

The City of Charlotte Update Disparity Study

FINAL REPORT



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Submitted by:





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GLOSSARY OF TERMS

1.0 INTRODUCTION

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In October 2010, MGT of America, Inc. began work on an update disparity study for the City of Charlotte (City). The results of the City's study are found in this report. Throughout 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 an overview of the organization of the report.

1.1 Background

On October 11, 2010 the City of Charlotte (City) contracted MGT of America, Inc. (MGT), to conduct an Update Disparity Study to their 2003 Disparity Study. The update study covered five fiscal years beginning July 1, 2005 through June 30, 2010.

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

1.2 Overview of Study Approach

The purpose of the disparity study was to:

- Examine and summarize related findings from other similar studies in the utilization of available minority-owned and woman-owned business enterprises (M/WBE) that encompass each of the City's relevant marketplaces.
- Identify from the most accurate sources the availability of M/WBEs that are ready, willing, and able to do business with the City in the relevant market areas.
- Analyze city funded contracting and procurement data to determine the respective utilization of M/WBEs.
- Determine the extent to which any identified disparities in the utilization of available M/WBEs might be impacted by discrimination.
- Recommend programs to remedy the effects of any discrimination identified, and to reduce or eliminate any other marketplace barriers that adversely affect the contract participation of such M/WBEs.

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

1.3 Technical Approach

In conducting the study and preparing recommendations, MGT followed a carefully designed work plan that allowed MGT study team members to fully analyze availability, utilization, and disparity with regard to M/WBE participation. MGT's approach has been used in over 140 jurisdictions 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/WBE business development.
- Identify narrowly tailored race- and gender-based, and race- and gender-neutral remedies.
- Prepare a final report.

1.4 Report Organization

In addition to this introductory chapter, this report contains sections which describe MGT's findings as to the presence or absence of disparity in the City's procurement and contracting practices. The study reviewed the City's prime contracts, subcontracts for construction and architecture and engineering, and procurement data for the period of July 1, 2005 through June 30, 2010. This report presents the following:

- **Chapter 2.0** presents an overview of controlling legal precedents that impact remedial procurement programs.
- **Chapter 3.0** 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 4.0** provides a discussion of the levels of disparity for prime contractors and subcontractors and a review of the multivariate analysis for the City.
- **Chapter 5.0** 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 6.0** presents an analysis of anecdotal data collected from the survey of vendors, personal interviews, focus groups, and a public hearing.
- **Chapter 7.0** provides a summary of the overall report with conclusions, commendations, and recommendations. This chapter also serves as the Executive Summary.

MGT recommends reading the report in its entirety to understand the basis for the recommendations presented in **Chapter 7.0**.

2.0 LEGAL REVIEW

2.0 LEGAL REVIEW

2.1 Introduction

This chapter provides legal background for the study. The material that follows does not constitute legal advice to the City of Charlotte 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.

The Supreme Court decisions in *Richmond v. Croson Company (Croson)*,¹ *Adarand v. Peña (Adarand)*,² 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*.³ 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:

- 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.

¹ *Richmond v. Croson*, 488 U.S. 469 (1989).

² *Adarand v. Peña*, 515 U.S. 200 (1995).

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

- * “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.”⁴

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.”⁵ 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.⁶

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

⁴ *Id.* at 479-80.

⁵ *Id.* at 480.

⁶ *Id.*

considerable record of litigation and appeals, the Fourth Circuit struck down the Richmond Plan and the Supreme Court affirmed this decision.⁷ The Supreme Court determined that strict scrutiny was the appropriate standard of judicial review for MBE programs, which mean 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.⁸

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.”⁹

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 that the discriminatory means employed are substantially related to the achievement of those objectives.”¹⁰ 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’.”¹¹ 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.”¹²

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.¹³ 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

⁷ *Id.* at 511.

⁸ *Id.* at 493.

⁹ *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 (4th cir. 2006).

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

¹¹ *H.B. Rowe*, at 10 (citing *Engineering Contractors* at 909).

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

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

Chicago program “under the *Grutter* standards.”¹⁴ The recent holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.¹⁵

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

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

2.3.1 Post-Enactment Evidence

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

The Supreme Court case of *Shaw v. Hunt*²¹ (*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.²² Following the *Shaw* decision, two districts courts rejected the use of post-enactment evidence in the evaluation of the constitutionality of local minority business programs.²³ A federal circuit court decision, covering the federal small disadvantaged business enterprise program,

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

¹⁵ *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).

¹⁶ *Croson*, 488 U.S. at 492, 509-10.

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

¹⁸ *Id.* at 922.

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

²⁰ See, e.g., *Coral Construction*, 941 F.2d 910, 920.

²¹ *Shaw v. Hunt*, 517 U.S. 899 (1996).

²² *Id.* at 910.

²³ *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).

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.”²⁴ 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.²⁵ 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.²⁶ 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 to be a state trooper or to advance as a state trooper solely because they belong to a certain race.”²⁷

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.”²⁸ 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.²⁹

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

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

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

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

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

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

²⁹ *Id.* at 501.

in a local construction industry.³⁰ To meet this more precise requirement, courts, including the Fourth Circuit, have accepted the use of a disparity index.³¹

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.”³²

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.³³ Following *Croson*’s statements on availability, lower courts have considered how legislative bodies may determine the precise scope of the injury sought to be remedied by an MBE program. Nevertheless, the federal courts have not provided clear guidance on the best data sources or techniques for measuring M/WBE availability.

Different forms of data used to measure availability give rise to particular controversies. 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.³⁴

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.

³⁰ *Croson*, 488 U.S. at 503-504.

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

³² *Croson*, 488 U.S. at 509 (emphasis added).

³³ *Id.*, 488 U.S. at 498.

³⁴ *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.

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.”³⁵ 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.³⁶

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.

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 \$500,000.³⁷ 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.”³⁸

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.”³⁹ 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.⁴⁰

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

³⁶ *H.B. Rowe*, at 13.

³⁷ *Id.* at 14-15.

³⁸ *Id.* at 14.

³⁹ *Id.* at 13.

⁴⁰ *Id.* at 12.

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.⁴¹ 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.”⁴² 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.⁴³

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.”⁴⁴ *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.”⁴⁵ 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.”⁴⁶

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

⁴¹ *Contractors Association*, 91 F.3d at 599-601.

⁴² *H.B. Rowe*, at 15.

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

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

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

⁴⁶ *Croson*, 488 U.S. at 492.

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.⁴⁷

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 remedial relief is justified."⁴⁸ 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."⁴⁹

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."⁵⁰ 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."⁵¹

⁴⁷ *H.B. Rowe*, at 27.

⁴⁸ *Croson*, 488 U.S. at 509.

⁴⁹ *H.B. Row*, at 17.

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

⁵¹ *H.B. Rowe* at 17 (citing *Maryland Troopers*).

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.⁵² 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.⁵³

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.”⁵⁴

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”⁵⁵ (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.”⁵⁶ 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.”⁵⁷ Other appellate courts have noted possible mechanisms for limiting program duration: required termination if

⁵² *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 (11th Cir. 2005).

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

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

⁵⁵ *H.B. Rowe* at 18.

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

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

goals have been met⁵⁸ and decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.⁵⁹

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.⁶⁰

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,

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."⁶¹

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.⁶²

⁵⁸ *Sherbrooke*, 354 F.3d at 972.

⁵⁹ *Adarand v. Slater*, 228 F.3d at 1179, 1180.

⁶⁰ *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.

⁶¹ *Contractors Association*, 91 F.3d at 606.

⁶² *H.B. Rowe*, at 19.

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.⁶³

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.⁶⁴ 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.⁶⁵

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

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.⁶⁷ 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.”⁶⁸ Continuing this policy, the 1958 Small Business Act requires that government agencies award a “fair proportion” of procurement contracts to small business concerns.⁶⁹ The regulations are designed to implement this general policy.⁷⁰

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:

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

⁶⁴ 49 CFR, Section 26, Part 53.

⁶⁵ *H.B. Rowe*, at 20.

⁶⁶ N.C. Gen. Stat. § 136-28.4(c)(2).

⁶⁷ 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.

⁶⁸ 10 U.S.C. § 2301 (1976).

⁶⁹ 15 USC 631(a).

⁷⁰ See 32 C.F.R. §§ 1-701.1 to 1-707.7.

*...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.*⁷¹

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.⁷²

There has been only one constitutional challenge to the long-standing federal SBE programs. In *J.H. Rutter Rex Manufacturing v. United States*,⁷³ 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.⁷⁴ The court held that classifying businesses as small was not a "suspect classification" subject to strict scrutiny. Instead, the court ruled:

*Since no fundamental rights are implicated, we need only determine whether the contested 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.*⁷⁵

A large number of state and local governments have maintained small business preference programs for many years.⁷⁶ 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

⁷¹ 15 U.S.C. § 637(b)(11).

⁷² *Federal Acquisition Regulations* 19.502-2.

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

⁷⁴ 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).

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

⁷⁶ 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).

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*,⁷⁷ 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.

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.

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

3.0 MARKET AREA, UTILIZATION, AND AVAILABILITY ANALSES

3.0 MARKET AREA, UTILIZATION AND AVAILABILITY ANALYSES

This chapter presents the results of our analysis of the City of Charlotte procurement activity from July 1, 2005 through June 30, 2010. In this chapter, we define the City of Charlotte's market area¹ and analyze the utilization of firms by the City of Charlotte (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.

This chapter consists of the following sections:

- 3.1 Methodology
- 3.2 Analysis of Subcontracting (Construction and Architecture and Engineering)
- 3.3 Analysis of Prime Contracting - Construction
- 3.4 Analysis of Prime Consulting - Architecture and Engineering
- 3.5 Professional Services
- 3.6 Other Services
- 3.7 Goods and Supplies
- 3.8 Procurement Card (P-Card) Transactions
- 3.9 City of Charlotte Small Business Opportunity (SBO) Program Analysis (includes Comparison of M/WBE Utilization Between 2003 Disparity Study and 2011 Disparity Study, Subcontractor Utilization and Contract Size/Threshold Analysis)
- 3.10 Summary

3.1 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.

3.1.1 Business Categories

The City's market area, utilization and availability of M/WBE firms were analyzed for five business categories: construction, architecture and engineering, professional services, other services, and goods and supplies. The analysis conducted in the 2003 Disparity Study was based on these same five business categories. However, construction was analyzed by heavy construction, building construction and construction-special trade

¹ The Charlotte-Gastonia-Salisbury Combined Statistical Area (CSA) constitutes the relevant market area for this study. The CSA includes the following North Carolina counties: Mecklenburg, Anson, Cabarrus, Gaston, Union, Stanley, Lincoln, Rowan, Iredell, and Cleveland, as well as York, Chester and Lancaster counties in South Carolina.

contractors. The analyses, as well as the findings and recommendations for this study focus on subcontracting since evidence on subcontracting activity is needed in order to establish M/WBE subcontracting goals. The scope of the subcontracting analysis for this study was limited to construction and architecture and engineering, since that is where the vast bulk of subcontracting occurs in City contracts. The scope of the prime analysis was construction, architecture and engineering, professional services, other services and goods and supplies. The following provides a description of each business category.

Construction

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

- Heavy construction, such as 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.

Architecture and Engineering

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

Professional Services

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

Other Services

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

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

Goods and Supplies

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

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

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

- Administrative items such as utility payments, 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.
- Payments to citizens for right-of-ways, land purchases, etc.

3.1.2 M/WBE Classifications

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

- **African Americans:** U.S. citizens or lawfully admitted permanent residents having an origin in any of the black racial groups of Africa.
- **Hispanic Americans:** U.S. citizens or lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese cultures or origins regardless of race.

- **Asian Americans:** U.S. citizens or lawfully admitted permanent residents who originate from the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.
- **Native Americans:** U.S. citizens or lawfully admitted permanent residents who originate from any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
- **Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white females. Minority women were included in their respective minority category.

The M/WBE determinations reflected in this report were based on the source data discussed below in **Section 3.1.3**. If the business owner classification was unclear or unknown in the source data, 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) list. In addition, City staff 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.

3.1.3 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 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 procurement data within the study period for all business categories was extracted from the City's financial and procurement systems, COMPASS, the City's vendor management database, was reconciled with the City's general ledger system, GEAC. The data contained 938,920 records, which was compiled by MGT staff with the cooperation and review from City staff.

Exhibit 3-1 shows the number of payment records by business category. Out of the 938,920 records maintained in the database, a total of 848,025 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 transactions² that were identified as exclusions from the study.

² 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 payments to citizens for right-of-ways, land purchases, etc.

**EXHIBIT 3-1
CITY OF CHARLOTTE
NUMBER OF PAYMENT RECORDS
JULY 1, 2005 THROUGH JUNE 30, 2010**

BUSINESS CATEGORY	# OF RECORDS
Construction	55,206
Architecture and Engineering	26,840
Professional Services	58,445
Other Services	231,631
Goods and Supplies	475,903
Total # of Payment Records	848,025

Source: Payment activity compiled from the City's 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.

Prime utilization data also included electronic wire transfer and procurement card data. For the analysis at the prime level, the study relied primarily on data obtained from COMPASS, as well as the electronic wire transfer data. The analysis of procurement cards is presented later in this chapter.

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

- Mark for exclusion records included the exclusion of 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 payments to citizens for right-of-ways, 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

Since the analysis at the subcontract level would be focused on construction and architecture and engineering projects, it was determined that subcontract data would be collected from the City's Key Business Units (KBUs) that typically award construction and/or architecture and engineering projects. Thus, subcontracting data was also discussed and reviewed, as a part of the data assessment interviews that MGT

conducted with key City staff. Once these data assessments and follow-up interviews about contracting and subcontracting on City projects were conducted a list of contract award data was defined and obtained so that MGT could design data collection plans to collect construction subcontractor data and architecture and engineering subconsultant data. It was determined that Engineering and Property Management (EPM) and Charlotte Mecklenburg Utilities (CMU) would provide subcontractor data electronically. Thus, the data collection team would only need to collect data from hard copy files maintained by Aviation, Business Support Services (BSS), and Charlotte Area Transit System (CATS). Data from Aviation and CATS was collected for City funded projects only. The data collection team was trained on disparity study data collection techniques of hard copy files in order to ensure accuracy. During the data collection process, quality control checks were enforced to minimize the occurrence of data entry errors. The quality control process consisted of MGT staff revisiting project files after a data collection team member had entered them into the system and verifying the accuracy of the data entered. Using the electronic data provided by the City and the additional data collected onsite; MGT developed a master database of the City's subcontracting activity during the study period. The database stores subcontract and/or bidder data collected from Aviation, Business Support Services, Charlotte Area Transit System, Engineering and Property Management, and Charlotte Mecklenburg Utilities. In addition, some subcontract data was collected from Small Business Enterprise (SBE) reports. Please note that federally-funded projects (with Disadvantaged Business Enterprise (DBE) requirements) were excluded from the study. Disparity studies involving DBE programs have different research methodologies and requirements than studies conducted for state or local agencies

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 included the exclusion of 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:

- **COMPASS Data:** electronic files containing payments made to firms from July 1, 2005 through June 30, 2010.
- **Electronic Wire Transfer Data:** electronic files containing payments made to firms from July 1, 2005 through June 30, 2010.

- **Procurement Card (P-Card) Data:** electronic files containing transactions made from July 1, 2005³ through June 30, 2010 via P-Cards.
- **Contract Data:** electronic databases and/or files provided by Aviation, BSS, CATS, CMU and EPM containing prime contract activity from July 1, 2005 through June 30, 2010.
- **Subcontract Data:** electronic databases provided by CMU and EPM containing subcontract activity from July 1, 2005 through June 30, 2010. Hard copy data was collected from CATS and Aviation contract files, as well as data collected from Small Business Enterprise (SBE) reports.
- **Small Business Enterprise (SBE) Reports:** electronic files containing payments made to subcontractors/subconsultants on specific projects.
- **Vendor List:** an electronic file extracted from the City's procurement system containing vendors that were paid and/or have registered to do business with the City.
- **Building Permits:** electronic files containing commercial construction permits (such as building, electrical, mechanical) let to firms from July 1, 2005 through June 30, 2010⁴.
- **Central Contractor Registration (CCR)⁵ Registrant Database for the U.S. Federal Government:** an electronic file containing firms located in the Charlotte-Gastonia-Salisbury 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.

3.1.4 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 or by the Fifth Circuit in particular.⁶ In general the case law has emphasized firms being qualified, willing and able to pursue work with an agency. However, there is in general no single data source that captures all these features. This study presents various measures of business availability, including U.S. Census Survey of Business Owners data, "custom census" data, and vendor data⁷.

³ Since race, ethnicity and gender classifications were not provided by spending with firms via procurement cards between July 1, 2005 and June 30, 2008, the analysis of procurement cards was based on spending between July 1, 2008 and June 30, 2010.

⁴ Please refer to **Chapter 5.0** for a detailed discussion of this dataset.

⁵ CCR collects, validates, stores, and disseminates data in support of agency acquisition missions, including Federal agency contract and assistance awards. Both current and potential federal government registrants are required to register in CCR in order to be awarded contracts by the federal government. Registrants are required to complete a one-time registration to provide basic information relevant to procurement and financial transactions. Registrants must update or renew their registration at least once per year to maintain an active status.

⁶ See for example, *Scott v. City Of Jackson*, 199 F.3d 206 (5th Cir 1999).

⁷ Please refer to **Appendix P** for availability estimates based on vendors.

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.⁸ 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 or have registered to do business with the City. While the vendor data appears to be the natural starting point for estimating vendor availability, there are limits. For instance, the availability analysis using vendor data appears to be somewhat skewed to M/WBEs. However, MGT did calculate availability estimates based on vendor data, which are presented in **Appendix P**.

U.S. Census Survey of Business Owners Data

The U.S. Census Survey of Business Owners data was used to calculate, availability estimates at the prime level for architecture and engineering, professional services, other services and goods and supplies were based on the U.S. Census 2007 Survey of Business Owners data. 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.*,⁶⁰ 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.

⁸ *H.B. Rowe v. North Carolina DOT*, 589 F.Supp.2d 587 (E.D. NC 2008).

Custom Census Data

Availability estimates for construction at the prime contractor level, construction at the subcontractor level and architecture and engineering at the subconsultant level were based on custom census data. Some court cases have allowed what is known as custom census as a source of business availability.⁹ Custom census essentially involves using Dun & Bradstreet as a source of business availability. Dun & Bradstreet has the advantage over the U.S. Census Survey of Business Owners data in that the information is current and Dun & Bradstreet contains data on individual firms, including firm revenue, number of employees and specific areas of work. The limits of Dun & Bradstreet are that: (1) the race, ethnicity, and gender classification are weak, (2) Dun & Bradstreet does not indicate whether the firm is interested in work with the City, and (3) Dun & Bradstreet does not indicate whether a firm is primarily a subcontractor or prime contractor. In order to address those deficiencies, MGT developed a short survey to address the three questions above. A random sample of construction and architecture and engineering firms were supplied by Dun and Bradstreet. Six digit NAICS codes were selected in order to select construction and architecture and engineering firms located in the City of Charlotte's Combined Statistical Area (CSA). The sample frame was a sample of 10,464 firms in the business categories of construction and architecture and engineering. These firms were then surveyed via telephone by JRC Policy Research Group, a local subconsultant. Slightly more than 400 surveys were completed and responded to a series of questions such as:

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

The custom census availability survey instruments are presented in **Appendix I**.

3.1.5 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: the courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis; county boundaries are externally determined and thus free from any researcher bias that might result from any arbitrary

⁹ *Northern Contracting v. Illinois DOT*, 2005 U.S. Dist. LEXIS 19868 (ND IL 2005).

determinations of geographical units of analysis; and 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 M** presents the utilization analysis based on the overall market area by business category, as well as the market area analysis by business category. For the purpose of this report, the utilization analysis was based on payments made to M/WBE and non-M/WBE firms located in the Charlotte-Gastonia-Salisbury Combined Statistical Area (CSA), which constitutes the relevant market area for this study. The CSA includes the following North Carolina counties: Mecklenburg, Anson, Cabarrus, Gaston, Union, Stanley, Lincoln, Rowan, Iredell, and Cleveland, as well as York, Chester and Lancaster counties in South Carolina. The availability analysis was also based on firms located in the CSA.

3.2 Analysis of Subcontracting

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 3.1.3**, MGT collected subcontract data from electronic data files provided by CMU and EPM, as well as hard copy files maintained by Aviation, BSS, and CATS. MGT also collected subcontract data from Small Business Enterprise (SBE) reports. The following utilization analysis is based on data collected from these electronic files, as well as the hard copy data and SBE reports. Majority of the subcontractor analyses was based on data provided by CMU and EPM, since these KBUs provided the most complete data. The analysis of subcontractor utilization was based on the payments made to subcontractors within the Charlotte market area, which is the Charlotte-Gastonia-Salisbury CSA.

3.2.1 Utilization of Firms at the Construction Subcontractor Level

Exhibit 3-2 shows that during the study period, over \$214.8 million in payments at the subcontractor level were made to M/WBE and non-M/WBE firms. Prime contractors spent \$62.1 million, for 28.9 percent of construction subcontract payments, with M/WBE firms. When looking at the spending with M/WBE firms, nonminority women-owned firms were most successful with \$42.3 million (19.7%), followed by African American-owned firms with \$11.6 million (5.4%), Hispanic American-owned firms with \$4.2 million (close to 2%), Native American-owned firms with \$2.5 million (1.2%), and Asian American-owned firms with \$1.5 million (0.7%). Prime contractors spent \$152.7 million, for 71.1 percent of construction subcontract payments, with non-M/WBE firms. As far as by fiscal year and in terms of the percentage of construction payments at the subcontractor level, M/WBE firms were most successful in fiscal year 2010 receiving 51.5 percent of the payments. However, in terms of payment dollars, M/WBEs were most successful at the construction subcontractor level in fiscal year 2009, receiving \$16.2 million.

**EXHIBIT 3-2
CITY OF CHARLOTTE
CONSTRUCTION
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL
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		MWBE Firms		Non-MWBE Firms		Total Payment Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$3,592,523	6.88%	\$686,113	1.31%	\$129,745	0.25%	\$156,863	0.30%	\$10,648,870	20.41%	\$15,214,114	29.15%	\$36,971,217	70.85%	\$52,185,331
2007	\$1,365,252	2.74%	\$1,022,009	2.05%	\$544,102	1.09%	\$340,642	0.68%	\$5,925,335	11.90%	\$9,197,339	18.46%	\$40,615,435	81.54%	\$49,812,774
2008	\$2,287,033	4.96%	\$645,600	1.40%	\$107,279	0.23%	\$1,646,347	3.57%	\$9,079,200	19.71%	\$13,765,460	29.88%	\$32,302,791	70.12%	\$46,068,251
2009	\$3,648,207	7.05%	\$1,477,754	2.86%	\$238,680	0.46%	\$124,742	0.24%	\$10,708,472	20.70%	\$16,197,855	31.31%	\$35,538,957	68.69%	\$51,736,813
2010	\$726,916	4.84%	\$356,974	2.38%	\$468,182	3.12%	\$197,057	1.31%	\$5,980,898	39.83%	\$7,730,027	51.48%	\$7,285,354	48.52%	\$15,015,381
Total	\$11,619,931	5.41%	\$4,188,450	1.95%	\$1,487,988	0.69%	\$2,465,651	1.15%	\$42,342,775	19.71%	\$62,104,795	28.91%	\$152,713,754	71.09%	\$214,818,549

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

¹ Percent of total dollars paid annually to firms at the subcontractor level.

