all firms.

### **M.19 Performance Measures**

**Florida Department of Transportation.** The Evaluation Plan for the Florida DOT Small Business Initiative has the following performance measures:

1. What specific action(s) were identified that the Florida DOT could implement or continue to help small businesses increase their capacity to bid as a prime?
2. Which of the identified strategies resulted in new businesses becoming interested in a long-term partnership with the Florida DOT as a prime?
3. What are the success stories?
4. How many businesses that were identified have the desire and ability to grow from a subcontractor to a prime?
5. How many businesses are bidding on reserved contracts compared to those that are not reserved?
6. How many businesses that have never bid as primes are now bidding on reserved contracts as primes?

7. How many businesses that were subcontractors or subconsultants have been awarded contracts as a prime?
8. How many businesses that were awarded a reserved contract bid on contracts that were not reserved?
9. How many businesses were able to take advantage of the waiver of the bonding requirements? What is the size of the businesses that took advantage of the waiver?
10. How many contracts resulted in a default? What was the dispute?
11. How many “problem” contracts adversely affected the end product? What was the issue, (such as product, time, or cost)?
12. How many protests were filed? What was the protest issue?

### ***M.20 MWBE Program Data Management***

It is imperative for the City to closely monitor the utilization of all businesses by race, ethnicity, and gender over time to determine program effectiveness. Many agencies issues MWBE annual utilization reports. Some important additional elements of program data management employed by other agencies include:

- **Separate Reporting of MWBE Prime Contractor and Subcontractor Utilization.** Orange County, FL; Charlotte, NC; Port Authority and New York and New Jersey.
- **Tracking MWBE and Non-MWBE Subcontractor Utilization.** City of Charlotte, NC.
- **Tracking MWBE Utilization in the SBE Program.** Charlotte, NC; Port Authority and New York and New Jersey, LA Unified School District, Phoenix, AZ.

**Oregon DOT.** The Oregon Department of Transportation has a very complete reporting system for DBEs in construction, with 105 tables, and includes coverage of DBE utilization at the subcontract and prime contract levels, bidders, small business utilization, prompt payment, commercially useful function review, complaints against prime contractors, on-the-job training, and labor compliance. The system is updated daily.

***Appendix N:  
List of Trade Associations and  
Agencies Contacted for Vendor  
Lists***

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**APPENDIX N:  
LIST OF TRADE ASSOCIATIONS AND  
BUSINESS ORGANIZATIONS**

<b>Trade Associations and Business Organizations</b>
American Institute of Architects of Piedmont
American Subcontractors Association of Carolinas
Association of Building Contractors of the Carolinas
Carolinas Asian American Chamber of Commerce
Carolinas Associated General Contractors
Charlotte Black Pages
Greater Women's Business Council
Greensboro Chamber of Commerce of Greater Greensboro
Guilford County Purchasing Department
Guilford County Schools
Guilford Technical Community College
Hispanic Contractors Association
NAACP Alamance-Burlington Chapter
NAACP Greensboro Branch
National Association of Minority Architects
National Association of Women Business Owners (NAWBO)
National Association of Women in Construction (NAWIC)-Piedmont Chapter
NC Indian Economic Development Initiative
NC Dept of Transportation - Contractual Services
North Carolina Institute of Minority Economic Development
North Carolina Office of Historically Underutilized Businesses
North Carolina Plumbing and Heating Contractors
North Carolina Trucking Association
Professional Construction Estimator's of America – Triad Chapter
Professional Engineers of NC South Piedmont Chapter
Small Business Technology Development Center
United Minority Contractors Association of NC
University of North Carolina-Greensboro
Women's' Resource Center Greensboro

***Appendix O:  
Threshold Utilization Analysis by  
Subcontractor Award***

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**APPENDIX O:  
THRESHOLD UTILIZATION ANALYSES BY CONSTRUCTION  
SUBCONTRACT AWARD**

MGT of America, Inc. (MGT) obtained subcontract award and payment data from the City of Greensboro's ProTrack database. MGT used this data to further analyze the utilization of M/WBE firms by examine specific dollar ranges. For the purposes of the threshold analyses, subcontract award data was used, while the utilization analyses presented in **Chapter 4.0** of this report is based on subcontract payments<sup>1</sup>. The established threshold ranges for construction and construction-related services were:

- Up to \$50,000,
- Between \$50,001 and \$100,000,
- Between \$100,001 and \$250,000,
- Between \$250,001 and \$1 million, and
- Greater than \$1 million.