Exhibit 3-3 shows that there were a total of 1,023 individual (unduplicated) firms utilized at the construction subcontract level. Approximately 29.2 percent or 299 were individual (unduplicated) M/WBE firms. In comparison, 70.7 percent or 724 were individual (unduplicated) non-M/WBE firms utilized during the same period.

**EXHIBIT 3-3
CITY OF CHARLOTTE
CONSTRUCTION
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR 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
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2006	34	7.22%	12	2.55%	4	0.85%	6	1.27%	77	16.35%	133	28.24%	338	71.76%	471
2007	28	6.59%	14	3.29%	7	1.65%	7	1.65%	67	15.76%	123	28.94%	302	71.06%	425
2008	27	8.11%	11	3.30%	3	0.90%	6	1.80%	61	18.32%	108	32.43%	225	67.57%	333
2009	40	8.18%	13	2.66%	5	1.02%	4	0.82%	80	16.36%	142	29.04%	347	70.96%	489
2010	14	7.22%	4	2.06%	3	1.55%	3	1.55%	36	18.56%	60	30.93%	134	69.07%	194
Individual Firms over Five Years²	87	8.50%	31	3.03%	10	0.98%	15	1.47%	156	15.25%	299	29.23%	724	70.77%	1,023

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

¹ Percentage of Total Firms by fiscal year.

² 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.

3.2.2 Utilization of Firms at the Architecture and Engineering Subconsultant Level

Exhibit 3-4 shows that during the study period \$14.7 million in payments at the architecture and engineering subconsultant level were made to M/WBE and non-M/WBE firms. M/WBE firms were paid approximately \$4.9 million, which resulted in 33 percent of payments at the architecture and engineering subconsultant level. When looking at spending with M/WBE firms, nonminority women-owned firms were most successful and received \$3.1 million (21.2%), followed by Hispanic American-owned firms received \$952,736 or 6.5 percent of the payments at the architecture and engineering subconsultant level. African American-owned firms received \$386,906 (2.6%), Asian American-owned firms received \$303,620 (2.1%), and Native American-owned firms received \$89,860 (.61%). As far as by fiscal year and in terms of the percentage of payments at the architecture and engineering subconsultant level, M/WBE firms were most successful in fiscal year 2010 receiving 80 percent of the payments. However, in terms of payment dollars, M/WBE firms were most successful in fiscal year 2007, receiving \$1.8 million.

**EXHIBIT 3-4
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONSULTANT LEVEL
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 Payment Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$22,514	1.32%	\$33,640	1.98%	\$188	0.01%	\$0	0.00%	\$491,718	28.91%	\$548,059	32.22%	\$1,152,968	67.78%	\$1,701,027
2007	\$215,486	4.05%	\$342,642	6.44%	\$234,423	4.41%	\$80,840	1.52%	\$953,874	17.94%	\$1,827,266	34.36%	\$3,490,211	65.64%	\$5,317,477
2008	\$12,249	1.23%	\$105,364	10.58%	\$11,774	1.18%	\$1,000	0.10%	\$139,127	13.97%	\$269,513	27.05%	\$726,722	72.95%	\$996,235
2009	\$131,811	2.68%	\$462,487	9.40%	\$57,235	1.16%	\$8,020	0.16%	\$134,908	2.74%	\$794,462	16.15%	\$4,126,144	83.85%	\$4,920,606
2010	\$4,845	0.27%	\$8,603	0.49%	\$0	0.00%	\$0	0.00%	\$1,399,123	79.35%	\$1,412,571	80.11%	\$350,689	19.89%	\$1,763,259
Total	\$386,906	2.63%	\$952,736	6.48%	\$303,620	2.07%	\$89,860	0.61%	\$3,118,749	21.22%	\$4,851,871	33.01%	\$9,846,734	66.99%	\$14,698,604

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

¹ Percent of total dollars paid annually to firms at the subcontractor level.

Exhibit 3-5 shows that there were 208 individual (unduplicated) firms utilized at the architecture and engineering subconsultant level. Approximately 34.1 percent or 71 were individual (unduplicated) M/WBE firms. In comparison, 65.9 percent or 137 were individual (unduplicated) non-M/WBE firms.

**EXHIBIT 3-5
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONSULTANT 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
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2006	2	3.64%	1	1.82%	1	1.82%	0	0.00%	15	27.27%	19	34.55%	36	65.45%	55
2007	5	4.42%	3	2.65%	4	3.54%	3	2.65%	24	21.24%	39	34.51%	74	65.49%	113
2008	3	5.45%	3	5.45%	1	1.82%	1	1.82%	14	25.45%	22	40.00%	33	60.00%	55
2009	7	10.45%	4	5.97%	3	4.48%	1	1.49%	13	19.40%	28	41.79%	39	58.21%	67
2010	2	5.13%	2	5.13%	0	0.00%	0	0.00%	12	30.77%	16	41.03%	23	58.97%	39
Individual Firms over Five Years²	11	5.29%	6	2.88%	4	1.92%	4	1.92%	46	22.12%	71	34.13%	137	65.87%	208

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

¹ Percentage of Total Firms by fiscal year.

² 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.

3.2.3 Availability Methodology for Subcontracting

As previously mentioned, for the purposes of this study, custom census data was used to calculate availability estimates for construction at the prime contractor level, construction at the subcontractor level, and architecture and engineering at the subconsultant level. Please refer to **Section 3.1.4, Custom Census Data**, for further discussion on this data. For the custom census availability estimates, firms were considered available for subcontract work if they indicated they were subcontractors or that their firm performed work both as a prime contractor and subcontractor. The availability estimates were based on firms located in the Charlotte-Gastonia-Salisbury CSA.

Exhibit 3-6 shows the availability estimates of firms at the construction subcontract level based on custom census data, by race, ethnicity, and gender classification. M/WBE firms represented 40.2 percent of firms at the construction subcontract level, of which nonminority women-owned firms represented 18.4 percent, African American-owned firms 11.7 percent, Hispanic American-owned firms 7.8 percent, Native American-owned firms 1.7 percent, and Asian American-owned firms 0.6 percent.

**EXHIBIT 3-6
CITY OF CHARLOTTE
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE SUBCONTRACTOR LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY CSA**

	African Americans ¹	Hispanic Americans ¹	Asian Americans ¹	Native Americans ¹	Nonminority Women	M/WBE Firms	Non-M/WBE Firms	Total Firms
	%	%	%	%	%	%	%	%
Total	11.73%	7.82%	0.56%	1.68%	18.44%	40.22%	59.78%	100.00%

Source: MGT developed a database of firms based on Dunn & Bradstreet data in order to conduct a custom census availability analyses.

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

Exhibit 3-7 shows the availability estimates of firms at the architecture and engineering subconsultant level based on custom census data, by race, ethnicity, and gender classification. The analysis shows that M/WBE firms represented 32.8 percent of firms at the architecture and engineering subconsultant level, of which nonminority women-owned firms represented 18.8 percent, African American-owned firms 10.9 percent, Hispanic American-owned firms 1.6 percent and Asian American-owned firms 1.6 percent. Of the respondents to the architecture and engineering custom census survey, no Native American-owned firms indicated that they had worked as a subcontractor on an architecture and engineering project, thus the availability estimate for this M/WBE group could not be calculated.

**EXHIBIT 3-7
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF FIRMS AT THE SUBCONSULTANT LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY CSA**

	African Americans ¹	Hispanic Americans ¹	Asian Americans ¹	Native Americans ¹	Nonminority Women	M/WBE Firms	Non-M/WBE Firms	Total Firms
	%	%	%	%	%	%	%	%
Total	10.94%	1.56%	1.56%	0.00%	18.75%	32.81%	67.19%	100.00%

Source: MGT developed a database of firms based on Dunn & Bradstreet data in order to conduct a custom census availability analyses.

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

3.3 Analysis of Prime Contracting – Construction

The following section presents MGT’s analysis for construction at the prime contractor level. The utilization analysis is based on expenditures paid to firms that provided construction services during the study period. As stated in **Section 3.1.3**, federally-funded projects with Disadvantaged Business Enterprise requirements were excluded from the study. **Section 3.3.2** presents the availability analysis of construction firms at the prime level located in the Charlotte-Gastonia-Salisbury CSA.

3.3.1 Utilization Analysis

The utilization analysis of prime construction contractors by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 3-8**. The City made payments of \$1.3 billion to M/WBE firms and non-M/WBE firms located with the Charlotte-Gastonia-Salisbury CSA. Of the \$1.3 billion, non-M/WBE firms received \$1.1 billion, for 85.3 percent of the payments. M/WBE firms received \$197.1 million of the City’s construction payments, for 14.7 percent of the payments. Of the M/WBE firms, nonminority women-owned firms were the most successful receiving 7.8 percent of the payments, followed by firms owned by Asian Americans receiving 4.3 percent, Native Americans receiving 1.5 percent, African Americans receiving 0.8 percent and Hispanic Americans receiving 0.4 percent. In terms of the percentage of construction payments at the prime level by fiscal year, M/WBE firms were most successful in fiscal year 2007 receiving 18.5 percent of the payments. In terms of payment dollars, M/WBE firms also received the highest share of payments in fiscal year 2007, receiving \$46.8 million.

**EXHIBIT 3-8
CITY OF CHARLOTTE
CONSTRUCTION
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$3,447,470	1.03%	\$775,605	0.23%	\$11,382,239	3.40%	\$1,803,690	0.54%	\$16,406,650	4.90%	\$33,815,654	10.11%	\$300,795,225	89.89%	\$334,610,879
2007	\$2,789,921	1.10%	\$892,690	0.35%	\$15,394,159	6.08%	\$5,560,485	2.20%	\$22,167,401	8.75%	\$46,804,656	18.48%	\$206,459,419	81.52%	\$253,264,075
2008	\$877,673	0.38%	\$814,110	0.35%	\$16,576,379	7.12%	\$3,637,394	1.56%	\$18,725,999	8.04%	\$40,631,556	17.45%	\$192,242,908	82.55%	\$232,874,464
2009	\$1,648,230	0.54%	\$592,308	0.19%	\$7,441,240	2.43%	\$1,298,036	0.42%	\$26,258,928	8.57%	\$37,238,742	12.15%	\$269,212,807	87.85%	\$306,451,549
2010	\$1,374,461	0.63%	\$1,571,799	0.72%	\$6,459,952	2.98%	\$7,465,176	3.44%	\$21,755,234	10.02%	\$38,626,623	17.79%	\$178,443,651	82.21%	\$217,070,273
Total	\$10,137,756	0.75%	\$4,646,512	0.35%	\$57,253,969	4.26%	\$19,764,781	1.47%	\$105,314,212	7.83%	\$197,117,231	14.66%	\$1,147,154,010	85.34%	\$1,344,271,241

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

¹ Percent of total dollars paid annually to firms.

Exhibit 3-9 shows the number and percentage of prime construction firms utilized over the entire the study period. In **Exhibit 3-9**, MGT shows that out of a total of 402 individual (unduplicated) firms paid for construction projects at the prime contractor level, 138 individual (unduplicated) firms were owned by M/WBEs (34.3%). In comparison, 264 individual (unduplicated) non-M/WBE firms (65.7%) were paid during the same period.

**EXHIBIT 3-9
CITY OF CHARLOTTE
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
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2006	22	10.05%	5	2.28%	6	2.74%	2	0.91%	33	15.07%	68	31.05%	151	68.95%	219
2007	18	9.28%	3	1.55%	5	2.58%	5	2.58%	31	15.98%	62	31.96%	132	68.04%	194
2008	20	9.85%	5	2.46%	7	3.45%	8	3.94%	27	13.30%	67	33.00%	136	67.00%	203
2009	19	8.96%	4	1.89%	5	2.36%	6	2.83%	29	13.68%	63	29.72%	149	70.28%	212
2010	16	7.73%	4	1.93%	5	2.42%	6	2.90%	32	15.46%	63	30.43%	144	69.57%	207
Individual Firms over Five Years²	46	11.44%	10	2.49%	10	2.49%	12	2.99%	60	14.93%	138	34.33%	264	65.67%	402

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

¹ Percentage of Total Firms by fiscal year.

² 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.

Utilization Analysis of Prime Construction by City Key Business Unit (KBU)

The following analysis presents the dollars and percentage of prime construction dollars spent by KBU. The following exhibit presents only the KBUs where construction purchases were made on behalf of a KBU. The KBU was identified by the center number provided in the data.

Exhibit 3-10 shows the breakdown of construction payments by each KBU by race, ethnicity, and gender classification. The KBUs with the most construction payment dollars spent at the prime level were Engineering and Property Management with \$454.7 million, followed by Charlotte Mecklenburg Utilities with \$302.4 million and Aviation with \$162.9 million. In terms of the highest percentage of construction dollars spent with M/WBE firms at the prime level, Charlotte Area Transit System spent 79.6 percent with M/WBE firms, followed by Charlotte Mecklenburg Police Department with 35.4 percent and Charlotte Mecklenburg Utilities with 28.6 percent. KBUs with the most dollars spent with M/WBE firms at the prime level were Charlotte Mecklenburg Utilities with \$86.5 million, followed by Engineering and Property Management with \$66.4 million and Charlotte Department of Transportation with \$14.4 million.

**EXHIBIT 3-10
CITY OF CHARLOTTE
CONSTRUCTION
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
BY CITY KEY BUSINESS UNIT
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2005 THROUGH JUNE 30, 2010**

Key Business Unit	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
AVIATION	\$867,848	0.53%	\$2,354,649	1.45%	\$246,284	0.15%	\$960,714	0.59%	\$4,254,859	2.61%	\$8,684,352	5.33%	\$154,259,137	94.67%	\$162,943,489
BUSINESS SUPPORT SERVICES	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$2,024	2.28%	\$2,024	2.28%	\$86,564	97.72%	\$88,588
CHARLOTTE AREA TRANSIT SYSTEM	\$197,844	6.34%	\$27,475	0.88%	\$125	0.00%	\$1,109,674	35.54%	\$1,149,029	36.81%	\$2,484,147	79.57%	\$637,773	20.43%	\$3,121,921
CHARLOTTE DEPARTMENT OF TRANSPORTATION	\$1,130,115	1.18%	\$1,691,706	1.76%	\$6,956,663	7.24%	\$72,086	0.07%	\$4,551,627	4.73%	\$14,402,197	14.98%	\$81,727,965	85.02%	\$96,130,162
CHARLOTTE FIRE DEPARTMENT	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$610	0.33%	\$0	0.00%	\$610	0.33%	\$182,507	99.67%	\$183,117
CHARLOTTE MECKLENBURG POLICE DEPARTMENT	\$0	0.00%	\$40,000	25.71%	\$1,750	1.12%	\$0	0.00%	\$13,332	8.57%	\$55,081	35.40%	\$100,517	64.60%	\$155,599
CHARLOTTE MECKLENBURG UTILITIES	\$2,876,123	0.95%	\$845	0.00%	\$6,365,527	2.11%	\$36,340	0.01%	\$77,205,116	25.53%	\$86,483,952	28.60%	\$215,869,636	71.40%	\$302,353,587
CITY CLERK	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$526	100.00%	\$526
CITY MANAGER	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$388	3.01%	\$388	3.01%	\$12,490	96.99%	\$12,878
ENGINEERING AND PROPERTY MANAGEMENT	\$4,460,688	0.98%	\$529,561	0.12%	\$43,521,785	9.57%	\$182,704	0.04%	\$17,708,891	3.89%	\$66,403,630	14.60%	\$388,331,403	85.40%	\$454,735,033
FINANCE	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$18,897	100.00%	\$18,897
NEIGHBORHOOD AND BUSINESS SERVICES	\$603,583	11.17%	\$0	0.00%	\$4,189	0.08%	\$170,992	3.16%	\$250,223	4.63%	\$1,028,986	19.03%	\$4,376,835	80.97%	\$5,405,821
Total	\$10,136,200	0.99%	\$4,644,237	0.45%	\$57,096,322	5.57%	\$2,533,120	0.25%	\$105,135,489	10.26%	\$179,545,368	17.51%	\$845,604,250	82.49%	\$1,025,149,618

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

¹ Percent of total dollars paid to firms by KBU.

3.3.2 Availability Methodology

As previously mentioned in **Section 3.1.4 Custom Census Data**, custom census data was to calculate availability estimates for construction at the prime contractor level, construction at the subcontractor level, and architecture and engineering at the subconsultant level. For the custom census availability estimates at the prime contractor level, firms were considered available for prime contract work if they indicated that their firm performed work as a prime contractor. The availability estimates were based on firms located in the Charlotte-Gastonia-Salisbury CSA.

Exhibit 3-11 shows the availability estimates of firms at the prime construction level based on custom census data, by race, ethnicity, and gender classification. The analysis shows that M/WBE firms represented 34.3 percent, of which nonminority women-owned firms represented 14.9 percent; African American-owned firms represented close to 10 percent (9.9%); Hispanic American-owned firms represented close to 7 percent (6.9%); Native American-owned firms represented close to two percent (1.9%) and Asian American-owned firms represented 0.5 percent.

**EXHIBIT 3-11
CITY OF CHARLOTTE
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY CSA**

	African Americans ¹	Hispanic Americans ¹	Asian Americans ¹	Native Americans ¹	Nonminority Women	M/WBE Firms	Non-M/WBE Firms	Total Firms
	%	%	%	%	%	%	%	%
Total	9.95%	6.97%	0.50%	1.99%	14.93%	34.33%	65.67%	100.00%

Source: MGT developed a database of firms based on Dunn & Bradstreet data in order to conduct a custom census availability analyses.

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

3.4 Analysis of Prime Consulting – Architecture and Engineering

The following presents MGT’s analysis for the architecture and engineering business category at the prime consultant level. The utilization analysis is based on expenditures paid to firms that provided architecture and engineering-related services during the study period. As stated in **Section 3.1.3**, federally-funded projects with Disadvantaged Business Enterprise requirements were excluded from the study. MGT also shows the results of availability analysis of M/WBEs and non-M/WBEs firms located in the Charlotte-Gastonia-Salisbury CSA.

3.4.1 Utilization Analysis

The utilization analysis of architecture and engineering firms at the prime level by fiscal year and race, ethnicity, and gender classification is shown in **Exhibit 3-12**. The City made payments of \$185.2 million to M/WBE firms and non-M/WBE firms located with the Charlotte-Gastonia-Salisbury CSA. Of the \$185.2 million, non-M/WBE firms received \$164.7 million, for close to 89 percent (88.9%) of the architecture and engineering payments. M/WBE firms received \$20.4 million of the architecture and engineering payments, for slightly more than 11 percent. Of the M/WBE firms receiving architecture and engineering payments, Asian American-owned firms were the most successful with close to 5 percent (4.98%) of the payments, followed by nonminority women-owned firms receiving 4.5 percent, African Americans receiving 1.4 percent, Hispanic Americans receiving 0.2 percent, and Native Americans receiving less than one percent (0.02%). As far as by fiscal year and in terms of the percentage of architecture and engineering payments at the prime consultant level, M/WBE firms were most successful in fiscal year 2007 receiving 15.8 percent of the payments. However, in terms of payment dollars, M/WBE firms received the most share of architecture and engineering payments at the prime consultant in fiscal year 2009, receiving slightly more than \$5 million.

**EXHIBIT 3-12
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$755,775	2.56%	\$5,218	0.02%	\$1,492,997	5.05%	\$0	0.00%	\$1,053,925	3.57%	\$3,307,915	11.19%	\$26,244,983	88.81%	\$29,552,898
2007	\$715,153	2.73%	\$0	0.00%	\$1,366,636	5.22%	\$0	0.00%	\$2,056,244	7.86%	\$4,138,034	15.81%	\$22,027,788	84.19%	\$26,165,822
2008	\$526,264	1.42%	\$1,000	0.00%	\$1,589,764	4.27%	\$0	0.00%	\$1,614,968	4.34%	\$3,731,997	10.04%	\$33,457,022	89.96%	\$37,189,018
2009	\$520,619	1.13%	\$117,535	0.26%	\$2,458,135	5.33%	\$35,475	0.08%	\$1,892,402	4.11%	\$5,024,166	10.90%	\$41,065,334	89.10%	\$46,089,500
2010	\$31,373	0.07%	\$252,483	0.55%	\$2,307,002	5.00%	\$9,602	0.02%	\$1,640,329	3.55%	\$4,240,788	9.18%	\$41,933,082	90.82%	\$46,173,870
Total	\$2,549,185	1.38%	\$376,236	0.20%	\$9,214,534	4.98%	\$45,077	0.02%	\$8,257,868	4.46%	\$20,442,899	11.04%	\$164,728,209	88.96%	\$185,171,108

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

¹ Percent of total dollars paid annually to firms.

Exhibit 3-13 shows the number and percentage of architecture and engineering firms at the prime consultant level utilized over the entire study period. **Exhibit 3-13** shows that out of a total of 199 individual (unduplicated) firms paid for architecture and engineering projects at the prime consultant level, 35 individual (unduplicated) firms were owned by M/WBEs (17.6%). In comparison, 164 individual (unduplicated) non-M/WBE firms paid during the same period (82.4%).

**EXHIBIT 3-13
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
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 #
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2006	5	3.73%	1	0.75%	4	2.99%	0	0.00%	13	9.70%	23	17.16%	111	82.84%	134
2007	4	3.25%	0	0.00%	2	1.63%	0	0.00%	13	10.57%	19	15.45%	104	84.55%	123
2008	6	4.69%	1	0.78%	2	1.56%	0	0.00%	14	10.94%	23	17.97%	105	82.03%	128
2009	5	4.00%	2	1.60%	2	1.60%	1	0.80%	11	8.80%	21	16.80%	104	83.20%	125
2010	4	3.10%	1	0.78%	2	1.55%	1	0.78%	12	9.30%	20	15.50%	109	84.50%	129
Individual Firms over Five Years²	6	3.02%	2	1.01%	4	2.01%	1	0.50%	22	11.06%	35	17.59%	164	82.41%	199

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

¹ Percentage of Total Firms by fiscal year.

² 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.

Architecture and Engineering Analysis by City Key Business Unit (KBU)

The following analysis presents the dollars and percentage of prime architecture and engineering dollars spent by the City KBUs. The following exhibit presents only the KBUs where architecture and engineering purchases were made on behalf of a KBU. The City KBU was identified by the center number provided in the data.

Exhibit 3-14 shows the breakdown of architecture and engineering payments by each KBU (where architecture and engineering dollars were spent) by race, ethnicity and gender classification. The KBUs with the most architecture and engineering payment dollars spent were Charlotte Mecklenburg Utilities with \$86.7 million, followed by Engineering and Property Management with \$60.6 million and Aviation with \$15.9 million. Among KBUs with the highest percentage of dollars spent with M/WBE firms, Engineering and Property Management spent 25.5 percent of architecture and engineering dollars with M/WBE firms, followed by the 11.1 percent with Charlotte Fire Department spending and 9.7 percent with Charlotte Department of Transportation. Among the KBUs with the highest share of architecture and engineering payments spent with M/WBE firms, Engineering and Property Management spent \$15.4 million followed by Charlotte Mecklenburg Utilities spending \$2.9 million and Charlotte Department of Transportation spending \$1.3 million.

**EXHIBIT 3-14
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
BY CITY KEY BUSINESS UNIT
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2005 THROUGH JUNE 30, 2010**

Key Business Unit	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
AVIATION	\$389,811	2.45%	\$16,215	0.10%	\$9,000	0.06%	\$0	0.00%	\$123,280	0.78%	\$538,306	3.39%	\$15,363,495	96.61%	\$15,901,801
BUDGET AND EVALUATION	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$2,500	100.00%	\$2,500
BUSINESS SUPPORT SERVICES	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$6,612	100.00%	\$6,612
CHARLOTTE AREA TRANSIT SYSTEM	\$79,924	1.23%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$151,346	2.33%	\$231,270	3.56%	\$6,269,578	96.44%	\$6,500,847
CHARLOTTE DEPARTMENT OF TRANSPORTATION	\$488,208	3.60%	\$56,023	0.41%	\$591,617	4.37%	\$0	0.00%	\$172,295	1.27%	\$1,308,143	9.65%	\$12,243,689	90.35%	\$13,551,832
CHARLOTTE FIRE DEPARTMENT	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$10,000	11.10%	\$10,000	11.10%	\$80,109	88.90%	\$90,109
PLANNING	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$572,699	100.00%	\$572,699
CHARLOTTE MECKLENBURG POLICE DEPARTMENT	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$108,291	100.00%	\$108,291
CHARLOTTE MECKLENBURG UTILITIES	\$1,178,524	1.36%	\$0	0.00%	\$1,508,112	1.74%	\$45,077	0.05%	\$173,112	0.20%	\$2,904,825	3.35%	\$83,781,575	96.65%	\$86,686,400
CITY MANAGER	\$0	0.00%	\$1,965	1.27%	\$0	0.00%	\$0	0.00%	\$2,633	1.70%	\$4,597	2.97%	\$149,948	97.03%	\$154,545
ENGINEERING AND PROPERTY MANAGEMENT	\$390,773	0.64%	\$302,034	0.50%	\$7,105,556	11.73%	\$0	0.00%	\$7,623,810	12.58%	\$15,422,172	25.46%	\$45,163,795	74.54%	\$60,585,968
NEIGHBORHOOD & BUSINESS SERVICES	\$21,945	2.17%	\$0	0.00%	\$250	0.02%	\$0	0.00%	\$1,391	0.14%	\$23,586	2.34%	\$985,917	97.66%	\$1,009,503
Total	\$2,549,185	1.38%	\$376,236	0.20%	\$9,214,534	4.98%	\$45,077	0.02%	\$8,257,868	4.46%	\$20,442,899	11.04%	\$164,728,209	88.96%	\$185,171,108

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

¹ Percent of total dollars paid to firms by KBU.

3.4.2 Availability Methodology

As stated in **Section 3.1.4**, for the purposes of this study, availability estimates at the prime level for architecture and engineering, professional services, other services and goods and supplies were based on the U.S. Census 2007 Survey of Business Owners data. 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.*,⁶⁰ the Third Circuit, while noting some of the limitations of census data, acknowledged that such data could be of some value in disparity studies.

Exhibit 3-15 shows the availability estimates of firms for prime architecture and engineering based on the U.S. Census Survey of Business Owners data, by race, ethnicity, and gender classification. The analysis shows that M/WBE firms represented 15.2 percent, of which nonminority women-owned firms accounted for 9.3 percent; African American-owned firms accounted for 2.3 percent, Hispanic American-owned firms accounted for 1.1 percent, Native American-owned firms accounted for 0.17 percent and Asian American-owned firms accounted for 2.4 percent.

**EXHIBIT 3-15
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY CSA
FIRMS WITH PAID EMPLOYEES ONLY**

	African Americans ¹	Hispanic Americans ¹	Asian Americans ¹	Native Americans ¹	Nonminority Women ²	M/WBE Firms	Non-M/WBE Firms ³	Total Firms
	%	%	%	%	%	%	%	%
Total	2.25%	1.10%	2.35%	0.17%	9.29%	15.16%	84.84%	100.00%

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

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

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

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

3.5 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 3.5.2** shows the availability analysis of M/WBE and non-M/WBE firms located in the Charlotte-Gastonia-Salisbury CSA.

3.5.1 Utilization Analysis

The utilization analysis of prime professional services firms by fiscal year and race, ethnicity, and gender classification is shown in **Exhibit 3-16**. The City made payments of \$154.3 million to M/WBE firms and non-M/WBE firms located in the Charlotte-Gastonia-Salisbury CSA. Of the \$154.3 million, non-M/WBE firms received \$134.3 million, which represented slightly more than 87 percent of the payments. M/WBE firms received slightly more than \$20 million of the professional services payments, receiving close to 13 percent (12.98%). Of the M/WBE firms, nonminority women-owned firms were the most successful with 7.11 percent of the payments, followed by Hispanic American-owned firms with 2.31 percent, African Americans received 2.31 percent, Native American-owned firms received 1.3 percent, and Asian American-owned firms received less than one percent (0.1%). By fiscal year and in terms of the percentage of professional services payments, M/WBE firms were most successful in fiscal year 2006 and received 15.1 percent of the payments. In terms of payment dollars, M/WBE firms were also most successful in fiscal year 2006 and received \$4.5 million.

**EXHIBIT 3-16
CITY OF CHARLOTTE
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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$694,893	2.34%	\$675,262	2.27%	\$20,236	0.07%	\$301,697	1.02%	\$2,802,352	9.43%	\$4,494,441	15.13%	\$25,217,587	84.87%	\$29,712,028
2007	\$761,550	2.50%	\$740,252	2.43%	\$41,510	0.14%	\$269,558	0.89%	\$2,403,542	7.89%	\$4,216,411	13.84%	\$26,240,839	86.16%	\$30,457,250
2008	\$890,644	2.49%	\$788,557	2.21%	\$22,647	0.06%	\$394,978	1.11%	\$2,311,263	6.47%	\$4,408,089	12.35%	\$31,291,946	87.65%	\$35,700,034
2009	\$573,406	1.72%	\$743,521	2.23%	\$850	0.00%	\$422,270	1.27%	\$1,748,948	5.25%	\$3,488,995	10.47%	\$29,828,721	89.53%	\$33,317,716
2010	\$558,016	2.22%	\$617,215	2.46%	\$0	0.00%	\$546,963	2.18%	\$1,695,989	6.76%	\$3,418,183	13.62%	\$21,673,526	86.38%	\$25,091,709
Total	\$3,478,509	2.25%	\$3,564,806	2.31%	\$85,243	0.06%	\$1,935,466	1.25%	\$10,962,094	7.11%	\$20,026,119	12.98%	\$134,252,619	87.02%	\$154,278,738

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

¹ Percent of total dollars paid annually to firms.

Exhibit 3-17 shows the number and percentage of professional services firms utilized over the entire study period. **Exhibit 3-17** shows that out of a total of 459 individual (unduplicated) firms paid for professional services, 158 individual (unduplicated) firms were owned by M/WBEs (34.4%). In comparison, 301 individual (unduplicated) non-M/WBE firms (65.6%) were paid during the same period.

**EXHIBIT 3-17
CITY OF CHARLOTTE
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
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2006	21	8.17%	7	2.72%	3	1.17%	2	0.78%	50	19.46%	83	32.30%	174	67.70%	257
2007	19	7.34%	7	2.70%	4	1.54%	5	1.93%	49	18.92%	84	32.43%	175	67.57%	259
2008	21	8.20%	8	3.13%	3	1.17%	4	1.56%	47	18.36%	83	32.42%	173	67.58%	256
2009	13	5.96%	6	2.75%	1	0.46%	4	1.83%	40	18.35%	64	29.36%	154	70.64%	218
2010	12	5.31%	7	3.10%	0	0.00%	3	1.33%	48	21.24%	70	30.97%	156	69.03%	226
Individual Firms over Five Years ²	43	9.37%	9	1.96%	7	1.53%	7	1.53%	92	20.04%	158	34.42%	301	65.58%	459

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

¹ Percentage of Total Firms by fiscal year

² 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.

Professional Services Analysis by City Key Business Unit (KBU)

The following analysis presents the dollars and percentage of professional services dollars spent by the City KBUs. The following exhibit presents only the KBUs where professional services purchases were made on behalf of a KBU. The KBU was identified by the center number provided in the data.

Exhibit 3-18 shows the breakdown of professional services expenditures by KBU (where professional services dollars were spent) by race, ethnicity, and gender classification. The KBUs with the most professional services payment dollars spent were Aviation with \$80.6 million, followed by Charlotte Mecklenburg Utilization with \$14.9 million and Neighborhood and Business Services with \$13.6 million. The KBUs with the highest percentage of dollars spent with M/WBEs were Finance with 74.8 percent, followed by Budget and Evaluation with 60.9 percent and City Manager with 39.2 percent. The KBUs with the most dollars spent with M/WBE firms were Neighborhood and Business Services with \$4.7 million, followed by Charlotte Mecklenburg Utilization with \$3.9 million and Aviation with \$3.2 million.

**EXHIBIT 3-18
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF FIRMS
BY CITY KEY BUSINESS UNIT
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2005 THROUGH JUNE 30, 2010**

Key Business Unit	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
AVIATION	\$9,250	0.01%	\$12,575	0.02%	\$0	0.00%	\$83,253	0.10%	\$3,077,403	3.82%	\$3,182,481	3.95%	\$77,458,641	96.05%	\$80,641,122
BUDGET AND EVALUATION	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$55,628	60.88%	\$55,628	60.88%	\$35,740	39.12%	\$91,368
BUSINESS SUPPORT SERVICES	\$0	0.00%	\$0	0.00%	\$6,800	0.06%	\$0	0.00%	\$649,825	5.72%	\$656,625	5.78%	\$10,700,289	94.22%	\$11,356,913
CHARLOTTE AREA TRANSIT SYSTEM	\$43,746	1.12%	\$0	0.00%	\$0	0.00%	\$813	0.02%	\$157,026	4.00%	\$201,585	5.14%	\$3,719,955	94.86%	\$3,921,540
CHARLOTTE DEPARTMENT OF TRANSPORTATION	\$25,110	0.58%	\$9,150	0.21%	\$2,651	0.06%	\$7,170	0.17%	\$1,327,466	30.74%	\$1,371,546	31.76%	\$2,946,676	68.24%	\$4,318,222
CHARLOTTE FIRE DEPARTMENT	\$6,821	1.28%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$191,908	36.12%	\$198,728	37.40%	\$332,596	62.60%	\$531,324
PLANNING	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$7,840	2.04%	\$7,840	2.04%	\$375,903	97.96%	\$383,743
CHARLOTTE MECKLENBURG POLICE DEPARTMENT	\$33,419	2.71%	\$141	0.01%	\$0	0.00%	\$0	0.00%	\$230,266	18.66%	\$263,826	21.38%	\$970,220	78.62%	\$1,234,045
CHARLOTTE MECKLENBURG UTILITIES	\$41,427	0.28%	\$3,156,883	21.13%	\$15,300	0.10%	\$0	0.00%	\$694,719	4.65%	\$3,908,329	26.16%	\$11,033,414	73.84%	\$14,941,743
CITY ATTORNEY	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$8,358	0.91%	\$8,358	0.91%	\$907,219	99.09%	\$915,577
CITY CLERK	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$123,043	100.00%	\$123,043
CITY MANAGER	\$230,859	8.83%	\$1,296	0.05%	\$0	0.00%	\$0	0.00%	\$791,520	30.27%	\$1,023,674	39.15%	\$1,590,902	60.85%	\$2,614,577
ENGINEERING AND PROPERTY MANAGEMENT	\$32,334	0.27%	\$363,634	3.03%	\$0	0.00%	\$632,311	5.27%	\$1,875,453	15.62%	\$2,903,731	24.19%	\$9,102,204	75.81%	\$12,005,934
FINANCE	\$0	0.00%	\$0	0.00%	\$27,802	1.54%	\$1,196,992	66.27%	\$125,718	6.96%	\$1,350,512	74.77%	\$455,797	25.23%	\$1,806,309
HUMAN RESOURCES	\$21,592	0.93%	\$12,162	0.53%	\$12,854	0.56%	\$0	0.00%	\$168,399	7.28%	\$215,007	9.30%	\$2,097,422	90.70%	\$2,312,429
MAYOR AND CITY COUNCIL	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$8,152	100.00%	\$8,152
NEIGHBORHOOD AND BUSINESS SERVICES	\$3,020,184	22.16%	\$3,966	0.03%	\$19,836	0.15%	\$14,928	0.11%	\$1,600,567	11.74%	\$4,659,481	34.18%	\$8,971,270	65.82%	\$13,630,751
SOLID WASTE SERVICES	\$13,769	0.40%	\$5,000	0.15%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$18,769	0.55%	\$3,423,179	99.45%	\$3,441,948
Total	\$3,478,509	2.25%	\$3,564,806	2.31%	\$85,243	0.06%	\$1,935,466	1.25%	\$10,962,094	7.11%	\$20,026,119	12.98%	\$134,252,619	87.02%	\$154,278,738

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

¹ Percent of total dollars paid to firms by KBU.

3.5.2 Availability Methodology

Professional Services availability estimates were based on the U.S. Census Survey of Business Owners data. The availability estimates are based on firms located within the Charlotte-Gastonia-Salisbury CSA as stated in **Section 3.1.4**.

Exhibit 3-19 shows the availability estimates of firms for professional services based on the U.S. Census Survey of Business Owners data, by race, ethnicity and gender classification. The analysis shows that M/WBE firms accounted for 15.2 percent availability, of which nonminority women-owned firms accounted for 9.3 percent; African American-owned firms accounted for 2.3 percent, Hispanic American-owned firms accounted for 1.1 percent, Native American-owned firms accounted for 0.17 percent and Asian American-owned firms accounted for 2.4 percent.

**EXHIBIT 3-19
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY CSA
FIRMS WITH PAID EMPLOYEES ONLY**

	African Americans ¹	Hispanic Americans ¹	Asian Americans ¹	Native Americans ¹	Nonminority Women ²	M/WBE Firms	Non-M/WBE Firms ³	Total Firms
	%	%	%	%	%	%	%	%
Total	2.25%	1.10%	2.35%	0.17%	9.29%	15.16%	84.84%	100.00%

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

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

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

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

3.6 Other Services

This section presents MGT’s analysis for the other services business category. The utilization analysis is based on expenditures paid to firms that provided other services during the study period. **Section 3.6.2** presents the availability analysis of M/WBE and non-M/WBE firms located in the Charlotte-Gastonia-Salisbury CSA.

3.6.1 Utilization Analysis

The utilization analysis of other services firms by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 3-20**. The City made payments of slightly more than \$208 million to M/WBE and non-M/WBE firms located in the Charlotte-Gastonia-Salisbury CSA. Of the \$208 million, non-M/WBE firms received \$175.5 million, for 84.4 percent of the payments. M/WBE firms received \$32.5 million in other services payments, which represented 15.6 percent. Of the M/WBE firms, nonminority women-owned firms were the most successful with 8.2 percent of the payments, followed by African American-owned firms with slightly more than 6 percent, Hispanic American-owned firms received 0.4 percent, Native American-owned firms received 0.6 percent, and Asian American-owned firms received 0.5 percent. **Exhibit 3-20** also shows that in terms of the percentage of payments, M/WBE firms were most successful in fiscal year 2010, which represented 17.1 percent of the payments.

**EXHIBIT 3-20
CITY OF CHARLOTTE
OTHER 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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$1,503,570	3.94%	\$296,881	0.78%	\$183,494	0.48%	\$244,543	0.64%	\$3,261,949	8.56%	\$5,490,435	14.40%	\$32,633,535	85.60%	\$38,123,970
2007	\$1,996,205	4.77%	\$293,220	0.70%	\$211,248	0.50%	\$431,748	1.03%	\$3,567,292	8.53%	\$6,499,713	15.54%	\$35,337,853	84.46%	\$41,837,566
2008	\$2,311,537	5.68%	\$148,543	0.36%	\$198,659	0.49%	\$204,803	0.50%	\$3,158,046	7.76%	\$6,021,588	14.79%	\$34,696,602	85.21%	\$40,718,190
2009	\$3,222,312	6.97%	\$41,347	0.09%	\$241,312	0.52%	\$198,553	0.43%	\$3,769,174	8.15%	\$7,472,699	16.17%	\$38,749,933	83.83%	\$46,222,632
2010	\$3,521,897	8.56%	\$20,537	0.05%	\$123,213	0.30%	\$130,058	0.32%	\$3,251,610	7.91%	\$7,047,316	17.13%	\$34,084,694	82.87%	\$41,132,010
Total	\$12,555,522	6.04%	\$800,528	0.38%	\$957,925	0.46%	\$1,209,705	0.58%	\$17,008,071	8.18%	\$32,531,751	15.64%	\$175,502,617	84.36%	\$208,034,368

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

¹ Percent of total dollars paid annually to firms.

Exhibit 3-21 shows the number and percentage of other services firms utilized over the entire study period. **Exhibit 3-21** shows that out of a total of 855 individual (unduplicated) firms paid for other services, 275 individual (unduplicated) firms were owned by M/WBEs (32.2%). In comparison, 580 individual (unduplicated) non-M/WBE firms (67.8%) were paid during the same period.

**EXHIBIT 3-21
CITY OF CHARLOTTE
OTHER SERVICES
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
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2006	42	9.55%	7	1.59%	7	1.59%	13	2.95%	70	15.91%	139	31.59%	301	68.41%	440
2007	48	11.24%	11	2.58%	7	1.64%	11	2.58%	62	14.52%	139	32.55%	288	67.45%	427
2008	34	8.31%	9	2.20%	6	1.47%	13	3.18%	66	16.14%	128	31.30%	281	68.70%	409
2009	31	8.36%	8	2.16%	4	1.08%	9	2.43%	63	16.98%	115	31.00%	256	69.00%	371
2010	23	6.93%	7	2.11%	4	1.20%	11	3.31%	53	15.96%	98	29.52%	234	70.48%	332
Individual Firms over Five Years²	98	11.46%	12	1.40%	10	1.17%	23	2.69%	132	15.44%	275	32.16%	580	67.84%	855

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

¹ Percentage of Total Firms by fiscal year.

² 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.

Other Services Analysis by City Key Business Unit (KBU)

This analysis for other services presents the dollars and percentage of dollars spent by the City KBUs. The following exhibit presents only the KBUs where other services purchases were made on behalf of a KBU. The KBU was identified by the center number provided in the data.

Exhibit 3-22 shows the breakdown of other services expenditures by each KBU (where other services dollars were spent) by race, ethnicity and gender classification. The KBUs with the most other services payment dollars spent were Solid Waste Services with \$52.4 million, followed by Aviation with close to \$36 million and Engineering and Property Management with \$29.2 million. The KBUs with the highest percentage of dollars spent with M/WBE firms were Charlotte Mecklenburg Police with 50.8 percent, followed by Mayor and City Council with 47.7 percent and City Manager and Neighborhood and Business Services both with 29.4 percent each. The KBUs with most dollars spent with M/WBE firms were Engineering and Property Management with slightly more than \$7 million, followed by Solid Waste Services with \$5.2 million and Charlotte Mecklenburg Utilities and Charlotte Mecklenburg Police both with \$4.6 million each.

**EXHIBIT 3-22
CITY OF CHARLOTTE
OTHER SERVICES
UTILIZATION ANALYSIS OF FIRMS
BY CITY KEY BUSINESS UNIT
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2005 THROUGH JUNE 30, 2010**

Key Business Unit	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
AVIATION	\$459,116	1.28%	\$0	0.00%	\$50,526	0.14%	\$177,576	0.49%	\$788,639	2.19%	\$1,475,858	4.10%	\$34,485,924	95.90%	\$35,961,782
BUDGET AND EVALUATION	\$3,855	0.44%	\$0	0.00%	\$140	0.02%	\$0	0.00%	\$12,713	1.45%	\$16,707	1.90%	\$862,528	98.10%	\$879,236
BUSINESS SUPPORT SERVICES	\$193,699	1.29%	\$144,581	0.96%	\$11,722	0.08%	\$277,163	1.85%	\$3,170,749	21.14%	\$3,797,914	25.32%	\$11,199,616	74.68%	\$14,997,530
CHARLOTTE AREA TRANSIT SYSTEM	\$938,292	4.56%	\$150,632	0.73%	\$700	0.00%	\$34,011	0.17%	\$624,043	3.03%	\$1,747,677	8.49%	\$18,843,078	91.51%	\$20,590,756
CHARLOTTE DEPARTMENT OF TRANSPORTATION	\$371,691	2.94%	\$7,144	0.06%	\$13,219	0.10%	\$50,635	0.40%	\$869,648	6.88%	\$1,312,338	10.38%	\$11,331,628	89.62%	\$12,643,966
CHARLOTTE FIRE DEPARTMENT	\$125,685	6.81%	\$70,313	3.81%	\$0	0.00%	\$3,857	0.21%	\$174,397	9.45%	\$374,251	20.28%	\$1,470,972	79.72%	\$1,845,223
PLANNING	\$111,001	21.53%	\$823	0.16%	\$18	0.00%	\$1,086	0.21%	\$22,658	4.39%	\$135,585	26.30%	\$380,018	73.70%	\$515,603
CHARLOTTE MECKLENBURG POLICE DEPARTMENT	\$995,857	11.12%	\$125,077	1.40%	\$0	0.00%	\$7,855	0.09%	\$3,422,119	38.23%	\$4,550,908	50.84%	\$4,401,231	49.16%	\$8,952,139
CHARLOTTE MECKLENBURG UTILITIES	\$1,386,541	6.56%	\$24,520	0.12%	\$760,000	3.60%	\$468,402	2.22%	\$1,942,861	9.20%	\$4,582,326	21.69%	\$16,541,110	78.31%	\$21,123,436
CITY ATTORNEY	\$5,602	4.69%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$15,797	13.22%	\$21,399	17.91%	\$98,107	82.09%	\$119,506
CITY CLERK	\$2,231	2.46%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,006	1.11%	\$3,237	3.56%	\$87,580	96.44%	\$90,817
CITY MANAGER	\$198,961	10.02%	\$20,217	1.02%	\$70,275	3.54%	\$0	0.00%	\$294,771	14.85%	\$584,224	29.44%	\$1,400,515	70.56%	\$1,984,739
ENGINEERING AND PROPERTY MANAGEMENT	\$1,750,250	6.00%	\$96,167	0.33%	\$26,370	0.09%	\$187,677	0.64%	\$4,958,871	17.01%	\$7,019,335	24.08%	\$22,133,186	75.92%	\$29,152,520
FINANCE	\$50,920	2.48%	\$19,352	0.94%	\$7,694	0.37%	\$1,442	0.07%	\$245,765	11.97%	\$325,173	15.84%	\$1,727,504	84.16%	\$2,052,677
HUMAN RESOURCES	\$38,207	10.51%	\$426	0.12%	\$1,329	0.37%	\$0	0.00%	\$57,541	15.83%	\$97,504	26.82%	\$265,987	73.18%	\$363,491
MAYOR AND CITY COUNCIL	\$59,649	28.78%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$39,176	18.90%	\$98,825	47.69%	\$108,411	52.31%	\$207,236
NEIGHBORHOOD AND BUSINESS SERVICES	\$955,830	23.08%	\$32,122	0.78%	\$12,190	0.29%	\$0	0.00%	\$217,682	5.26%	\$1,217,824	29.40%	\$2,924,216	70.60%	\$4,142,041
SOLID WASTE SERVICES	\$4,908,134	9.36%	\$109,153	0.21%	\$3,742	0.01%	\$0	0.00%	\$149,635	0.29%	\$5,170,664	9.87%	\$47,241,006	90.13%	\$52,411,670
Total	\$12,555,522	6.04%	\$800,528	0.38%	\$957,925	0.46%	\$1,209,705	0.58%	\$17,008,071	8.18%	\$32,531,751	15.64%	\$175,502,617	84.36%	\$208,034,368

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

¹ Percent of total dollars paid to firms by KBU.