**EXHIBIT O-1  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
THRESHOLD UTILIZATION ANALYSIS AT THE SUBCONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
NUMBER AND PERCENTAGE OF SUBCONTRACTS  
BY THRESHOLD LEVELS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Subcontracts Awarded
	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#
Up to \$50,000	68	38.64%	7	3.98%	0	0.00%	0	0.00%	93	52.84%	168	95.45%	8	4.55%	176
Between \$50,001 and \$100,000	5	38.46%	0	0.00%	0	0.00%	0	0.00%	7	53.85%	12	92.31%	1	7.69%	13
Between \$100,001 and \$250,000	3	18.75%	2	12.50%	0	0.00%	0	0.00%	10	62.50%	15	93.75%	1	6.25%	16
Between \$250,001 and \$500,000	1	25.00%	1	25.00%	0	0.00%	0	0.00%	2	50.00%	4	100.00%	0	0.00%	4
Between \$500,001 and \$1,000,000	2	40.00%	1	20.00%	0	0.00%	0	0.00%	2	40.00%	5	100.00%	0	0.00%	5
Greater than \$1,000,000	0	0.00%	1	50.00%	0	0.00%	0	0.00%	1	50.00%	2	100.00%	0	0.00%	2
<b>Total</b>	<b>79</b>	<b>36.57%</b>	<b>12</b>	<b>5.56%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>115</b>	<b>53.24%</b>	<b>206</b>	<b>95.37%</b>	<b>10</b>	<b>4.63%</b>	<b>216</b>

Source: MGT developed a subcontractor awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to subcontractors by dollar threshold level.

<sup>1</sup> These analyses do not take into consideration the estimates used in **Section 4.2.1** of this report.

**Appendix O: Threshold Utilization Analysis by Subcontract Award**

**EXHIBIT O-2  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
THRESHOLD UTILIZATION ANALYSIS AT THE SUBCONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
DOLLAR AND PERCENTAGE OF SUBCONTRACT AWARD DOLLARS  
BY THRESHOLD LEVELS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Subcontract Dollars Awarded
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$
Up to \$50,000	\$12,290.00	1.37%	\$44,600.01	4.96%	\$0.00	0.00%	\$0.00	0.00%	\$487,609.34	54.22%	\$544,499.35	60.54%	\$354,891.54	39.46%	\$899,390.89
Between \$50,001 and \$100,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$310,189.45	80.04%	\$310,189.45	80.04%	\$77,351.63	19.96%	\$387,541.08
Between \$100,001 and \$250,000	\$383,564.05	16.02%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,067,009.52	44.58%	\$1,450,573.57	60.60%	\$943,051.55	39.40%	\$2,393,625.12
Between \$250,001 and \$500,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$390,000.00	26.07%	\$390,000.00	26.07%	\$1,105,897.00	73.93%	\$1,495,897.00
Between \$500,001 and \$1,000,000	\$1,204,500.00	39.22%	\$560,000.00	18.23%	\$0.00	0.00%	\$0.00	0.00%	\$1,306,556.00	42.54%	\$3,071,056.00	100.00%	\$0.00	0.00%	\$3,071,056.00
Greater than \$1,000,000	\$0.00	0.00%	\$2,400,000.00	60.00%	\$0.00	0.00%	\$0.00	0.00%	\$1,600,000.00	40.00%	\$4,000,000.00	100.00%	\$0.00	0.00%	\$4,000,000.00
<b>Total</b>	<b>\$1,600,354.05</b>	<b>13.07%</b>	<b>\$3,004,600.01</b>	<b>24.53%</b>	<b>\$0.00</b>	<b>0.00%</b>	<b>\$0.00</b>	<b>0.00%</b>	<b>\$5,161,364.31</b>	<b>42.14%</b>	<b>\$9,766,318.37</b>	<b>79.74%</b>	<b>\$2,481,191.72</b>	<b>20.26%</b>	<b>\$12,247,510.09</b>

Source: MGT developed a subcontractor awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to subcontractors by dollar threshold level.