3.6.2 Availability Methodology

Other services availability estimates were based on the U.S. Census Survey of Business Owners data. The availability estimates were based on firms located in the Charlotte-Gastonia-Salisbury CSA as stated in **Section 3.1.3**.

Exhibit 3-23 shows the availability estimates of firms for other services, by race, ethnicity, and gender classification. The analysis shows that M/WBE firms represented 19.8 percent, of which nonminority women-owned firms accounted for slightly more than 11 percent; African American-owned firms accounted for 3.1 percent, Hispanic American-owned firms accounted for 1.5 percent, Native American-owned firms accounted for 0.4 percent and Asian American-owned firms accounted for 3.9 percent.

**EXHIBIT 3-23
CITY OF CHARLOTTE
OTHER SERVICES
AVAILABILITY OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY CSA
FIRMS WITH PAID EMPLOYEES ONLY**

	African Americans ¹	Hispanic Americans ¹	Asian Americans ¹	Native Americans ¹	Nonminority Women ²	M/WBE Firms	Non-M/WBE Firms ³	Total Firms
	%	%	%	%	%	%	%	%
Total	3.11%	1.47%	3.86%	0.39%	11.01%	19.84%	80.16%	100.00%

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

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

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

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

3.7 Goods and Supplies

The following section presents MGT's analysis for the goods and supplies business category. The utilization analysis was based on expenditures paid to firms that provided goods and supplies during the study period. **Section 3.7.2** shows the results of availability analysis of M/WBE and non-M/WBE firms located in the Charlotte-Gastonia-Salisbury CSA.

3.7.1 Utilization Analysis

The utilization analysis of goods and supplies firms by fiscal year and race, ethnicity and gender classification is shown in **Exhibit 3-24**. The City made payments of \$206.8 million to M/WBE firms and non-M/WBE firms. Of the \$206.8 million, non-M/WBE firms received \$191.7 million, for 92.7 percent of the payments. M/WBE firms received \$15.1 million of the goods and supplies payments, which represented 7.3 percent. Of the M/WBE firms, nonminority women-owned firms were the most successful with close to 5 percent (4.96%) of the payments, followed by Native American-owned firms with 1.7 percent, African American-owned firms received close to 0.4 percent (0.36%), Hispanic American-owned firms received 0.3 percent and Asian American-owned firms received 0.01 percent. In terms of percentages, M/WBE firms were most successful in fiscal year 2009 and received 8.8 percent of the payments.

**EXHIBIT 3-24
CITY OF CHARLOTTE
GOODS AND SUPPLIES
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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$132,952	0.31%	\$371,820	0.87%	\$6,528	0.02%	\$448,257	1.05%	\$1,724,055	4.02%	\$2,683,612	6.26%	\$40,161,228	93.74%	\$42,844,840
2007	\$134,232	0.35%	\$147,725	0.38%	\$5,975	0.02%	\$642,577	1.65%	\$1,361,747	3.50%	\$2,292,256	5.89%	\$36,612,241	94.11%	\$38,904,497
2008	\$141,551	0.34%	\$14,546	0.03%	\$1,736	0.00%	\$791,917	1.90%	\$1,997,375	4.79%	\$2,947,126	7.06%	\$38,776,489	92.94%	\$41,723,615
2009	\$184,087	0.48%	\$14,697	0.04%	\$5,242	0.01%	\$816,949	2.11%	\$2,389,082	6.17%	\$3,410,057	8.80%	\$35,321,392	91.20%	\$38,731,449
2010	\$146,548	0.33%	\$3,814	0.01%	\$522	0.00%	\$830,531	1.86%	\$2,777,982	6.23%	\$3,759,398	8.43%	\$40,836,716	91.57%	\$44,596,114
Total	\$739,370	0.36%	\$552,604	0.27%	\$20,003	0.01%	\$3,530,231	1.71%	\$10,250,242	4.96%	\$15,092,449	7.30%	\$191,708,066	92.70%	\$206,800,515

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

¹ Percent of total dollars paid annually to firms.

Exhibit 3-25 shows the number and percentage of goods and supplies firms utilized over the entire study period. **Exhibit 3-25** shows that out of a total of 1,177 individual (unduplicated) firms paid for goods and supplies, 199 individual (unduplicated) firms (16.9%) were owned by M/WBEs. In comparison, 978 individual (unduplicated) non-M/WBE firms (83.1%) were paid during the same period.

**EXHIBIT 3-25
CITY OF CHARLOTTE
GOODS AND SUPPLIES
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
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2006	13	1.71%	9	1.18%	5	0.66%	12	1.58%	74	9.72%	113	14.85%	648	85.15%	761
2007	15	2.03%	7	0.95%	2	0.27%	12	1.62%	76	10.28%	112	15.16%	627	84.84%	739
2008	12	1.67%	6	0.84%	1	0.14%	11	1.53%	73	10.18%	103	14.37%	614	85.63%	717
2009	11	1.59%	7	1.01%	2	0.29%	12	1.74%	69	10.00%	101	14.64%	589	85.36%	690
2010	8	1.25%	3	0.47%	1	0.16%	12	1.88%	68	10.66%	92	14.42%	546	85.58%	638
Individual Firms over Five Years²	28	2.38%	15	1.27%	7	0.59%	21	1.78%	128	10.88%	199	16.91%	978	83.09%	1,177

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

¹ Percentage of Total Firms by fiscal year.

² 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.

Goods and Supplies Analysis by City Key Business Unit (KBU)

This analysis for goods and supplies presents the dollars and percentage of dollars spent by the City KBUs. The following exhibit presents only the KBUs where goods and supplies purchases were made on behalf of a KBU. The KBU was identified by the center number provided in the data.

Exhibit 3-26 shows the breakdown of goods and supplies expenditures by each KBU (where goods and supplies dollars were spent) by race, ethnicity and gender classification. The KBUs with the most goods and supplies payment dollars spent were Charlotte Mecklenburg Utilities with \$42.6 million, Charlotte Transit System with \$26.9 million and Charlotte Mecklenburg Police Department with \$24.6 million. The KBUs with the highest percentage of dollars spent with M/WBE firms were City Clerk with slightly more than 91 percent, followed by Mayor and City Council with 35.8 percent and City Manager with 30.6 percent. The KBUs with the most dollars spent with M/WBE firms were Business Support Services with \$4.3 million, followed by Charlotte Mecklenburg Utilities with \$1.9 million and Charlotte Transit System with \$1.7 million.

**EXHIBIT 3-26
CITY OF CHARLOTTE
GOODS AND SUPPLIES
UTILIZATION ANALYSIS OF FIRMS
BY CITY KEY BUSINESS UNIT
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2005 THROUGH JUNE 30, 2010**

Key Business Unit	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
AVIATION	\$1,360	0.01%	\$409,301	2.37%	\$5,369	0.03%	\$19,920	0.12%	\$914,549	5.29%	\$1,350,498	7.82%	\$15,921,556	92.18%	\$17,272,055
BUDGET AND EVALUATION	\$380	1.99%	\$666	3.49%	\$0	0.00%	\$0	0.00%	\$1,420	7.45%	\$2,466	12.94%	\$16,593	87.06%	\$19,059
BUSINESS SUPPORT SERVICES	\$41,628	0.17%	\$10,347	0.04%	\$0	0.00%	\$3,131,110	13.16%	\$1,136,997	4.78%	\$4,320,083	18.15%	\$19,478,915	81.85%	\$23,798,998
CHARLOTTE AREA TRANSIT SYSTEM	\$133,734	0.50%	\$705	0.00%	\$0	0.00%	\$182,832	0.68%	\$1,354,473	5.04%	\$1,671,744	6.22%	\$25,218,131	93.78%	\$26,889,876
CHARLOTTE DEPARTMENT OF TRANSPORTATION	\$0	0.00%	\$5,776	0.03%	\$500	0.00%	\$47,611	0.26%	\$1,308,704	7.15%	\$1,362,590	7.44%	\$16,950,964	92.56%	\$18,313,554
CHARLOTTE FIRE DEPARTMENT	\$1,590	0.01%	\$65,106	0.55%	\$10,214	0.09%	\$10,740	0.09%	\$1,212,754	10.29%	\$1,300,404	11.04%	\$10,483,428	88.96%	\$11,783,833
PLANNING	\$40	0.02%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$6,037	3.17%	\$6,077	3.19%	\$184,169	96.81%	\$190,246
CHARLOTTE MECKLENBURG POLICE DEPARTMENT	\$5,464	0.02%	\$1,563	0.01%	\$0	0.00%	\$26,785	0.11%	\$655,769	2.66%	\$689,581	2.80%	\$23,936,151	97.20%	\$24,625,732
CHARLOTTE MECKLENBURG UTILITIES	\$54,827	0.13%	\$41,576	0.10%	\$3,035	0.01%	\$8,206	0.02%	\$1,771,300	4.15%	\$1,878,944	4.41%	\$40,763,663	95.59%	\$42,642,607
CITY ATTORNEY	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$1,303	2.75%	\$1,303	2.75%	\$46,100	97.25%	\$47,402
CITY CLERK	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$163,759	91.05%	\$163,759	91.05%	\$16,095	8.95%	\$179,854
CITY MANAGER	\$19,705	1.05%	\$0	0.00%	\$0	0.00%	\$34	0.00%	\$555,461	29.59%	\$575,200	30.64%	\$1,301,872	69.36%	\$1,877,071
ENGINEERING AND PROPERTY MANAGEMENT	\$42,933	0.33%	\$16,858	0.13%	\$0	0.00%	\$91,642	0.71%	\$882,034	6.88%	\$1,033,467	8.06%	\$11,790,779	91.94%	\$12,824,245
FINANCE	\$0	0.00%	\$696	0.12%	\$360	0.06%	\$0	0.00%	\$49,509	8.48%	\$50,565	8.66%	\$533,041	91.34%	\$583,607
HUMAN RESOURCES	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$27,471	25.96%	\$27,471	25.96%	\$78,343	74.04%	\$105,815
MAYOR AND CITY COUNCIL	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$12,278	35.77%	\$12,278	35.77%	\$22,043	64.23%	\$34,321
NEIGHBORHOOD AND BUSINESS SERVICES	\$417,348	19.45%	\$10	0.00%	\$525	0.02%	\$4,466	0.21%	\$98,916	4.61%	\$521,264	24.29%	\$1,624,915	75.71%	\$2,146,179
SOLID WASTE SERVICES	\$20,362	0.09%	\$0	0.00%	\$0	0.00%	\$6,885	0.03%	\$97,508	0.42%	\$124,754	0.53%	\$23,341,307	99.47%	\$23,466,062
Total	\$739,370	0.36%	\$552,604	0.27%	\$20,003	0.01%	\$3,530,231	1.71%	\$10,250,242	4.96%	\$15,092,449	7.30%	\$191,708,066	92.70%	\$206,800,515

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

¹ Percent of total dollars paid to firms by KBU.

3.7.2 Availability Methodology

As stated in **Section 3.1.4**, availability estimates for goods and supplies were based on at the U.S. Census Survey of Business Owners data. The availability estimates were based on firms located in the Charlotte-Gastonia-Salisbury CSA.

Exhibit 3-27 shows the availability estimates of firms for goods and supplies based on U.S. Census Survey of Business Owners data, by race, ethnicity, and gender classification. The analysis shows that M/WBE firms accounted for 14.7 percent, of which nonminority women-owned firms accounted for 7.6 percent; African American-owned firms accounted for 1.5 percent, Hispanic American-owned firms accounted for 0.2 percent, Native American-owned firms accounted for close to 0.1 percent (0.06%) and Asian American-owned firms accounted for 5.4 percent.

**EXHIBIT 3-27
CITY OF CHARLOTTE
GOODS AND SUPPLIES
AVAILABILITY OF FIRMS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY CSA
FIRMS WITH PAID EMPLOYEES ONLY**

	African Americans ¹	Hispanic Americans ¹	Asian Americans ¹	Native Americans ¹	Nonminority Women ²	M/WBE Firms	Non-M/WBE Firms ³	Total Firms
	%	%	%	%	#	%	%	%
Total	1.50%	0.20%	5.36%	0.06%	7.62%	14.73%	85.27%	100.00%

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

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

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

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

3.8 Procurement Card (P-Card) Transactions

MGT's utilization analysis for transactions made through P-Cards is presented in this section. The analysis was based on procurement activity from July 1, 2008 through June 30, 2010,¹⁰ and is presented by race, ethnicity and gender classification.

3.8.1 Utilization Analysis

Based on the City's P-Card data, M/WBEs received 1.8 percent of the \$1.3 million paid to firms. **Exhibit 3-28** shows that nonminority women-owned firms received 1.6 percent, followed by Hispanic American-owned firms with 0.2 percent. African American- and Asian American-owned firms were also paid through P-Card transactions, which represented 0.04 percent and 0.01 percent of the spending, respectively.

**EXHIBIT 3-28
CITY OF CHARLOTTE
PROCUREMENT CARD TRANSACTIONS
UTILIZATION ANALYSIS OF FIRMS
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATION
JULY 1, 2008 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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2009	\$194	0.03%	\$0	0.00%	\$117	0.02%	\$0	0.00%	\$11,416	1.91%	\$11,728	1.96%	\$585,702	98.04%	\$597,430
2010	\$401	0.05%	\$2,102	0.28%	\$0	0.00%	\$0	0.00%	\$10,384	1.39%	\$12,887	1.72%	\$735,141	98.28%	\$748,028
Total	\$595	0.04%	\$2,102	0.16%	\$117	0.01%	\$0	0.00%	\$21,800	1.62%	\$24,615	1.83%	\$1,320,843	98.17%	\$1,345,458

Source: MGT developed a procurement card and vendor database for the City of Charlotte covering the period from July 1, 2008 through June 30, 2010.

¹ Percent of total dollars paid via procurement cards to firms.

¹⁰ Due to the lack of race, ethnicity and gender classification of firms in P-Card spending from July 1, 2005 through June 30, 2007. However, P-Card data for the remainder of the study period (July 1, 2008 through June 30, 2010) contained race, ethnicity and gender classification of firms, thus the spending via P-Cards was based on purchasing activity between July 1, 2008 and June 30, 2010.

3.9 City of Charlotte Small Business Opportunity (SBO) Program Analysis

This section presents the analysis of the Small Business Opportunity (SBO) Program, which consists of comparing M/WBE utilization between the 2003 Disparity Study and the results from this study; analyzing subcontractor utilization, which was presented earlier in this chapter¹¹; and analyzing the size of contracts¹² awarded during the study period and is presented by race,

3.9.1 Comparison of Results of 2003 Disparity Study and 2011 Disparity Study

Comparison of M/WBE Subcontractor/Subconsultant Utilization

Exhibit 3-29 compares the M/WBE utilization results at the subcontractor/subconsultant level between the 2003 Disparity Study and 2011 Disparity Study. It is important to note that there are some limitations in comparing the M/WBE utilization results of the 2003 study with the current study. First, the City did a better job of tracking overall subcontractor data for the current study than compared to the 2003 study. During the 2003 Disparity Study, the City focused on tracking M/WBE subcontractor utilization and non-M/WBE subcontractor data was incomplete. Thus, an estimate of percentage of M/WBE construction subcontracting utilization was used. Also, the City's SBO Program generally has not applied subcontracting goals to architecture and engineering and professional services contracts.

¹¹ Refer to **Section 3.2.1** for discussion on construction analysis at the subcontractor level and **Section 3.2.2** for discussion on architecture and engineering subconsultant level.

¹² MGT obtained contracting data from the City of Charlotte's Key Business Units' (KBUs) Aviation, Charlotte Area Transit System (CATS), Engineering and Property Management (EPM) and Charlotte Mecklenburg Utilities (CMU). The complete analysis is presented in **Appendix Q**.

Overall, every M/WBE group increased by every measure of subcontractor/subconsultant utilization¹³. Between the two studies, M/WBE utilization at the construction subcontractor level increased by more than 166.5 percent, from \$23.2 million to \$62.1 million. In fact, whether looking at dollars, percentage of dollars or number of firms, each M/WBE group increased by every measure of utilization.

**EXHIBIT 3-29
CITY OF CHARLOTTE
COMPARISON OF M/WBE UTILIZATION
AT SUBCONTRACTOR/SUBCONSULTANT LEVEL BETWEEN
THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
BY RACE/ETHNICITY/GENDER CLASSIFICATION**

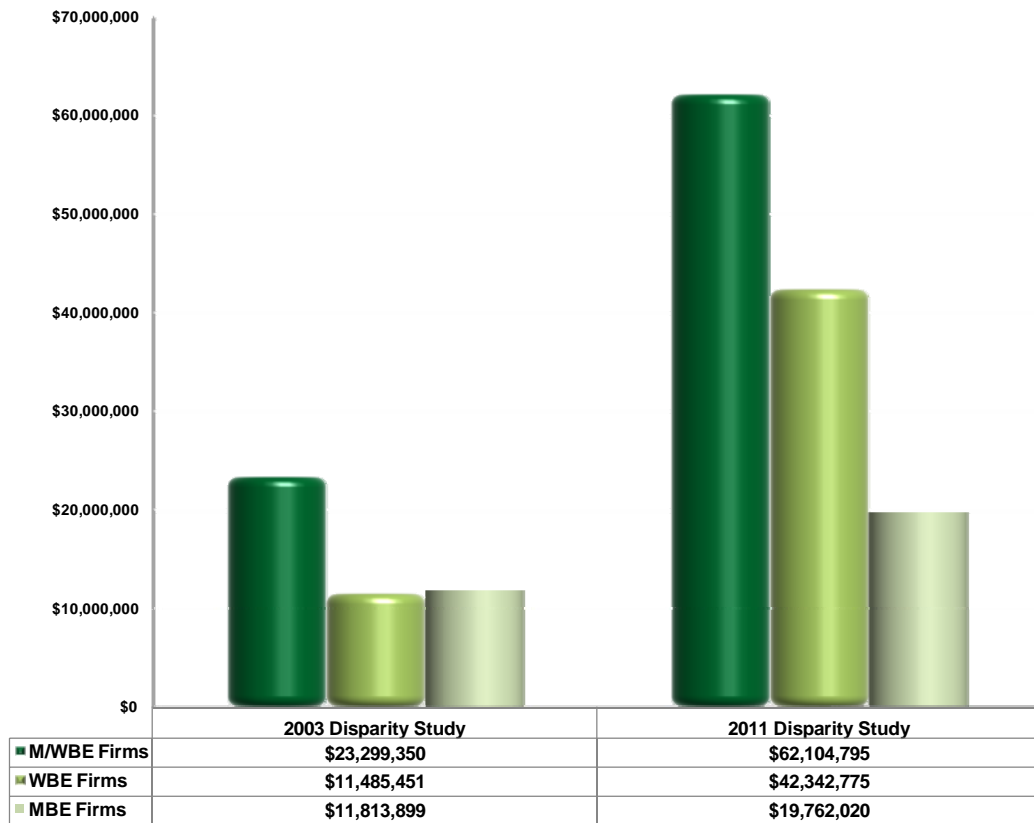
Business Category by Business Owner Classifications	City of Charlotte 2003 Disparity Study				City of Charlotte 2011 Disparity Study			
	\$ Dollars	% of Dollars	# of Utilized Firms	% of Utilized Firms	\$ Dollars	% of Dollars	# of Utilized Firms	% of Utilized Firms
Construction Subcontractor Level								
African Americans	\$9,739,811	3.24%	75	N/A	\$11,619,931	5.41%	87	8.50%
Hispanic Americans	\$1,377,598	0.46%	14	N/A	\$4,188,450	1.95%	31	3.03%
Asian Americans	\$126,580	0.04%	6	N/A	\$1,487,988	0.69%	10	0.98%
Native Americans	\$569,911	0.19%	9	N/A	\$2,465,651	1.15%	15	1.47%
Nonminority Women	\$11,485,451	3.82%	131	N/A	\$42,342,775	19.71%	156	15.25%
Total M/WBE Firms	\$23,299,350	7.75%	235	N/A	\$62,104,795	28.91%	299	29.23%
Architecture & Engineering Subconsultant Level								
African Americans	\$60,110	1.20%	4	4.88%	\$386,906	2.63%	11	5.29%
Hispanic Americans	\$560,331	11.15%	7	8.54%	\$952,736	6.48%	6	2.88%
Asian Americans	\$78,275	1.56%	1	1.22%	\$303,620	2.07%	4	1.92%
Native Americans	\$0	0.00%	0	0.00%	\$89,860	0.61%	4	1.92%
Nonminority Women	\$1,426,983	28.39%	27	32.93%	\$3,118,749	21.22%	46	22.12%
Total M/WBE Firms	\$2,125,699	42.30%	39	47.56%	\$4,851,871	33.01%	71	34.13%

Source: City of Charlotte 2003 Disparity Study. MGT developed a subcontractor/subconsultant payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

¹³ Recall that in the *H.B. Rowe* case, M/WBE construction subcontractor utilization fell 38 percent when the M/WBE program was suspended.

Exhibit 3-30 shows that in terms of dollars, the utilization of M/WBE firms at the construction subcontractor level increased from \$23.3 million to \$62.1 million, WBE utilization increased from \$11.4 million to \$42.3 million and MBE utilization increased from \$11.8 million to slightly more than \$19.7 million. Refer to **Exhibit 3-29** in order to compare utilization within a certain M/WBE group.

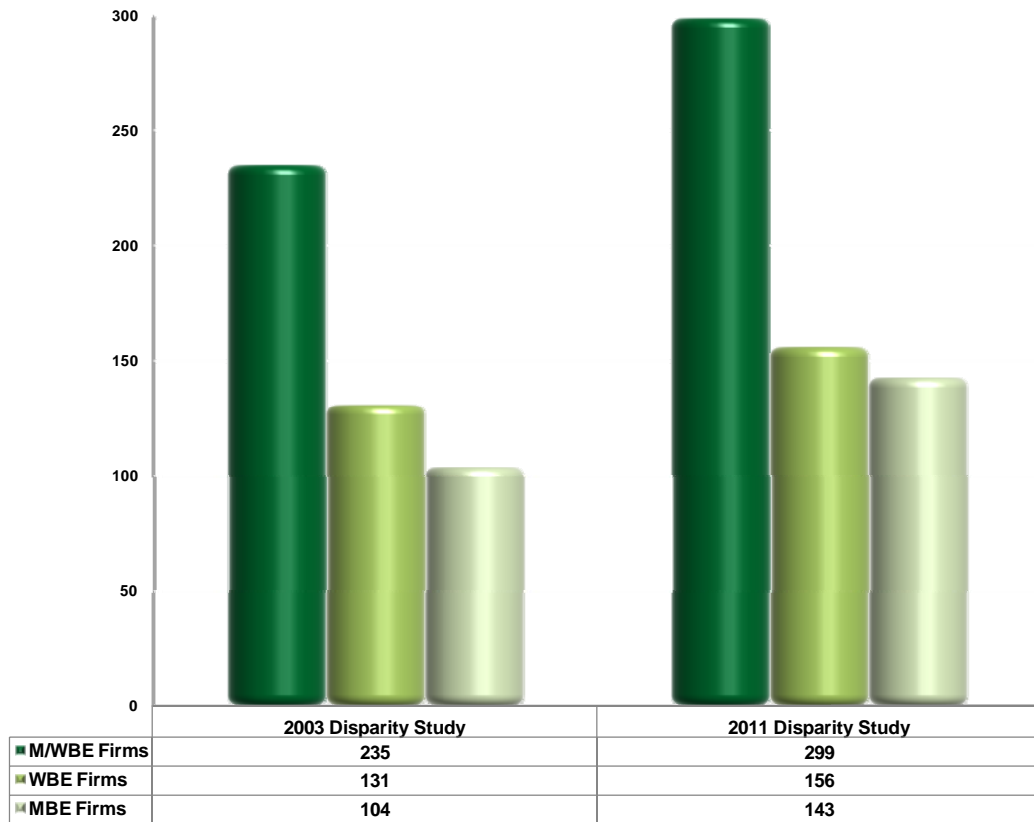
**EXHIBIT 3-30
CITY OF CHARLOTTE
UTILIZATION ANALYSIS OF FIRMS
AT THE CONSTRUCTION SUBCONTRACTOR LEVEL
COMPARISON OF M/WBE DOLLARS
BETWEEN THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
BY M/WBE, WBE AND MBE FIRMS**



Source: City of Charlotte 2003 Disparity Study. MGT developed a subcontractor/subconsultant payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

Exhibit 3-31 shows that in terms of number of firms, the utilization of M/WBE firms at the construction subcontractor level increased from 235 to 299 individual (unduplicated) firms. WBE firms from 131 to 156 individual (unduplicated) firms and MBE firms increased from 104 to 143 individual (unduplicated) firms. Refer to **Exhibit 3-29** in order to compare utilization within a certain M/WBE group.

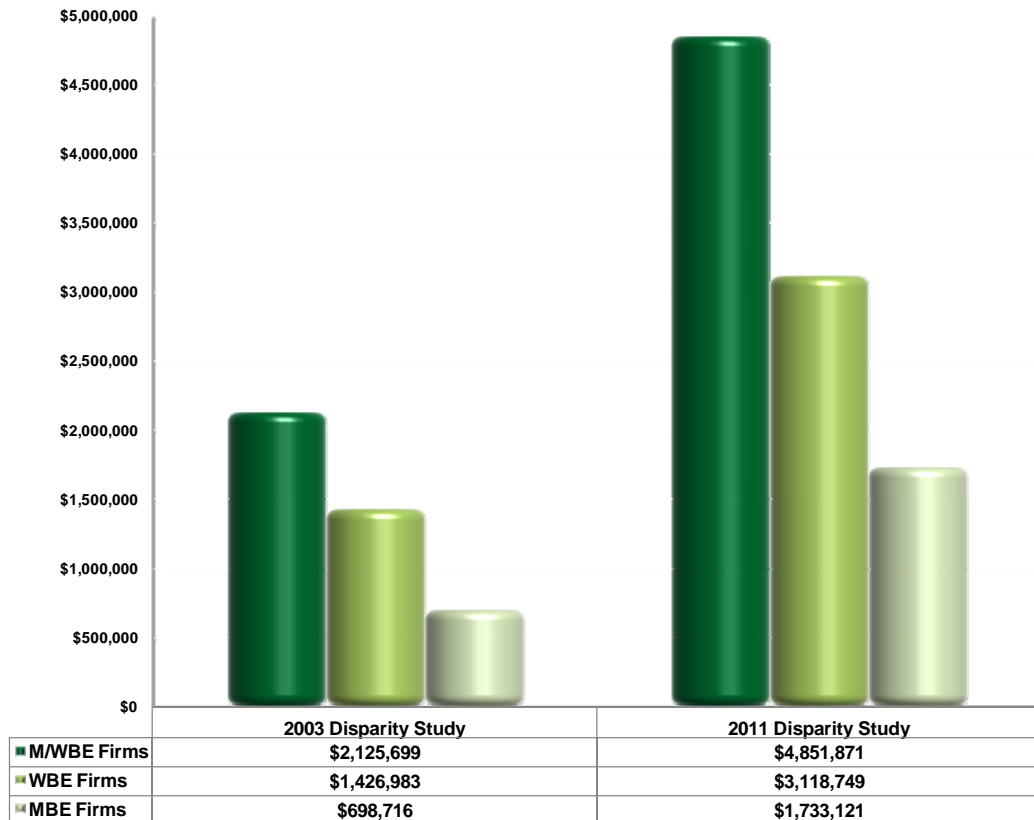
**EXHIBIT 3-31
CITY OF CHARLOTTE
UTILIZATION ANALYSIS OF FIRMS
AT THE CONSTRUCTION SUBCONTRACTOR LEVEL
COMPARISON OF NUMBER OF M/WBE FIRMS UTILIZED
BETWEEN THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY**



Source: City of Charlotte 2003 Disparity Study. MGT developed a subcontractor/subconsultant payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

Exhibit 3-32 shows that in terms of dollars, the utilization of M/WBE firms at the architecture and engineering subconsultant level increased from \$2.1 million to \$4.9 million, WBE utilization increased from \$1.4 million to \$3.1 million and MBE utilization increased from \$698,716 to \$1.7 million. Refer to **Exhibit 3-29** in order to compare utilization within a certain M/WBE group.

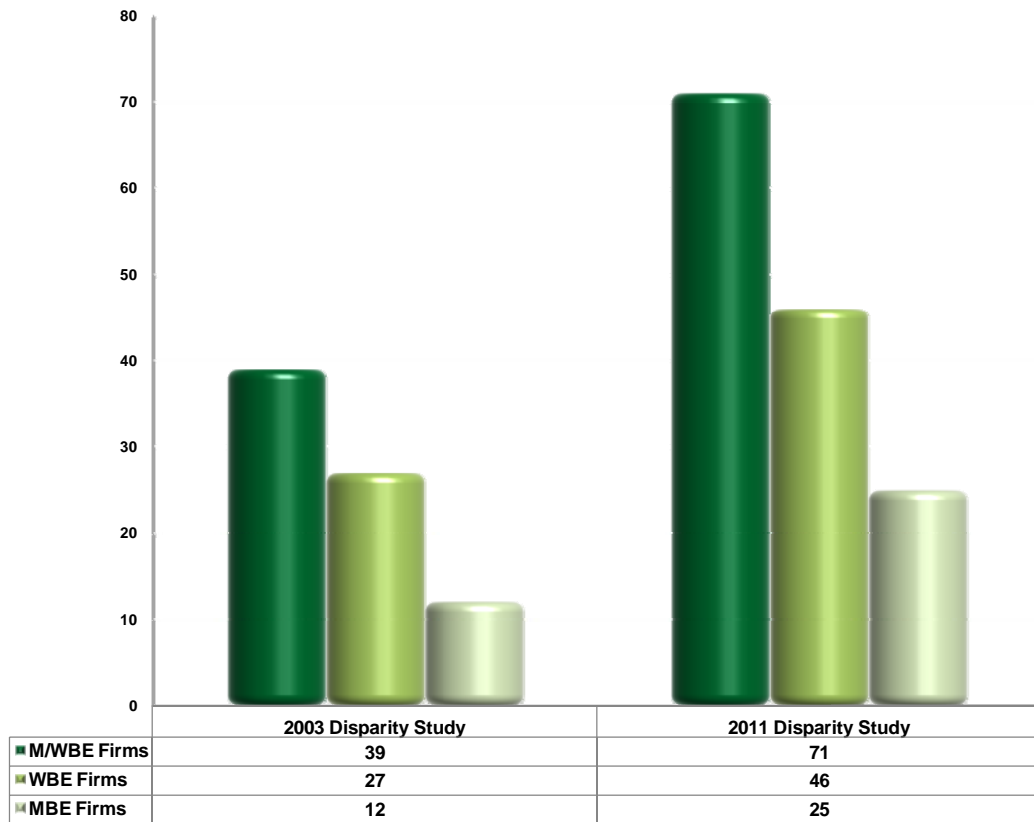
**EXHIBIT 3-32
CITY OF CHARLOTTE
UTILIZATION ANALYSIS OF FIRMS
AT THE ARCHITECTURE AND ENGINEERING SUBCONSULTANT LEVEL
COMPARISON OF M/WBE DOLLARS
BETWEEN THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
BY M/WBE, WBE AND MBE FIRMS**



Source: City of Charlotte 2003 Disparity Study. MGT developed a subcontractor/subconsultant payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

Exhibit 3-33 shows that in terms of number of firms, the utilization of M/WBE firms at the architecture and engineering subconsultant level increased from 39 to 71 individual (unduplicated) firms. WBE firms from 27 to 46 individual (unduplicated) firms and MBE firms increased from 12 to 25 individual (unduplicated) firms. Refer to **Exhibit 3-29** in order to compare utilization within a certain M/WBE group.

**EXHIBIT 3-33
CITY OF CHARLOTTE
UTILIZATION ANALYSIS OF FIRMS
AT THE CONSTRUCTION SUBCONTRACTOR LEVEL
COMPARISON OF NUMBER OF M/WBE FIRMS UTILIZED
BETWEEN THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY**



Source: City of Charlotte 2003 Disparity Study. MGT developed a subcontractor/subconsultant payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

Comparison of M/WBE Utilization at the Prime Level

It is important to note that during the study period for the 2003 Disparity Study, Charlotte did not have a M/WBE program for prime contracting, thus the comparisons are between two race neutral environments. **Exhibit 3-34** shows the comparison between the M/WBE utilization results at the prime level between the 2003 Disparity Study and 2011 Disparity Study.

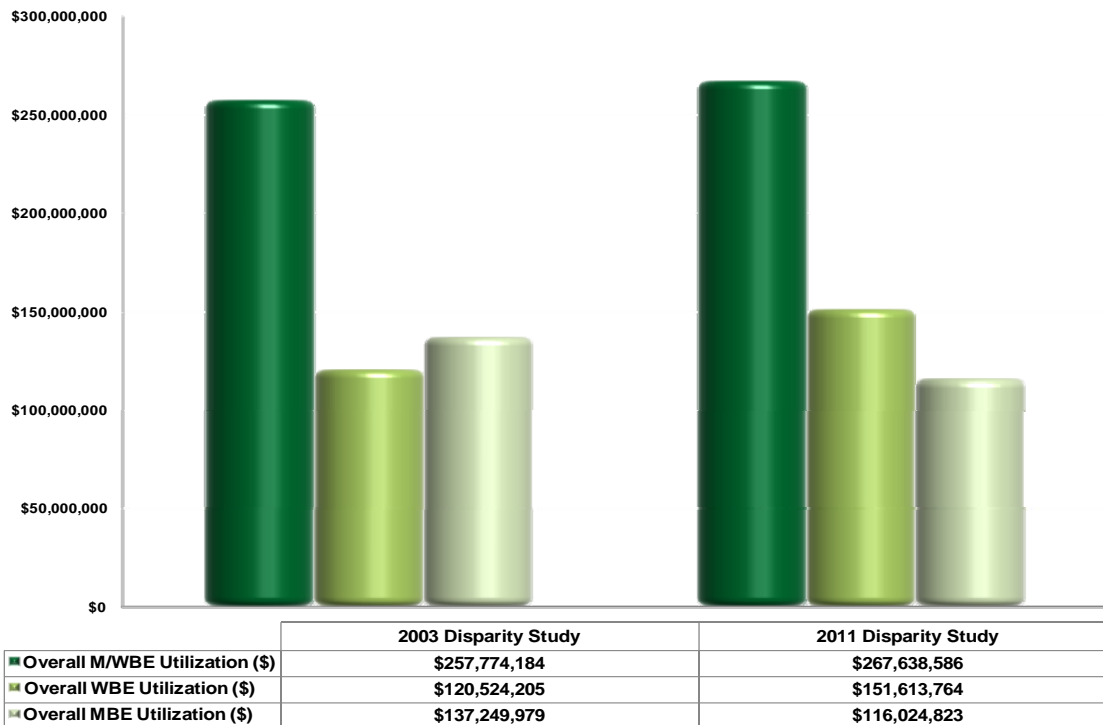
**EXHIBIT 3-34
CITY OF CHARLOTTE
COMPARISON OF M/WBE UTILIZATION AT THE PRIME LEVEL BETWEEN
THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
BY RACE/ETHNICITY/GENDER CLASSIFICATION**

Business Category by Business Owner Classifications	City of Charlotte 2003 Disparity Study				City of Charlotte 2011 Disparity Study			
	\$ Dollars	% of Dollars	# of Utilized Firms	% of Utilized Firms	\$ Dollars	% of Dollars	# of Utilized Firms	% of Utilized Firms
Construction Firms at the Prime Contractor Level								
African Americans	\$38,200,358	3.38%	44	3.95%	\$10,136,200	0.99%	46	11.44%
Hispanic Americans	\$581,010	0.05%	7	0.63%	\$4,644,237	0.45%	10	2.49%
Asian Americans	\$49,912,203	4.41%	6	0.54%	\$57,096,322	5.57%	10	2.49%
Native Americans	\$3,140,291	0.28%	11	0.99%	\$2,533,120	0.25%	12	2.99%
Nonminority Women	\$76,044,369	6.72%	95	8.54%	\$105,135,489	10.26%	60	14.93%
Total M/WBE Firms	\$167,878,231	14.84%	163	14.65%	\$179,545,368	17.51%	138	34.33%
Architecture & Engineering Firms at the Prime Level								
African Americans	\$99,702	0.10%	4	3.45%	\$2,549,185	1.38%	6	3.02%
Hispanic Americans	\$425,339	0.41%	1	0.86%	\$376,236	0.20%	2	1.01%
Asian Americans	\$1,310,017	1.25%	2	1.72%	\$9,214,534	4.98%	4	2.01%
Native Americans	\$2,653,976	2.54%	2	1.72%	\$45,077	0.02%	1	0.50%
Nonminority Women	\$5,994,994	5.74%	9	7.76%	\$8,257,868	4.46%	22	11.06%
Total M/WBE Firms	\$10,484,027	10.03%	18	15.52%	\$20,442,899	11.04%	35	17.59%
Professional Services Firms								
African Americans	\$984,757	1.08%	26	4.76%	\$3,478,509	2.25%	43	9.37%
Hispanic Americans	\$626,231	0.68%	3	0.55%	\$3,564,806	2.31%	9	1.96%
Asian Americans	\$3,649,227	3.99%	2	0.37%	\$85,243	0.06%	7	1.53%
Native Americans	\$1,417,293	1.55%	4	0.73%	\$1,935,466	1.25%	7	1.53%
Nonminority Women	\$8,004,453	8.75%	47	8.61%	\$10,962,094	7.11%	92	20.04%
Total M/WBE Firms	\$14,681,961	16.04%	82	15.02%	\$20,026,119	12.98%	158	34.42%
Other Services Firms								
African Americans	\$10,695,940	2.59%	134	3.20%	\$12,555,522	3.11%	98	11.46%
Hispanic Americans	\$3,495,466	0.85%	13	0.31%	\$800,528	1.47%	12	1.40%
Asian Americans	\$5,876,271	1.42%	17	0.41%	\$957,925	3.86%	10	1.17%
Native Americans	\$4,473,524	1.08%	11	0.26%	\$1,209,705	0.39%	23	2.69%
Nonminority Women	\$24,731,143	5.99%	198	4.73%	\$17,008,071	11.01%	132	15.44%
Total M/WBE Firms	\$49,272,344	11.94%	373	8.91%	\$32,531,751	15.64%	275	32.16%
Goods and Supplies Firms								
African Americans	\$4,874,809	2.22%	53	1.57%	\$739,370	0.36%	28	2.38%
Hispanic Americans	\$708,664	0.32%	10	0.30%	\$552,604	0.27%	15	1.27%
Asian Americans	\$4,043,246	1.84%	15	0.44%	\$20,003	0.01%	7	0.59%
Native Americans	\$81,655	0.04%	5	0.15%	\$3,530,231	1.71%	21	1.78%
Nonminority Women	\$5,749,246	2.62%	122	3.61%	\$10,250,242	4.96%	128	10.88%
Total M/WBE Firms	\$15,457,622	7.04%	205	6.07%	\$15,092,449	7.30%	199	16.91%

Source: City of Charlotte 2003 Disparity Study. MGT developed a prime payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

Exhibit 3-35 shows that between the two studies, overall M/WBE utilization at the prime level increased from \$257.7 million to \$267.6 million. The utilization of firms owned by WBEs increased from \$120.5 million to \$151.6 million. However, the utilization of firms owned MBEs decreased from \$137.2 million to slightly more than \$116 million. Refer to **Exhibit 3-34** in order to compare utilization within a certain M/WBE group.

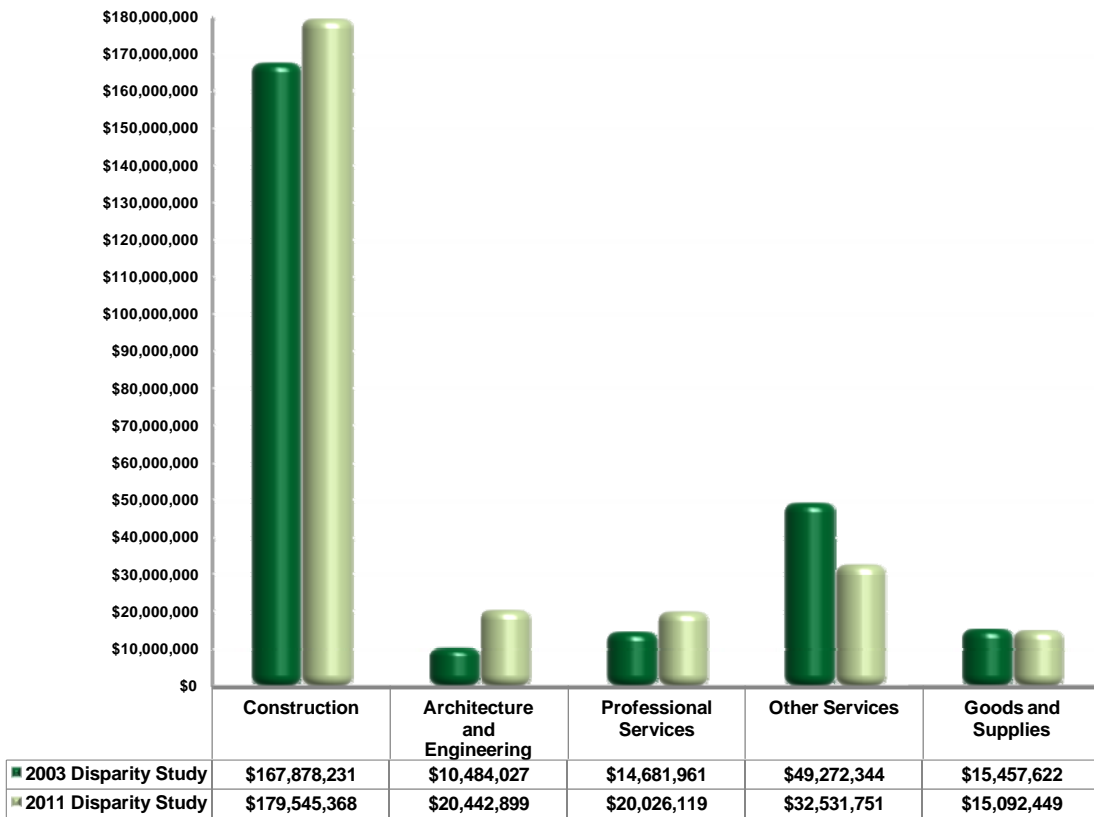
**EXHIBIT 3-35
CITY OF CHARLOTTE
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
COMPARISON OF M/WBE DOLLARS
BETWEEN THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
BY M/WBE, WBE AND MBE FIRMS**



Source: City of Charlotte 2003 Disparity Study. MGT developed a prime payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

In terms of payment dollars by business category, **Exhibit 3-36** shows M/WBE utilization increased in construction from \$167.9 million to \$179.5 million, architecture and engineering from \$10.5 million to \$20.4 million, and professional services from \$14.7 million to slight more than \$20 million. However, the utilization of M/WBEs did decline in other services from \$49.3 million to \$32.5 million and remained roughly the same for goods and supplies at approximately \$15 million for both studies. It is important to note that while the M/WBE utilization increased in construction, the utilization of African American-owned decreased from \$38.2 million to \$10.4 million and Native American-owned firms decreased from \$3.1 million to \$2.5 million as shown in **Exhibit 3-34**,

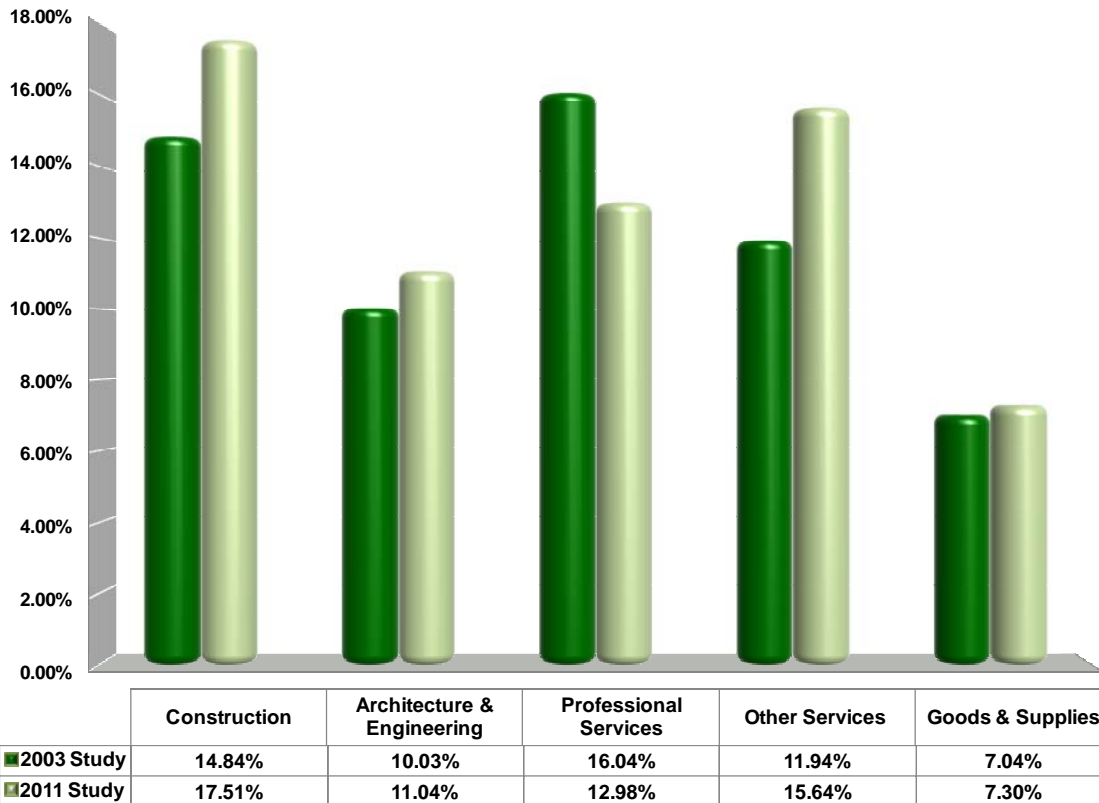
**EXHIBIT 3-36
CITY OF CHARLOTTE
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
COMPARISON OF M/WBE UTILIZATION DOLLARS
BETWEEN THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
BY BUSINESS CATEGORY**



Source: City of Charlotte 2003 Disparity Study. MGT developed a prime payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

Exhibit 3-37 shows that in terms of the payment dollars percentage of utilization, the overall utilization of M/WBEs increased in each procurement category except for professional services.