**Appendix O: Threshold Utilization Analysis by Subcontract Award**

**EXHIBIT O-3  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
THRESHOLD UTILIZATION ANALYSIS AT THE SUBCONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
NUMBER AND PERCENTAGE OF SUBCONTRACTS  
BY DOLLAR THRESHOLD LEVELS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Firms		Non-M/W/DBE Firms		Total Subcontracts Awarded
	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	
Up to \$50,000	15	29.41%	1	1.96%	0	0.00%	1	1.96%	32	62.75%	49	96.08%	2	3.92%	51
Between \$50,001 and \$100,000	1	20.00%	0	0.00%	0	0.00%	0	0.00%	4	80.00%	5	100.00%	0	0.00%	5
Between \$100,001 and \$250,000	4	28.57%	2	14.29%	0	0.00%	0	0.00%	6	42.86%	12	85.71%	2	14.29%	14
Between \$250,001 and \$500,000	4	80.00%	0	0.00%	0	0.00%	0	0.00%	1	20.00%	5	100.00%	0	0.00%	5
Between \$500,001 and \$1,000,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Greater than \$1,000,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
<b>Total</b>	<b>24</b>	<b>32.00%</b>	<b>3</b>	<b>4.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>1.33%</b>	<b>43</b>	<b>57.33%</b>	<b>71</b>	<b>94.67%</b>	<b>4</b>	<b>5.33%</b>	<b>75</b>

Source: MGT developed a subcontractor awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to subcontractors by dollar threshold level.

**EXHIBIT O-4  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
THRESHOLD UTILIZATION ANALYSIS AT THE SUBCONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
DOLLAR AND PERCENTAGE OF SUBCONTRACT AWARD DOLLARS  
BY THRESHOLD LEVELS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Firms		Non-M/W/DBE Firms		Total Subcontract Dollars Awarded
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	
Up to \$50,000	\$299,919.54	33.35%	\$12,290.00	1.37%	\$0.00	0.00%	\$44,600.01	4.96%	\$487,609.34	54.22%	\$844,418.89	93.89%	\$54,972.00	6.11%	\$899,390.89
Between \$50,001 and \$100,000	\$77,351.63	19.96%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$310,189.45	80.04%	\$387,541.08	100.00%	\$0.00	0.00%	\$387,541.08
Between \$100,001 and \$250,000	\$587,252.55	24.53%	\$383,564.05	16.02%	\$0.00	0.00%	\$0.00	0.00%	\$1,067,009.52	44.58%	\$2,037,826.12	85.14%	\$355,799.00	14.86%	\$2,393,625.12
Between \$250,001 and \$500,000	\$1,105,897.00	73.93%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$390,000.00	26.07%	\$1,495,897.00	100.00%	\$0.00	0.00%	\$1,495,897.00
Between \$500,001 and \$1,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00
Greater than \$1,000,000	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00
<b>Total</b>	<b>\$2,070,420.72</b>	<b>40.00%</b>	<b>\$393,854.05</b>	<b>7.65%</b>	<b>\$0.00</b>	<b>0.00%</b>	<b>\$44,600.01</b>	<b>0.86%</b>	<b>\$2,254,808.31</b>	<b>43.56%</b>	<b>\$4,765,683.09</b>	<b>92.06%</b>	<b>\$410,771.00</b>	<b>7.94%</b>	<b>\$5,176,454.09</b>

Source: MGT developed a subcontractor awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to subcontractors by dollar threshold level.

***Appendix P:  
Threshold Utilization Analysis by  
Prime Contractor Award***

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**APPENDIX P:  
THRESHOLD UTILIZATION ANALYSES BY CONSTRUCTION  
PRIME CONTRACT AWARD**

MGT of America, Inc. (MGT) obtained prime contract award data from the City of Greensboro's ProTrack database. MGT used this data to further analyze the utilization of M/WBE firms by examine specific dollar ranges. For the purposes of the threshold analyses, prime contract award data was used. The established threshold ranges for construction and construction-related services were:

- Up to \$50,000,
- Between \$50,001 and \$100,000,
- Between \$100,001 and \$250,000,
- Between \$250,001 and \$1 million, and
- Greater than \$1 million.

**EXHIBIT P-1  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
THRESHOLD UTILIZATION ANALYSIS AT THE PRIME CONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
NUMBER AND PERCENTAGE OF PRIME CONTRACTS  
BY THRESHOLD LEVELS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Prime Contracts Awarded
	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	
Up to \$50,000	13	22.41%	0	0.00%	0	0.00%	0	0.00%	9	15.52%	22	37.93%	36	62.07%	58
Between \$50,001 and \$100,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	0.00%	3	0.00%	17	0.00%	20
Between \$100,001 and \$250,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	30	100.00%	30
Between \$250,001 and \$500,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	20.00%	3	20.00%	12	80.00%	15
Between \$500,001 and \$1,000,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	12	100.00%	12
Greater than \$1,000,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	5.26%	1	5.26%	18	94.74%	19
<b>Total</b>	<b>13</b>	<b>8.44%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>16</b>	<b>10.39%</b>	<b>29</b>	<b>18.83%</b>	<b>125</b>	<b>81.17%</b>	<b>154</b>

Source: MGT developed a construction prime contractor awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to prime contractors by dollar threshold level.