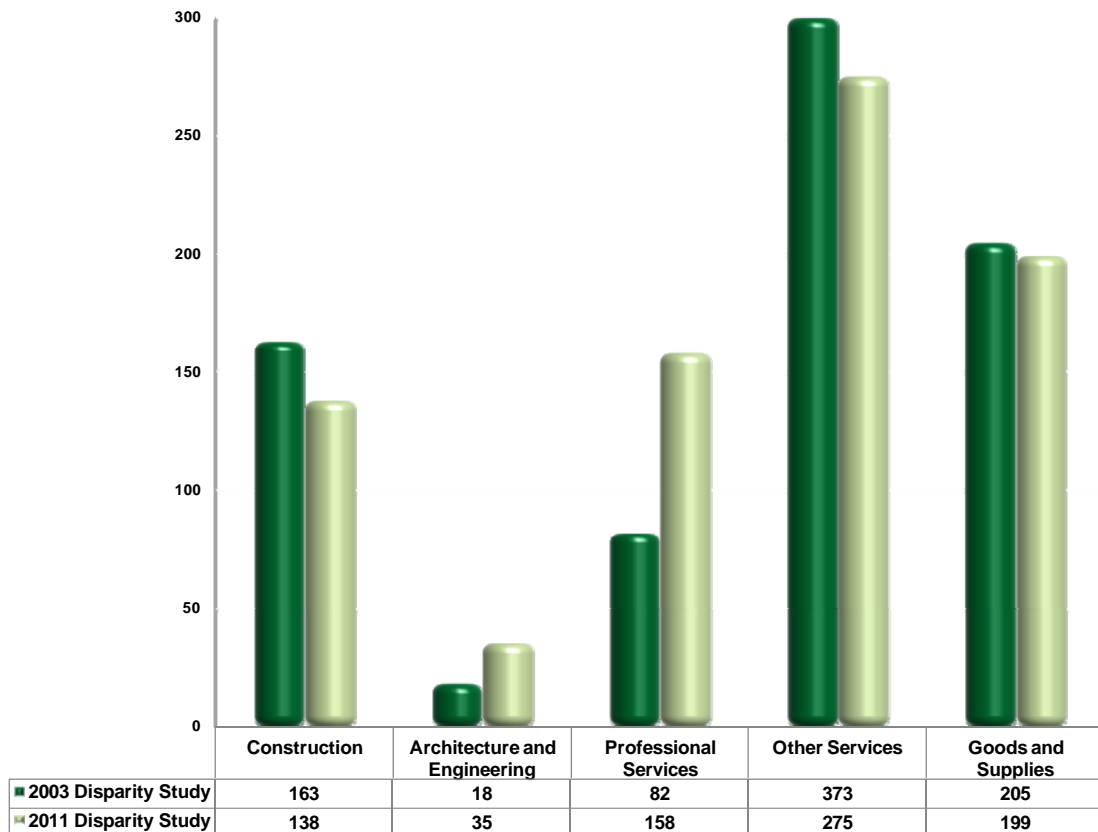
**EXHIBIT 3-37
CITY OF CHARLOTTE
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
COMPARISON OF M/WBE PERCENTAGE OF UTILIZATION DOLLARS
BETWEEN THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
BY BUSINESS CATEGORY**



Source: City of Charlotte 2003 Disparity Study. MGT developed a prime payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

Exhibit 3-38 compares the number of individual (unduplicated) M/WBE firms utilized. The number of individual (unduplicated) M/WBE firms utilized increased for architecture and engineering and professional services. However, there was a decline in the number of individual (unduplicated) M/WBE firms utilized for construction and, other services and goods and supplies.

**EXHIBIT 3-38
CITY OF CHARLOTTE
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME LEVEL
COMPARISON OF NUMBER OF M/WBE FIRMS UTILIZED
BETWEEN THE 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
BY BUSINESS CATEGORY**



Source: City of Charlotte 2003 Disparity Study. MGT developed a prime payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

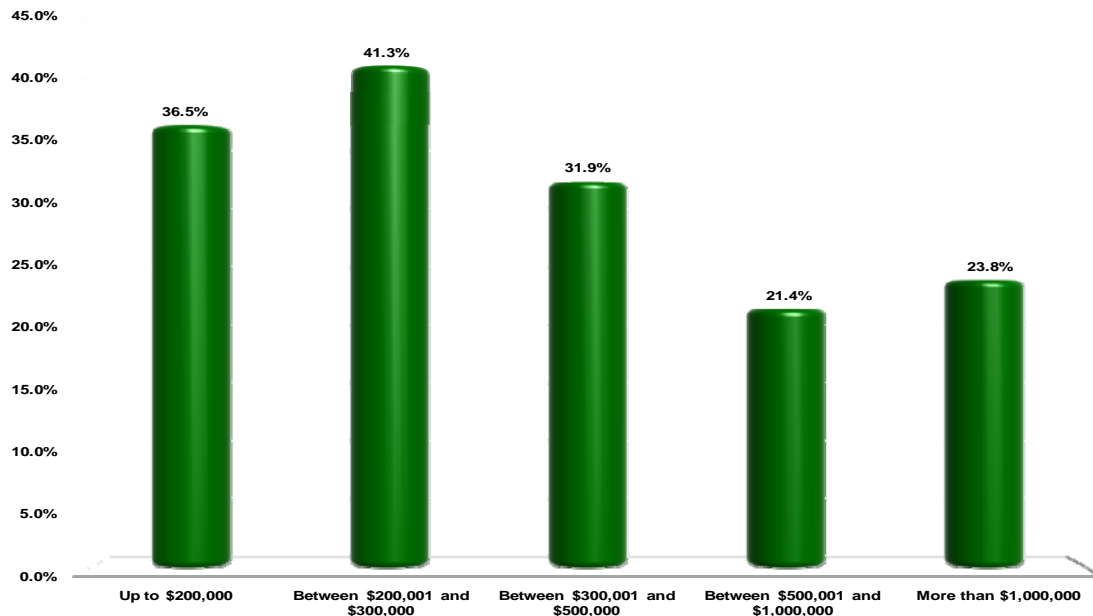
3.9.2 Analysis by Contract Size (Threshold Analysis)

As previously mentioned, MGT obtained prime contracting data from key KBUs where contracting projects are typically let, which included Aviation, Charlotte Area Transit System, Engineering and Property Management and Charlotte Mecklenburg Utilities. MGT used this data to further analyze the utilization of M/WBE firms and examined specific dollar ranges of prime contract awards. The established threshold for construction and construction-related services was:

- Up to \$200,000,
- Between \$200,001 and \$300,000,
- Between \$300,001 and \$500,000,
- Between \$500,001 and \$1 million, and
- Greater than \$1 million.

Exhibit 3-39 shows how M/WBE firms fared as prime construction and construction-related contract award dollars increased. While there were contracts awarded in each dollar threshold to M/WBE firms, the utilization of M/WBE firms began to decrease between contracts great than \$300,001. In terms of percentage, the highest utilization of M/WBE firms was on contracts between \$200,001 and \$300,000.

**EXHIBIT 3-39
CITY OF CHARLOTTE
CONSTRUCTION AT THE PRIME LEVEL
PERCENTAGE OF UTILIZATION OF M/WBE FIRMS BY CONTRACT AWARD SIZE/
THRESHOLD DOLLAR RANGES**



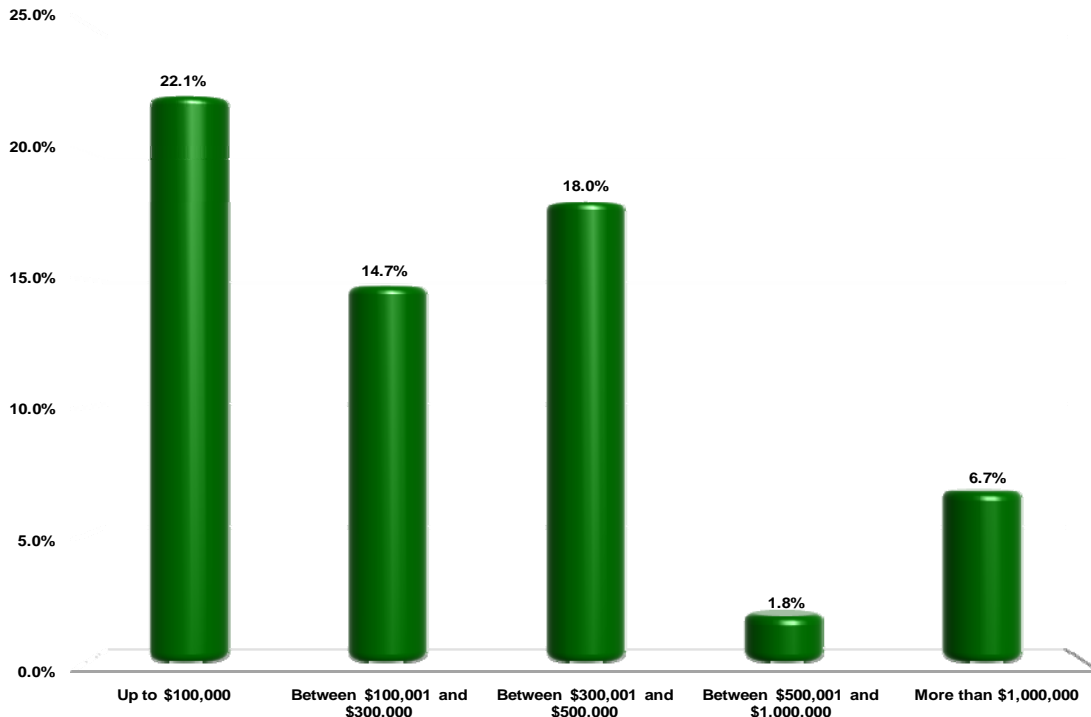
Source: MGT developed a contracting database based on contract data provided by the City of Charlotte's Key Business Units' (KBUs) Aviation, Charlotte Area Transit System (CATS), Engineering and Property Management (EPM) and Charlotte Mecklenburg Utilities (CMU).

The established threshold for architecture and engineering or professional technical-related services was:

- Up to \$100,000,
- Between \$100,001 and \$300,000,
- Between \$300,001 and \$500,000,
- Between \$500,001 and \$1 million, and
- Greater than \$1 million.

Exhibit 3-40 shows a graph presentation of the dollar ranges of utilization of M/WBE firms and illustrates how M/WBE firms fared as prime architecture and engineering and professional technical-related contract award dollars increased. While there were contracts awarded in each dollar threshold to M/WBE firms, the utilization of M/WBE firms fluctuated between the dollar thresholds. In terms of percentage, the highest utilization of M/WBE firms was on contracts less than \$100,000.

**EXHIBIT 3-40
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING AND
PROFESSIONAL AND TECHNICAL-RELATED SERVICES AT THE PRIME LEVEL
PERCENTAGE OF UTILIZATION OF M/WBE FIRMS
BY CONTRACT SIZE/THRESHOLD DOLLAR RANGES**



Source: MGT developed a contracting database based on contract data provided by the City of Charlotte's Key Business Units' (KBUs) Aviation, Charlotte Area Transit System (CATS), Engineering and Property Management (EPM) and Charlotte Mecklenburg Utilities (CMU).

3.10 Summary

Exhibit 3-41 and **Exhibit 3-42** summarizes the utilization and availability analysis at the subcontractor/subconsultant level, as well as the prime level.

**EXHIBIT 3-41
CITY OF CHARLOTTE
SUMMARY OF M/WBE SUBCONTRACTOR/SUBCONSULTANT
UTILIZATION AND AVAILABILITY
BY BUSINESS CATEGORY AND
RACE/ETHNICITY/GENDER CLASSIFICATION**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms
Construction Firms at the Subcontractor Level			
African Americans	\$11,619,931	5.41%	11.73%
Hispanic Americans	\$4,188,450	1.95%	7.82%
Asian Americans	\$1,487,988	0.69%	0.56%
Native Americans	\$2,465,651	1.15%	1.68%
Nonminority Women	\$42,342,775	19.71%	18.44%
Total M/WBE Firms	\$62,104,795	28.91%	40.22%
Architecture & Engineering Firms at the Subcontractor Level			
African Americans	\$386,906	2.63%	10.94%
Hispanic Americans	\$952,736	6.48%	1.56%
Asian Americans	\$303,620	2.07%	1.56%
Native Americans	\$89,860	0.61%	0.00%
Nonminority Women	\$3,118,749	21.22%	18.75%
Total M/WBE Firms	\$4,851,871	33.01%	32.81%

MGT developed a subcontractor/subconsultant payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010. Note: Of the respondents to the architecture and engineering custom census survey, no Native American-owned firms indicated that they had worked as a subcontractor on an architecture and engineering project, thus the availability estimate for this M/WBE group could not be calculated.

**EXHIBIT 3-42
CITY OF CHARLOTTE
SUMMARY OF M/WBE PRIME UTILIZATION AND AVAILABILITY
BY BUSINESS CATEGORY AND
RACE/ETHNICITY/GENDER CLASSIFICATION**

Business Category by Business Owner Classifications	\$ Dollars	% of Dollars	% of Available Firms
Construction Firms at the Prime Contractor Level			
African Americans	\$10,136,200	0.99%	9.95%
Hispanic Americans	\$4,644,237	0.45%	6.97%
Asian Americans	\$57,096,322	5.57%	0.50%
Native Americans	\$2,533,120	0.25%	1.99%
Nonminority Women	\$105,135,489	10.26%	14.93%
Total M/WBE Firms	\$179,545,368	17.51%	65.67%
Architecture & Engineering Firms at the Prime Contractor Level			
African Americans	\$2,549,185	1.38%	2.25%
Hispanic Americans	\$376,236	0.20%	1.10%
Asian Americans	\$9,214,534	4.98%	2.35%
Native Americans	\$45,077	0.02%	0.17%
Nonminority Women	\$8,257,868	4.46%	9.29%
Total M/WBE Firms	\$20,442,899	11.04%	15.16%
Professional Services Firms			
African Americans	\$3,478,509	2.25%	2.25%
Hispanic Americans	\$3,564,806	2.31%	1.10%
Asian Americans	\$85,243	0.06%	2.35%
Native Americans	\$1,935,466	1.25%	0.17%
Nonminority Women	\$10,962,094	7.11%	9.29%
Total M/WBE Firms	\$20,026,119	12.98%	15.16%
Other Services Firms			
African Americans	\$12,555,522	6.04%	3.11%
Hispanic Americans	\$800,528	0.38%	1.47%
Asian Americans	\$957,925	0.46%	3.86%
Native Americans	\$1,209,705	0.58%	0.39%
Nonminority Women	\$17,008,071	8.18%	11.01%
Total M/WBE Firms	\$32,531,751	15.64%	19.84%
Goods and Supplies Firms			
African Americans	\$739,370	0.36%	1.50%
Hispanic Americans	\$552,604	0.27%	0.20%
Asian Americans	\$20,003	0.01%	5.36%
Native Americans	\$3,530,231	1.71%	0.06%
Nonminority Women	\$10,250,242	4.96%	7.62%
Total M/WBE Firms	\$15,092,449	7.30%	14.73%

Source: City of Charlotte 2003 Disparity Study. MGT developed a prime payments and vendor database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010.

4.0 DISPARITY ANALYSIS

4.0 DISPARITY ANALYSIS

This chapter examines the issue of disparity within each business category of procurement. Disparity, in this context, is the analysis of the differences between the utilization of minority- and women-owned business enterprises (M/WBEs) and the availability of those firms. Accordingly, MGT of America, Inc. (MGT), used disparity indices to examine whether M/WBEs received a proportional share of dollars¹ based on the availability of M/WBEs in the Charlotte market area².

This chapter consists of the following sections:

- **Section 4.1** describes the methodology used by MGT to test for the presence or absence of disparity in each of the business categories analyzed.
- **Section 4.2** applies the disparity indices to business categories and determines the presence or absence of statistically significant disparity in the City of Charlotte's (City) procurement activity. This section also presents corresponding statistical significance findings, if any, from t tests³ conducted on disparity indices for subcontracting (construction and architecture and engineering).

4.1 Methodology

MGT used the availability⁴ and utilization information presented in **Chapter 3.0** of this report as the basis of the effort to determine if M/WBEs received a proportional share of City payment dollars. 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.

The underlying assumption of this approach is that, absent discrimination, the proportion of dollars received by a particular M/WBE group should approximate that group's proportion of the relevant population of firms. To determine if disparity exists for M/WBEs or non-M/WBEs within a specific business category, MGT compared the utilization of each group to its respective availability.

¹ As stated in **Chapter 3.0**, the utilization analyses are based payments made to firms.

² As stated in **Chapter 3.0**, the utilization analysis, as well as the availability analysis is based on firms located within the Charlotte-Gastonia-Salisbury Combined Statistical Area (CSA).

³ Refer to **Chapter 2.0** for discussion on t tests and statistical significance in disparity studies.

⁴ As stated in **Chapter 3.0**, the availability analysis for construction at the prime level, construction at the subcontractor level, and architecture and engineering at the subconsultant level was based on custom census. The availability analysis at the prime level for architecture and engineering, professional services, other services, and goods and supplies was based on U.S. Census Survey of Business Owners data. Please refer to **Chapter 3.0** for a discussion on the availability analysis methodology.

4.1.1 Disparity Index

MGT pioneered the use of disparity indices as a means of quantifying the disparity in utilization relative to availability. The use of a disparity index for such calculations is supported by several post-Croson cases, most notably *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*.⁵ Although a variety of similar indices could be utilized, MGT's standard for choosing its particular index methodology is that it must yield a value that is easily calculable, understandable in its interpretation, and universally comparable such that a disparity in utilization within M/WBE categories can be assessed with reference to the utilization of non-M/WBEs.

For this study, the ratio of the percentage of utilization⁶ to the percentage of availability multiplied by 100 serves as the measure of choice, as shown in the formula:

$$(1) \text{ Disparity Index} = \frac{\%U_{m,p_1}}{\%A_{m,p_1}} \times 100$$

Where: U_{m,p_1} = utilization of M/WBE₁ for procurement₁
 A_{m,p_1} = availability of M/WBE₁ for procurement₁

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

4.2 Disparity Indices

Section 4.2.1 presents the disparity indices for construction at the subcontractor level and architecture and engineering at the subconsultant 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, architecture and engineering

⁵ *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

⁶ Percentage of utilization is based on payment dollars and the percentage of availability is based on the number of firms.

at the prime consultant level, professional services, other services, and goods and supplies, which are presented in **Section 4.2.2** of this chapter. As mentioned previously, the analyses and exhibits are based on the utilization and availability of M/WBEs and non-M/WBEs as shown in **Chapter 3.0**.

4.2.1 Disparity Findings and Statistical Significance at the Subcontractor and Subconsultant Level

4.2.1(a) Construction - Subcontractor Level

Exhibit 4-1 shows the disparity indices for construction at the subcontractor level by business owner classification (race, ethnicity and gender classification) and fiscal year. For availability analysis, custom census was used. During the study period, African American- and Hispanic American-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with disparity indices of 46.11 and 24.93, respectively. Asian American-owned firms were substantially underutilized in fiscal years 2006 and 2008 and underutilized in fiscal year 2009; however, due to being overutilized in 2007 and 2010, Asian American-owned firms were overall overutilized with a disparity index of 123.99. Except in fiscal year 2007, nonminority women-owned firms were overutilized in each fiscal year of the study period, which resulted in overall overutilized with a disparity index of 106.92. Native American-owned firms were substantially underutilized in each fiscal year of the study period, except for being overutilized in fiscal year 2008, which resulted in substantial underutilization with a disparity index of 68.48.

**EXHIBIT 4-1
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF SUBCONTRACTOR CONSTRUCTION
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	6.88%	11.73%	58.68	* Underutilization
Hispanic Americans	1.31%	7.82%	16.81	* Underutilization
Asian Americans	0.25%	0.56%	44.50	* Underutilization
Native Americans	0.30%	1.68%	17.94	* Underutilization
Nonminority Women	20.41%	18.44%	110.69	Overutilization
Non-MWBE Firms	70.85%	59.78%	118.52	Overutilization
2007				
African Americans	2.74%	11.73%	23.36	* Underutilization
Hispanic Americans	2.05%	7.82%	26.23	* Underutilization
Asian Americans	1.09%	0.56%	195.52	Overutilization
Native Americans	0.68%	1.68%	40.80	* Underutilization
Nonminority Women	11.90%	18.44%	64.52	* Underutilization
Non-MWBE Firms	81.54%	59.78%	136.40	Overutilization
2008				
African Americans	4.96%	11.73%	42.32	* Underutilization
Hispanic Americans	1.40%	7.82%	17.92	* Underutilization
Asian Americans	0.23%	0.56%	41.68	* Underutilization
Native Americans	3.57%	1.68%	213.23	Overutilization
Nonminority Women	19.71%	18.44%	106.90	Overutilization
Non-MWBE Firms	70.12%	59.78%	117.30	Overutilization
2009				
African Americans	7.05%	11.73%	60.11	* Underutilization
Hispanic Americans	2.86%	7.82%	36.52	* Underutilization
Asian Americans	0.46%	0.56%	82.58	Underutilization
Native Americans	0.24%	1.68%	14.39	* Underutilization
Nonminority Women	20.70%	18.44%	112.27	Overutilization
Non-MWBE Firms	68.69%	59.78%	114.91	Overutilization
2010				
African Americans	4.84%	11.73%	41.26	* Underutilization
Hispanic Americans	2.38%	7.82%	30.40	* Underutilization
Asian Americans	3.12%	0.56%	558.13	Overutilization
Native Americans	1.31%	1.68%	78.30	* Underutilization
Nonminority Women	39.83%	18.44%	216.06	Overutilization
Non-MWBE Firms	48.52%	59.78%	81.17	Underutilization
All Years				
African Americans	5.41%	11.73%	46.11	* Underutilization **
Hispanic Americans	1.95%	7.82%	24.93	* Underutilization **
Asian Americans	0.69%	0.56%	123.99	Overutilization **
Native Americans	1.15%	1.68%	68.48	* Underutilization **
Nonminority Women	19.71%	18.44%	106.92	Overutilization **
Non-MWBE Firms	71.09%	59.78%	118.93	Overutilization **

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

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 3.0, Exhibit 3-2.**

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-6.**

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

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

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

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 and subconsultant levels. **Exhibit 4-2** shows the overall 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-, and Native American-owned firms, as well as the overutilization of Asian American-, nonminority women-, and non-M/WBE-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 4-2
CITY OF CHARLOTTE
OVERALL DISPARITY RESULTS AND T TEST RESULTS
OF SUBCONTRACTOR CONSTRUCTION
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
All Years				
African Americans	5.41%	11.73%	46.11	* Underutilization **
Hispanic Americans	1.95%	7.82%	24.93	* Underutilization **
Asian Americans	0.69%	0.56%	123.99	Overutilization **
Native Americans	1.15%	1.68%	68.48	* Underutilization **
Nonminority Women	19.71%	18.44%	106.92	Overutilization **
Non-M/WBE Firms	71.09%	59.78%	118.93	Overutilization **

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

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 3.0, Exhibit 3-2.**

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-6.**

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

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

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

4.2.1(b) Architecture and Engineering - Subconsultant Level

Exhibit 4-3 shows the disparity indices for architecture and engineering at the subconsultant level by business owner classification (race, ethnicity and gender classification) and fiscal year. For the availability analysis, custom census was used. African American- owned firms were substantially underutilized in each fiscal year of the study, which resulted in overall substantial underutilization with a disparity index of 24.07. Except for being substantially underutilized in fiscal year 2010, Hispanic American-owned firms were overutilized in each year of the study period, which resulted in overall overutilization with a disparity index of 414.84. Except for being overutilized in fiscal year 2007, Asian American-owned firms were substantially underutilized in each fiscal year of the study period. However, due to overutilization in fiscal year 2007, which resulted in a disparity index of 282.15, Asian American-owned firms were overall overutilized, which resulted in an overall disparity index of 132.20. Overall Native American-owned firms received less than one percent (0.6%) of payment dollars; however, no Native American-owned firms that responded to the architecture and engineering custom census survey indicated that they had either worked as subcontractor. Thus, the disparate impact of utilization for Native American-owned firms could not be calculated; however, the existence of disparity can be inferred due to the evidence of low utilization levels.

**EXHIBIT 4-3
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF SUBCONSULTANT
ARCHITECTURE AND ENGINEERING
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	1.32%	10.94%	12.10	* Underutilization
Hispanic Americans	1.98%	1.56%	126.57	Overutilization
Asian Americans	0.01%	1.56%	0.71	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	28.91%	18.75%	154.17	Overutilization
Non-MWBE Firms	67.78%	67.19%	100.88	Overutilization
2007				
African Americans	4.05%	10.94%	37.05	* Underutilization
Hispanic Americans	6.44%	1.56%	412.40	Overutilization
Asian Americans	4.41%	1.56%	282.15	Overutilization
Native Americans	1.52%	0.00%	N/A	N/A
Nonminority Women	17.94%	18.75%	95.67	Underutilization
Non-MWBE Firms	65.64%	67.19%	97.69	Underutilization
2008				
African Americans	1.23%	10.94%	11.24	* Underutilization
Hispanic Americans	10.58%	1.56%	676.88	Overutilization
Asian Americans	1.18%	1.56%	75.64	* Underutilization
Native Americans	0.10%	0.00%	N/A	N/A
Nonminority Women	13.97%	18.75%	74.48	* Underutilization
Non-MWBE Firms	72.95%	67.19%	108.57	Overutilization
2009				
African Americans	2.68%	10.94%	24.49	* Underutilization
Hispanic Americans	9.40%	1.56%	601.54	Overutilization
Asian Americans	1.16%	1.56%	74.44	* Underutilization
Native Americans	0.16%	0.00%	N/A	N/A
Nonminority Women	2.74%	18.75%	14.62	* Underutilization
Non-MWBE Firms	83.85%	67.19%	124.81	Overutilization
2010				
African Americans	0.27%	10.94%	2.51	* Underutilization
Hispanic Americans	0.49%	1.56%	31.22	* Underutilization
Asian Americans	0.00%	1.56%	0.00	* Underutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	79.35%	18.75%	423.19	Overutilization
Non-MWBE Firms	19.89%	67.19%	29.60	* Underutilization
All Years				
African Americans	2.63%	10.94%	24.07	* Underutilization **
Hispanic Americans	6.48%	1.56%	414.84	Overutilization **
Asian Americans	2.07%	1.56%	132.20	Overutilization **
Native Americans	0.61%	0.00%	N/A	N/A
Nonminority Women	21.22%	18.75%	113.16	Overutilization **
Non-MWBE Firms	66.99%	67.19%	99.71	Underutilization **

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

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 3.0, Exhibit 3-4.**

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-7.**

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

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

** Two asterisks are used to indicate 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 this case due to the mathematical 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.

As stated earlier in this chapter, 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 and subconsultant levels. **Exhibit 4-4** shows the overall architecture and engineering subconsultant 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-owned firms, as well as the overutilization of Hispanic American-, Asian 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 4-4
CITY OF CHARLOTTE
OVERALL DISPARITY RESULTS AND T TEST RESULTS
OF SUBCONSULTANT ARCHITECTURE AND ENGINEERING
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization	
All Years					
African Americans	2.63%	10.94%	24.07	* Underutilization	**
Hispanic Americans	6.48%	1.56%	414.84	Overutilization	**
Asian Americans	2.07%	1.56%	132.20	Overutilization	**
Native Americans	0.61%	0.00%	N/A	N/A	
Nonminority Women	21.22%	18.75%	113.16	Overutilization	**
Non-MWBE Firms	66.99%	67.19%	99.71	Underutilization	**

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

¹ The percentage of dollars is taken from subcontractor utilization shown in **Chapter 3.0, Exhibit 3-4**.

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-7**.

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

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

** Two asterisks are used to indicate 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 this case due to the mathematical 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.

4.2.2 Disparity Findings at the Prime Level

4.2.2(a) Construction - Prime Contractor Level

Exhibit 4-5 shows the disparity indices for construction at the prime level by business owner classification (race, ethnicity and gender classification) and fiscal year. For the availability analysis, custom census was used. Asian American-owned firms were overutilized in each fiscal year of the study period, which resulted in overall overutilization with a disparity index of 1,119.48. African American-, Hispanic American- and Native American-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with overall disparity indices of 9.94, 6.50, and 12.42. Nonminority women-owned firms were either underutilized or substantially underutilized in each year of the study period, which resulted in overall substantial underutilization with a disparity index 68.71.

**EXHIBIT 4-5
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF PRIME CONSTRUCTION
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	1.45%	9.95%	14.57	* Underutilization
Hispanic Americans	0.33%	6.97%	4.68	* Underutilization
Asian Americans	4.79%	0.50%	962.16	Overutilization
Native Americans	0.09%	1.99%	4.66	* Underutilization
Nonminority Women	6.89%	14.93%	46.19	* Underutilization
Non-MWBE Firms	86.45%	65.67%	131.64	Overutilization
2007				
African Americans	1.43%	9.95%	14.33	* Underutilization
Hispanic Americans	0.46%	6.97%	6.55	* Underutilization
Asian Americans	7.86%	0.50%	1,580.85	Overutilization
Native Americans	0.55%	1.99%	27.48	* Underutilization
Nonminority Women	11.32%	14.93%	75.87	* Underutilization
Non-MWBE Firms	78.38%	65.67%	119.36	Overutilization
2008				
African Americans	0.50%	9.95%	5.06	* Underutilization
Hispanic Americans	0.47%	6.97%	6.69	* Underutilization
Asian Americans	9.49%	0.50%	1,908.17	Overutilization
Native Americans	0.17%	1.99%	8.44	* Underutilization
Nonminority Women	10.74%	14.93%	71.98	* Underutilization
Non-MWBE Firms	78.63%	65.67%	119.73	Overutilization
2009				
African Americans	0.66%	9.95%	6.59	* Underutilization
Hispanic Americans	0.24%	6.97%	3.39	* Underutilization
Asian Americans	2.92%	0.50%	587.51	Overutilization
Native Americans	0.29%	1.99%	14.46	* Underutilization
Nonminority Women	10.39%	14.93%	69.61	* Underutilization
Non-MWBE Firms	85.51%	65.67%	130.20	Overutilization
2010				
African Americans	0.83%	9.95%	8.31	* Underutilization
Hispanic Americans	0.95%	6.97%	13.58	* Underutilization
Asian Americans	3.87%	0.50%	777.88	Overutilization
Native Americans	0.14%	1.99%	6.85	* Underutilization
Nonminority Women	13.09%	14.93%	87.72	Underutilization
Non-MWBE Firms	81.13%	65.67%	123.54	Overutilization
All Years				
African Americans	0.99%	9.95%	9.94	* Underutilization
Hispanic Americans	0.45%	6.97%	6.50	* Underutilization
Asian Americans	5.57%	0.50%	1,119.48	Overutilization
Native Americans	0.25%	1.99%	12.42	* Underutilization
Nonminority Women	10.26%	14.93%	68.71	* Underutilization
Non-MWBE Firms	82.49%	65.67%	125.60	Overutilization

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

¹ The percentage of dollars is taken from prime utilization shown in **Chapter 3.0, Exhibit 3-8.**

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-11.**

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

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

4.2.2(b) Architecture and Engineering

Exhibit 4-6 shows the disparity indices for architecture and engineering services at the prime consultant level by business owner classification (race, ethnicity and gender classification) and fiscal year. For the availability analysis, U.S. Census Survey of Business Owners was used. Except in fiscal years 2006 and 2007, 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 61.20. During the study period, the disparate impact of utilization for nonminority women-owned firms fluctuated between underutilization and substantial underutilization, which resulted in overall substantial underutilization with a disparity index of 48.02. Hispanic American- and Native American-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with disparity indices of 18.48 and 14.39, respectively. Conversely, Asian American-owned firms were overutilized in each year of the study period, which resulted in overall overutilization with a disparity index of 211.69.

**EXHIBIT 4-6
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF PRIME ARCHITECTURE AND ENGINEERING
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	2.56%	2.25%	113.70	Overutilization
Hispanic Americans	0.02%	1.10%	1.61	* Underutilization
Asian Americans	5.05%	2.35%	214.91	Overutilization
Native Americans	0.00%	0.17%	0.00	* Underutilization
Nonminority Women	3.57%	9.29%	38.40	* Underutilization
Non-MWBE Firms	88.81%	84.84%	104.67	Overutilization
2007				
African Americans	2.73%	2.25%	121.51	Overutilization
Hispanic Americans	0.00%	1.10%	0.00	* Underutilization
Asian Americans	5.22%	2.35%	222.18	Overutilization
Native Americans	0.00%	0.17%	0.00	* Underutilization
Nonminority Women	7.86%	9.29%	84.62	Underutilization
Non-MWBE Firms	84.19%	84.84%	99.22	Underutilization
2008				
African Americans	1.42%	2.25%	62.91	* Underutilization
Hispanic Americans	0.00%	1.10%	0.24	* Underutilization
Asian Americans	4.27%	2.35%	181.85	Overutilization
Native Americans	0.00%	0.17%	0.00	* Underutilization
Nonminority Women	4.34%	9.29%	46.76	* Underutilization
Non-MWBE Firms	89.96%	84.84%	106.03	Overutilization
2009				
African Americans	1.13%	2.25%	50.22	* Underutilization
Hispanic Americans	0.26%	1.10%	23.20	* Underutilization
Asian Americans	5.33%	2.35%	226.88	Overutilization
Native Americans	0.08%	0.17%	45.51	* Underutilization
Nonminority Women	4.11%	9.29%	44.21	* Underutilization
Non-MWBE Firms	89.10%	84.84%	105.01	Overutilization
2010				
African Americans	0.07%	2.25%	3.02	* Underutilization
Hispanic Americans	0.55%	1.10%	49.74	* Underutilization
Asian Americans	5.00%	2.35%	212.54	Overutilization
Native Americans	0.02%	0.17%	12.30	* Underutilization
Nonminority Women	3.55%	9.29%	38.25	* Underutilization
Non-MWBE Firms	90.82%	84.84%	107.04	Overutilization
All Years				
African Americans	1.38%	2.25%	61.20	* Underutilization
Hispanic Americans	0.20%	1.10%	18.48	* Underutilization
Asian Americans	4.98%	2.35%	211.69	Overutilization
Native Americans	0.02%	0.17%	14.39	* Underutilization
Nonminority Women	4.46%	9.29%	48.02	* Underutilization
Non-MWBE Firms	88.96%	84.84%	104.85	Overutilization

Source: MGT developed a prime payment database for the City of Charlotte covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on 2007 U.S. Census Survey of Business Owners.

¹ The percentage of dollars is taken from prime utilization shown in **Chapter 3.0, Exhibit 3-12.**

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-15.**

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

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

4.2.2(c) Professional Services

Exhibit 4-7 shows the disparity indices for professional services by business owner classification (race, ethnicity and gender classification) and fiscal year. For the availability analysis, U.S. Census Survey of Business Owners was used. Hispanic American- and Native American-owned firms were overutilized in each year of the study period, which resulted in overall overutilization with disparity indices of 210.20 and 741.80, respectively. African American-owned firms were overutilized in fiscal years 2006 through 2008 and, conversely, substantially underutilized in fiscal year 2009 and underutilized in fiscal year 2010. This fluctuation in the disparate impact of utilization of African American-owned firms resulted in overall overutilization with an overall disparity index of 100.24. Nonminority women-owned firms were overutilized in fiscal year 2006 and, conversely, either underutilized or substantially underutilized in fiscals 2007 through 2010. This fluctuation in the disparate impact of utilization of nonminority women-owned firms resulted in overall substantial underutilization with an overall disparity index of 76.51. Asian American-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in substantial underutilization with a disparity index of 2.35.

**EXHIBIT 4-7
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF PROFESSIONAL SERVICES
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	2.34%	2.25%	103.98	Overutilization
Hispanic Americans	2.27%	1.10%	206.74	Overutilization
Asian Americans	0.07%	2.35%	2.90	* Underutilization
Native Americans	1.02%	0.17%	600.41	Overutilization
Nonminority Women	9.43%	9.29%	101.56	Overutilization
Non-MWBE Firms	84.87%	84.84%	100.03	Overutilization
2007				
African Americans	2.50%	2.25%	111.16	Overutilization
Hispanic Americans	2.43%	1.10%	221.10	Overutilization
Asian Americans	0.14%	2.35%	5.80	* Underutilization
Native Americans	0.89%	0.17%	523.32	Overutilization
Nonminority Women	7.89%	9.29%	84.97	Underutilization
Non-MWBE Firms	86.16%	84.84%	101.55	Overutilization
2008				
African Americans	2.49%	2.25%	110.92	Overutilization
Hispanic Americans	2.21%	1.10%	200.94	Overutilization
Asian Americans	0.06%	2.35%	2.70	* Underutilization
Native Americans	1.11%	0.17%	654.20	Overutilization
Nonminority Women	6.47%	9.29%	69.71	* Underutilization
Non-MWBE Firms	87.65%	84.84%	103.31	Overutilization
2009				
African Americans	1.72%	2.25%	76.51	* Underutilization
Hispanic Americans	2.23%	1.10%	203.01	Overutilization
Asian Americans	0.00%	2.35%	0.11	* Underutilization
Native Americans	1.27%	0.17%	749.42	Overutilization
Nonminority Women	5.25%	9.29%	56.52	* Underutilization
Non-MWBE Firms	89.53%	84.84%	105.52	Overutilization
2010				
African Americans	2.22%	2.25%	98.87	Underutilization
Hispanic Americans	2.46%	1.10%	223.77	Overutilization
Asian Americans	0.00%	2.35%	0.00	* Underutilization
Native Americans	2.18%	0.17%	1,288.95	Overutilization
Nonminority Women	6.76%	9.29%	72.78	* Underutilization
Non-MWBE Firms	86.38%	84.84%	101.81	Overutilization
All Years				
African Americans	2.25%	2.25%	100.24	Overutilization
Hispanic Americans	2.31%	1.10%	210.20	Overutilization
Asian Americans	0.06%	2.35%	2.35	* Underutilization
Native Americans	1.25%	0.17%	741.80	Overutilization
Nonminority Women	7.11%	9.29%	76.51	* Underutilization
Non-MWBE Firms	87.02%	84.84%	102.56	Overutilization

Source: MGT developed a prime payment database for the City of Charlotte covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on 2007 U.S. Census Survey of Business Owners.

¹ The percentage of dollars is taken from prime utilization shown in **Chapter 3.0, Exhibit 3-16.**

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-19.**

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

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

4.2.2(d) Other Services

Exhibit 4-8 shows the disparity indices for other services by business owner classification (race, ethnicity and gender classification) and fiscal year. For the availability analysis, U.S. Census Survey of Business Owners was used. Over the study period, African American-owned firms were overutilized in each fiscal year of the study period, which resulted in overall overutilization with a disparity index of 194.03. Hispanic American-, Asian American-, and nonminority women-owned firms were substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with disparity indices of 26.25, 11.93, and 74.28. Except for being underutilized in fiscal year 2010, Native Americans were overutilized in each fiscal year of the study period, which resulted in overall overutilization with a disparity index of 147.86.

**EXHIBIT 4-8
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF OTHER SERVICES
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	3.94%	3.11%	126.79	Overutilization
Hispanic Americans	0.78%	1.47%	53.12	* Underutilization
Asian Americans	0.48%	3.86%	12.46	* Underutilization
Native Americans	0.64%	0.39%	163.10	Overutilization
Nonminority Women	8.56%	11.01%	77.74	* Underutilization
Non-MWBE Firms	85.60%	80.16%	106.78	Overutilization
2007				
African Americans	4.77%	3.11%	153.40	Overutilization
Hispanic Americans	0.70%	1.47%	47.81	* Underutilization
Asian Americans	0.50%	3.86%	13.08	* Underutilization
Native Americans	1.03%	0.39%	262.40	Overutilization
Nonminority Women	8.53%	11.01%	77.47	* Underutilization
Non-MWBE Firms	84.46%	80.16%	105.37	Overutilization
2008				
African Americans	5.68%	3.11%	182.51	Overutilization
Hispanic Americans	0.36%	1.47%	24.89	* Underutilization
Asian Americans	0.49%	3.86%	12.64	* Underutilization
Native Americans	0.50%	0.39%	127.89	Overutilization
Nonminority Women	7.76%	11.01%	70.47	* Underutilization
Non-MWBE Firms	85.21%	80.16%	106.30	Overutilization
2009				
African Americans	6.97%	3.11%	224.12	Overutilization
Hispanic Americans	0.09%	1.47%	6.10	* Underutilization
Asian Americans	0.52%	3.86%	13.52	* Underutilization
Native Americans	0.43%	0.39%	109.22	Overutilization
Nonminority Women	8.15%	11.01%	74.09	* Underutilization
Non-MWBE Firms	83.83%	80.16%	104.58	Overutilization
2010				
African Americans	8.56%	3.11%	275.28	Overutilization
Hispanic Americans	0.05%	1.47%	3.41	* Underutilization
Asian Americans	0.30%	3.86%	7.76	* Underutilization
Native Americans	0.32%	0.39%	80.40	Underutilization
Nonminority Women	7.91%	11.01%	71.82	* Underutilization
Non-MWBE Firms	82.87%	80.16%	103.37	Overutilization
All Years				
African Americans	6.04%	3.11%	194.03	Overutilization
Hispanic Americans	0.38%	1.47%	26.25	* Underutilization
Asian Americans	0.46%	3.86%	11.93	* Underutilization
Native Americans	0.58%	0.39%	147.86	Overutilization
Nonminority Women	8.18%	11.01%	74.28	* Underutilization
Non-MWBE Firms	84.36%	80.16%	105.24	Overutilization

Source: MGT developed a prime payment database for the City of Charlotte covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on 2007 U.S. Census Survey of Business Owners.

¹ The percentage of dollars is taken from prime utilization shown in **Chapter 3.0, Exhibit 3-20.**

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-23.**

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

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

4.2.2(e) Goods and Supplies

Exhibit 4-9 shows the disparity indices for goods and supplies by business owner classification (race, ethnicity and gender classification) and fiscal year. For the availability analysis, U.S. Census Survey of Business Owners was used. Over the study period, African American-, Asian American-, and nonminority women-owned firms were either underutilized or substantially underutilized in each fiscal year of the study period, which resulted in overall substantial underutilization with disparity indices of 23.83, 0.18, and 65.08. Native Americans were overutilized for each year in the study period, which resulted in overall overutilization with a disparity index of 2,958.01. Hispanic American-owned firms were overutilized in fiscal years 2006 through 2007 and, conversely, substantially underutilized in fiscal years 2008 through 2010. This fluctuation in the disparate impact of utilization of Hispanic American-owned firms resulted in overall overutilization with a disparity index 136.19.