**EXHIBIT P-2  
CITY OF GREENSBORO  
NON-DBE CONSTRUCTION  
THRESHOLD UTILIZATION ANALYSIS AT THE PRIME CONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
DOLLAR AND PERCENTAGE OF PRIME CONTRACT AWARD DOLLARS  
BY THRESHOLD LEVELS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Prime Dollars Awarded
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$
Up to \$50,000	\$198,310	19.79%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$141,287	14.10%	\$339,597	33.88%	\$662,624	66.12%	\$1,002,221
Between \$50,001 and \$100,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$160,876	0.00%	\$160,876	0.00%	\$1,169,394	0.00%	\$1,330,270
Between \$100,001 and \$250,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$4,765,933	100.00%	\$4,765,933
Between \$250,001 and \$500,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,127,856	20.98%	\$1,127,856	20.98%	\$4,248,386	79.02%	\$5,376,241
Between \$500,001 and \$1,000,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$8,775,637	100.00%	\$8,775,637
Greater than \$1,000,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,207,487	0.00%	\$1,207,487	0.00%	\$69,945,023	98.30%	\$71,152,509
<b>Total</b>	<b>\$198,310</b>	<b>0.21%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$2,637,505</b>	<b>2.85%</b>	<b>\$2,835,814</b>	<b>3.07%</b>	<b>\$89,566,997</b>	<b>96.93%</b>	<b>\$92,402,811</b>

Source: MGT developed a construction prime contractor awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to prime contractors by dollar threshold level.

**EXHIBIT P-3  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
THRESHOLD UTILIZATION ANALYSIS AT THE PRIME CONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
NUMBER AND PERCENTAGE OF PRIME CONTRACTS  
BY DOLLAR THRESHOLD LEVELS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MW/DBE Firms		Non-MW/DBE Firms		Total Prime Contracts Awarded
	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#	% <sup>1</sup>	#
Up to \$50,000	1	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	50.00%	1	50.00%	2
Between \$50,001 and \$100,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Between \$100,001 and \$250,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	33.33%	1	33.33%	2	66.67%	3
Between \$250,001 and \$500,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	100.00%	5
Between \$500,001 and \$1,000,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	33.33%	1	33.33%	2	66.67%	3
Greater than \$1,000,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	11	100.00%	11
<b>Total</b>	<b>1</b>	<b>4.17%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>2</b>	<b>8.33%</b>	<b>3</b>	<b>12.50%</b>	<b>21</b>	<b>87.50%</b>	<b>24</b>

Source: MGT developed a construction prime contractor awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to prime contractors by dollar threshold level.

**EXHIBIT P-4  
CITY OF GREENSBORO  
DBE CONSTRUCTION  
THRESHOLD UTILIZATION ANALYSIS AT THE PRIME CONTRACTOR LEVEL  
BY RACE/ETHNICITY/GENDER CLASSIFICATION  
DOLLAR AND PERCENTAGE OF PRIME CONTRACT AWARD DOLLARS  
BY THRESHOLD LEVELS  
JULY 1, 2005 THROUGH JUNE 30, 2010**

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MW/DBE Firms		Non-MW/DBE Firms		Total Prime Dollars Awarded
	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$	% <sup>1</sup>	\$
Up to \$50,000	\$8,688	24.16%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$8,688	24.16%	\$27,270	75.84%	\$35,958
Between \$50,001 and \$100,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0
Between \$100,001 and \$250,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$243,344	43.80%	\$243,344	43.80%	\$312,295	56.20%	\$555,639
Between \$250,001 and \$500,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,928,486	100.00%	\$1,928,486
Between \$500,001 and \$1,000,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$540,117	25.54%	\$540,117	25.54%	\$1,574,711	74.46%	\$2,114,829
Greater than \$1,000,000	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$26,151,668	100.00%	\$26,151,668
<b>Total</b>	<b>\$8,688</b>	<b>0.03%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$783,461</b>	<b>2.54%</b>	<b>\$792,149</b>	<b>2.57%</b>	<b>\$29,994,430</b>	<b>97.43%</b>	<b>\$30,786,580</b>

Source: MGT developed a construction prime contractor awards database for the City of Greensboro covering the period from July 1, 2005 through June 30, 2010.

<sup>1</sup> Percent of total dollars awarded to prime contractors by dollar threshold level.