**EXHIBIT 4-9
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF GOODS AND SUPPLIES
JULY 1, 2005 THROUGH JUNE 30, 2010**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
2006				
African Americans	0.31%	1.50%	20.68	* Underutilization
Hispanic Americans	0.87%	0.20%	442.29	Overutilization
Asian Americans	0.02%	5.36%	0.28	* Underutilization
Native Americans	1.05%	0.06%	1,812.91	Overutilization
Nonminority Women	4.02%	7.62%	52.83	* Underutilization
Non-MWBE Firms	93.74%	85.27%	109.92	Overutilization
2007				
African Americans	0.35%	1.50%	22.99	* Underutilization
Hispanic Americans	0.38%	0.20%	193.52	Overutilization
Asian Americans	0.02%	5.36%	0.29	* Underutilization
Native Americans	1.65%	0.06%	2,862.03	Overutilization
Nonminority Women	3.50%	7.62%	45.96	* Underutilization
Non-MWBE Firms	94.11%	85.27%	110.36	Overutilization
2008				
African Americans	0.34%	1.50%	22.61	* Underutilization
Hispanic Americans	0.03%	0.20%	17.77	* Underutilization
Asian Americans	0.00%	5.36%	0.08	* Underutilization
Native Americans	1.90%	0.06%	3,288.87	Overutilization
Nonminority Women	4.79%	7.62%	62.86	* Underutilization
Non-MWBE Firms	92.94%	85.27%	108.99	Overutilization
2009				
African Americans	0.48%	1.50%	31.68	* Underutilization
Hispanic Americans	0.04%	0.20%	19.34	* Underutilization
Asian Americans	0.01%	5.36%	0.25	* Underutilization
Native Americans	2.11%	0.06%	3,654.93	Overutilization
Nonminority Women	6.17%	7.62%	80.99	Underutilization
Non-MWBE Firms	91.20%	85.27%	106.94	Overutilization
2010				
African Americans	0.33%	1.50%	21.90	* Underutilization
Hispanic Americans	0.01%	0.20%	4.36	* Underutilization
Asian Americans	0.00%	5.36%	0.02	* Underutilization
Native Americans	1.86%	0.06%	3,227.06	Overutilization
Nonminority Women	6.23%	7.62%	81.79	Underutilization
Non-MWBE Firms	91.57%	85.27%	107.38	Overutilization
All Years				
African Americans	0.36%	1.50%	23.83	* Underutilization
Hispanic Americans	0.27%	0.20%	136.19	Overutilization
Asian Americans	0.01%	5.36%	0.18	* Underutilization
Native Americans	1.71%	0.06%	2,958.01	Overutilization
Nonminority Women	4.96%	7.62%	65.08	* Underutilization
Non-MWBE Firms	92.70%	85.27%	108.71	Overutilization

Source: MGT developed a prime payment database for the City of Charlotte covering the period between July 1, 2005 and June 30, 2010. MGT developed an availability database based on 2007 U.S. Census Survey of Business Owners.

¹ The percentage of dollars is taken from prime utilization shown in **Chapter 3.0, Exhibit 3-24.**

² The percentage of available firms is taken from availability shown in **Chapter 3.0, Exhibit 3-27.**

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

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

4.2.3 Summary of Disparity Indices and Statistical Significance⁷

Exhibit 4-10 presents a summary on the overall utilization, availability, disparity indices, disparate impact of utilization and statistical significance (t test results) at the subcontractor and subconsultant levels. Refer to **Chapter 3.0** for the analyses of payment dollars for construction subcontracting and architecture and engineering subcontracting by fiscal years and race, ethnicity and gender classification of business owners.

**EXHIBIT 4-9
CITY OF CHARLOTTE
SUMMARY OF M/WBE DISPARATE IMPACT OF UTILIZATION
AT THE SUBCONTRACTOR AND SUBCONSULTANT 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
Construction Firms at the Subcontractor Level						
African Americans	\$11,619,931	5.41%	11.73%	46.11	* Underutilization	**
Hispanic Americans	\$4,188,450	1.95%	7.82%	24.93	* Underutilization	**
Asian Americans	\$1,487,988	0.69%	0.56%	123.99	Overutilization	**
Native Americans	\$2,465,651	1.15%	1.68%	68.48	* Underutilization	**
Nonminority Women	\$42,342,775	19.71%	18.44%	106.92	Overutilization	**
Total M/WBE Firms	\$62,104,795	28.91%	40.22%			
Architecture & Engineering Firms at the Subconsultant Level						
African Americans	\$386,906	2.63%	10.94%	24.07	* Underutilization	**
Hispanic Americans	\$952,736	6.48%	1.56%	414.84	Overutilization	**
Asian Americans	\$303,620	2.07%	1.56%	132.20	Overutilization	**
Native Americans	\$89,860	0.61%	0.00%	N/A	N/A	
Nonminority Women	\$3,118,749	21.22%	18.75%	113.16	Overutilization	**
Total M/WBE Firms	\$4,851,871	33.01%	32.81%			

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

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.

N/A denotes that the analyses cannot be applied in this case due to the mathematical 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.

⁷ T test were conducted at the subcontractor and subconsultant levels. Refer to **Chapter 2.0** for discussion on t tests and statistical significance in disparity studies.

Exhibit 4-10 presents a summary on the overall utilization, availability, disparity indices, and disparate impact of utilization at the prime level. Refer to Chapter 3.0 for the analyses of payment dollars for construction, architecture and engineering, professional services, other services and goods and supplies by fiscal years and race, ethnicity and gender classification of business owners.

**EXHIBIT 4-10
CITY OF CHARLOTTE
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
Construction Firms at the Prime Contractor Level					
African Americans	\$10,136,200	0.99%	9.95%	9.94	* Underutilization
Hispanic Americans	\$4,644,237	0.45%	6.97%	6.50	* Underutilization
Asian Americans	\$57,096,322	5.57%	0.50%	1,119.48	Overutilization
Native Americans	\$2,533,120	0.25%	1.99%	12.42	* Underutilization
Nonminority Women	\$105,135,489	10.26%	14.93%	68.71	* Underutilization
Total M/WBE Firms	\$179,545,368	17.51%	65.67%		
Architecture & Engineering Firms at the Prime Contractor Level					
African Americans	\$2,549,185	1.38%	2.25%	61.20	* Underutilization
Hispanic Americans	\$376,236	0.20%	1.10%	18.48	* Underutilization
Asian Americans	\$9,214,534	4.98%	2.35%	211.69	Overutilization
Native Americans	\$45,077	0.02%	0.17%	14.39	* Underutilization
Nonminority Women	\$8,257,868	4.46%	9.29%	48.02	* Underutilization
Total M/WBE Firms	\$20,442,899	11.04%	15.16%		
Professional Services Firms					
African Americans	\$3,478,509	2.25%	2.25%	100.24	Overutilization
Hispanic Americans	\$3,564,806	2.31%	1.10%	210.20	Overutilization
Asian Americans	\$85,243	0.06%	2.35%	2.35	* Underutilization
Native Americans	\$1,935,466	1.25%	0.17%	741.80	Overutilization
Nonminority Women	\$10,962,094	7.11%	9.29%	76.51	* Underutilization
Total M/WBE Firms	\$20,026,119	12.98%	15.16%		
Other Services Firms					
African Americans	\$12,555,522	6.04%	3.11%	194.03	Overutilization
Hispanic Americans	\$800,528	0.38%	1.47%	26.25	* Underutilization
Asian Americans	\$957,925	0.46%	3.86%	11.93	* Underutilization
Native Americans	\$1,209,705	0.58%	0.39%	147.86	Overutilization
Nonminority Women	\$17,008,071	8.18%	11.01%	74.28	* Underutilization
Total M/WBE Firms	\$32,531,751	15.64%	19.84%		
Goods and Supplies Firms					
African Americans	\$739,370	0.36%	1.50%	23.83	* Underutilization
Hispanic Americans	\$552,604	0.27%	0.20%	136.19	Overutilization
Asian Americans	\$20,003	0.01%	5.36%	0.18	* Underutilization
Native Americans	\$3,530,231	1.71%	0.06%	2,958.01	Overutilization
Nonminority Women	\$10,250,242	4.96%	7.62%	65.08	* Underutilization
Total M/WBE Firms	\$15,092,449	7.30%	14.73%		

Source: MGT developed a prime payment database for the City of Charlotte covering the period from July 1, 2005 through June 30, 2010. MGT developed a prime availability database based on custom census data for construction and 2007 U.S. Census Survey of Business Owners data for architecture and engineering, professional services, other services and goods and supplies.

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.

**5.0 PRIVATE SECTOR
UTILIZATION AND NON
GOAL ANALYSIS**

5.0 PRIVATE SECTOR AND NON-GOAL ANALYSES

This chapter reports the analyses pertaining to minority- and women-owned business enterprise (M/WBE) utilization and availability in the City of Charlotte (City) private sector market. The analyses examined M/WBE utilization and availability in the City of Charlotte market area¹ 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.

Another analysis in this chapter will delve more deeply into the dynamics of the marketplace to determine their impact on M/WBE competitiveness. This analysis examined 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 Charlotte market area.

The presentation of **Chapter 5.0** is organized as follows:

- 5.1 Methodology – Private Sector Commercial Construction Analysis
- 5.2 Collection and Management of Data
- 5.3 Private Sector Utilization Analysis by Race, Ethnicity, and Gender of Business Ownership for Construction Prime Contractors and Subcontractors
- 5.4 Private Sector Availability Analysis by Race, Ethnicity, and Gender of Business Ownership for Construction Prime Contractors and Subcontractors
- 5.5 Analysis of Disparities in Private Sector Utilization by Race, Ethnicity, and Gender of Business Ownership for Construction Prime Contractors and Subcontractors
- 5.6 Establishing a Nexus between Commercial Construction Permitting and City of Charlotte Construction Public Projects
- 5.7 Comparison of the City of Charlotte Utilization with M/WBE Utilization in the Private Sector
- 5.8 Disparities in Construction, Professional Services, Other Services and Goods and Supplies
- 5.9 Analysis of Self-Employment Propensity and Earnings of Race, Ethnicity, and Gender Effects on Self-Employment Propensity
- 5.10 Conclusions

¹ Refer to **Section 5.2.2, Market Area Methodology** for a definition and listing of counties considered to be in the Charlotte market area.

5.1 Methodology – Private Sector Commercial Construction Analysis

This section describes MGT’s methodology for the collection of data and the calculation of Charlotte’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.

5.1.1 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.”² 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.³ 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.”⁴

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 6.0** 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 Charlotte 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 Charlotte 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 Charlotte market area?
- Are there disparities for women and minorities in the entry into and earnings from self-employment?

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

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

⁴ See *Richmond v. Croson*, 488 U.S. 492 (1989).

5.2 Collection and Management of Data

MGT selected commercial construction permits data (such as building, electrical, plumbing)⁵ provided by Mecklenburg County for commercial construction projects permitted from July 1, 2005 through June 30, 2010. The value in examining permits is that it offers the most complete and up-to-date record of actual construction activity undertaken in these market areas. However, 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.

City of Charlotte, North Carolina

Mecklenburg County Code Enforcement 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 building permit records were not included. Commercial permits data provided to MGT included the following but not limited data fields:

- External File Number
- Permit Address
- Construction Cost
- Permit Type
- Project Number
- Project Name
- Owner Tenant
- Issue Date
- Total Amount Payments
- Total Fee
- Building Cost
- Electrical Cost
- Mechanical Cost
- Plumbing Cost
- Building Contractor Name
- Building Contractor Address
- Description of Work
- Sub Trades Contract Cost
- Electrical Contractor
- Electrical Contractor Address
- Mechanical Contractor
- Mechanical Contractor Address
- Plumbing Contractor
- Plumbing Contractor Address

⁵ 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.

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.

5.2.1 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, a manual match was conducted.

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.

5.2.2 Market Area Methodology

The private sector analysis for the commercial permit data is based on firms located in the Charlotte-Gastonia-Salisbury Combined Statistical Area (CSA), which constitutes the Charlotte market area for this study. The CSA includes the following North Carolina counties: Mecklenburg, Anson, Cabarrus, Gaston, Union, Stanley, Lincoln, Rowan, Iredell, and Cleveland, as well as York, Chester and Lancaster all of which are counties in South Carolina.

5.2.3 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).⁶ MGT utilized

⁶ The Survey of Business Owners is a comprehensive, regularly collected source of information on selected economic and demographic characteristics for businesses and business owners by gender, ethnicity, race, and veteran status. Estimates include the number of employer and nonemployer firms, sales and receipts, annual payroll, and employment. Data aggregates are presented by gender, ethnicity, race, and veteran status for the United States by 2007 North American Industry Classification System (NAICS), kind of business, states, metropolitan and micropolitan statistical areas, counties, places, and employment and receipts size. Data have been collected every 5 years since 1972, for years ending in “2” and “7” as part of the economic census. The program began as a special project for minority-owned businesses in 1969 and was incorporated into the economic census in 1972 along with the Survey of Women-Owned Businesses.

several sources to determine prime contractor and subcontractor availability in order to develop the appropriate availability data within the CSA. Survey of Business Owners data⁷ 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.

5.3 Private Sector Utilization Analysis by Race, Ethnicity, and Gender of Business Ownership for Construction Prime Contractors and Subcontractors

Section 5.3 reports findings from the analysis of the utilization of M/WBE and non-M/WBE firms in the Charlotte private sector commercial construction market.

5.3.1 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 5-1** reports firm utilization based on the representative sample of all identified private commercial building permits issued from July 1, 2005 through June 30, 2010. As the exhibit shows, there were \$5.5 billion 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 close to \$5 billion (91.5%). Total M/WBE commercial construction projects were valued at \$466.2 million, representing less than 9 percent (8.5%) of project values, of which African American- and Asian American-owned firms accounted for \$1.9 million (.03%) each. Additional findings from the Charlotte private commercial building permit data at the prime contractor level were as follows:

⁷ 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 5-1
CITY OF CHARLOTTE
PRIVATE COMMERCIAL BUILDING PERMITS
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME CONTRACTOR LEVEL
WITHIN THE CHARLOTTE 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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$175,650	0.02%	\$1,415,634	0.16%	\$236,000	0.03%	\$75,000	0.01%	\$76,791,834	8.41%	\$78,694,118	8.62%	\$834,114,834	91.38%	\$912,808,952
2007	\$91,400	0.01%	\$6,238,418	0.41%	\$353,900	0.02%	\$0	0.00%	\$76,645,356	5.03%	\$83,329,074	5.47%	\$1,439,322,582	94.53%	\$1,522,651,656
2008	\$430,450	0.02%	\$3,091,180	0.18%	\$876,500	0.05%	\$0	0.00%	\$118,358,753	6.77%	\$122,756,883	7.02%	\$1,626,135,877	92.98%	\$1,748,892,760
2009	\$469,000	0.05%	\$3,520,857	0.40%	\$25,100	0.00%	\$8,000	0.00%	\$122,026,290	13.95%	\$126,049,247	14.41%	\$748,697,522	85.59%	\$874,746,769
2010	\$705,251	0.17%	\$4,116,010	1.02%	\$392,000	0.10%	\$7,500	0.00%	\$50,178,751	12.41%	\$55,399,512	13.71%	\$348,819,142	86.29%	\$404,218,654
Total	\$1,871,751	0.03%	\$18,382,099	0.34%	\$1,883,500	0.03%	\$90,500	0.00%	\$444,000,984	8.13%	\$466,228,834	8.53%	\$4,997,089,957	91.47%	\$5,463,318,791

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

¹ Percentage of total project valuation dollars awarded annually to contractors.

- Hispanic American-owned firms' overall utilization at the prime contractor level in commercial construction during the study period was 0.3 percent. Hispanic American-owned firms received \$18.4 million out of the \$5.5 billion.
- Native American-owned firms were utilized at the prime contractor level and received \$90,500. However, due to the overall low utilization, the percentage of utilization at the prime contractor level in commercial construction over the entire study period was zero percent.
- Nonminority women-owned firms' overall utilization at the prime contractor level in commercial construction during the study period was 8.1 percent. Nonminority women-owned firms received \$444 million, of which one nonminority woman-owned firm received 76.7 percent of the \$444 million.
- African American- and Asian American-owned firms overall utilization at the prime contractor level in commercial construction during the study period was 0.03 percent. Both African American- and Asian American-owned firms received \$1.9 million out of the \$5.5 billion.

Exhibit 5-2 reports private commercial M/WBE prime contractor utilization by the number of permits and number of individual (unduplicated) firms receiving permits. A

total of 2,132 individual (unduplicated) firms received 24,550 total prime private commercial building permits. M/WBE firms received 1,945 total permits, 7.9 percent of the total. Nonminority women-owned firms received 1,690 permits (6.9%), representing the largest number of prime private commercial permits issued to M/WBE firms.

Also, as **Exhibit 5-2** shows 64 individual (unduplicated) M/WBE firms, 3 percent of all individual (unduplicated) firms, were issued private commercial construction building permits at the prime contractor level. Nonminority women-owned firms accounted for 1.4 percent of the total individual (unduplicated) firms and African American-owned firms accounted for 0.9 percent. Hispanic American-, Native American, and Asian-American owned firms accounted for 0.4 percent, 0.1 percent and 0.2 percent of individual (unduplicated) firms, respectively.

**EXHIBIT 5-2
CITY OF CHARLOTTE
PRIVATE COMMERCIAL BUILDING PERMITS
UTILIZATION ANALYSIS OF FIRMS AT THE PRIME CONTRACTOR LEVEL
WITHIN THE CHARLOTTE 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		MWBE Firms		Non-MWBE Firms		Total Permits
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
2006	18	0.36%	19	0.38%	4	0.08%	5	0.10%	312	6.26%	358	7.19%	4,623	92.81%	4,981
2007	10	0.15%	51	0.77%	8	0.12%	0	0.00%	541	8.18%	610	9.23%	6,001	90.77%	6,611
2008	16	0.28%	31	0.53%	13	0.22%	0	0.00%	329	5.67%	389	6.71%	5,409	93.29%	5,798
2009	10	0.24%	22	0.54%	3	0.07%	2	0.05%	244	5.96%	281	6.87%	3,812	93.13%	4,093
2010	14	0.46%	26	0.85%	2	0.07%	1	0.03%	264	8.61%	307	10.01%	2,760	89.99%	3,067
Total	68	0.28%	149	0.61%	30	0.12%	8	0.03%	1,690	6.88%	1,945	7.92%	22,605	92.08%	24,550

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

Fiscal Year	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		MWBE Firms		Non-MWBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
2006	7	0.99%	4	0.57%	2	0.28%	1	0.14%	16	2.27%	30	4.26%	674	95.74%	704
2007	5	0.66%	5	0.66%	2	0.26%	0	0.00%	16	2.11%	28	3.69%	730	96.31%	758
2008	6	0.76%	7	0.89%	3	0.38%	0	0.00%	16	2.03%	32	4.07%	755	95.93%	787
2009	7	0.92%	7	0.92%	2	0.00%	1	0.13%	18	2.36%	35	4.59%	727	95.41%	762
2010	9	1.24%	5	0.69%	1	0.00%	1	0.14%	18	2.47%	34	4.67%	694	95.33%	728
Total Individual Firms²	20	0.94%	9	0.42%	4	0.19%	2	0.09%	29	1.36%	64	3.00%	2,068	97.00%	2,132

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

¹ Percent of Total Permits

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

5.3.2 Permits - Subcontractor Level

Exhibit 5-3 indicates Charlotte private commercial permit values totaling \$1.8 billion for commercial construction subcontracting projects from July 1, 2005 through June 30, 2010. M/WBE firms received \$55.8 million, which represents 3 percent of all commercial construction subcontractor projects. Nonminority women-owned firms received \$33.6 million, representing 1.8 percent of the commercial construction subcontracting projects. Among M/WBE firms, Hispanic American-owned firms received the second highest share of dollars at \$13.7 million or 0.7 percent of the dollars.

**EXHIBIT 5-3
CITY OF CHARLOTTE
PRIVATE COMMERCIAL PERMITS
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL
WITHIN THE CHARLOTTE 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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$2,105,338	0.77%	\$4,999,050	1.82%	\$0	0.00%	\$75,950	0.03%	\$2,641,869	0.96%	\$9,822,207	3.58%	\$264,578,737	96.42%	\$274,400,944
2007	\$2,126,435	0.55%	\$4,045,225	1.05%	\$0	0.00%	\$44,462	0.01%	\$5,319,451	1.37%	\$11,535,573	2.98%	\$375,369,963	97.02%	\$386,905,536
2008	\$1,125,286	0.17%	\$2,933,803	0.45%	\$0	0.00%	\$10,500	0.00%	\$5,551,273	0.85%	\$9,620,862	1.47%	\$645,369,315	98.53%	\$654,990,177
2009	\$2,315,005	0.69%	\$859,052	0.26%	\$0	0.00%	\$13,750	0.00%	\$14,390,674	4.31%	\$17,578,481	5.26%	\$316,489,147	94.74%	\$334,067,628
2010	\$691,110	0.35%	\$860,347	0.43%	\$0	0.00%	\$34,200	0.02%	\$5,685,415	2.87%	\$7,271,072	3.67%	\$190,922,141	96.33%	\$198,193,213
Total	\$8,363,174	0.45%	\$13,697,477	0.74%	\$0	0.00%	\$178,862	0.01%	\$33,588,682	1.82%	\$55,828,195	3.02%	\$1,792,729,303	96.98%	\$1,848,557,498

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

¹ Percentage of total construction valuation dollars awarded annually to subcontractors.

In terms of number of commercial construction permits and number of individual firms at the subcontractor level, **Exhibit 5-4** shows that non-M/WBE firms received 52,897 private commercial permits at the subcontractor level of work, which represents 97.9 percent. M/WBE firms received 1,143 private commercial permits at the subcontractor level of work, which represents 2.1 percent and that 1,702 individual (unduplicated) non-M/WBE firms were utilized. Close to one percent (.9%) of the individual firms utilized were firms owned by African Americans.

**EXHIBIT 5-4
CITY OF CHARLOTTE
PRIVATE COMMERCIAL PERMITS
UTILIZATION ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL
WITHIN THE CHARLOTTE 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
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
2006	69	0.60%	154	1.34%	0	0.00%	48	0.42%	64	0.56%	335	2.93%	11,115	97.07%	11,450
2007	98	0.64%	50	0.32%	0	0.00%	19	0.12%	62	0.40%	229	1.49%	15,184	98.51%	15,413
2008	68	0.52%	60	0.45%	0	0.00%	3	0.02%	73	0.55%	204	1.55%	12,983	98.45%	13,187
2009	73	0.85%	49	0.57%	0	0.00%	8	0.09%	64	0.75%	194	2.27%	8,358	97.73%	8,552
2010	97	1.78%	16	0.29%	0	0.00%	5	0.09%	63	1.16%	181	3.33%	5,257	96.67%	5,438
Total	405	0.75%	329	0.61%	0	0.00%	83	0.15%	326	0.60%	1,143	2.12%	52,897	97.88%	54,040

**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	10	1.19%	2	0.24%	0	0.00%	1	0.12%	8	0.95%	21	2.50%	818	97.50%	839
2007	12	1.42%	2	0.24%	0	0.00%	1	0.12%	10	1.18%	25	2.95%	823	97.05%	848
2008	9	1.00%	3	0.33%	0	0.00%	1	0.11%	8	0.89%	21	2.34%	878	97.66%	899
2009	15	1.76%	3	0.35%	0	0.00%	1	0.12%	10	1.17%	29	3.40%	825	96.60%	854
2010	10	1.30%	2	0.26%	0	0.00%	2	0.26%	9	1.17%	23	2.99%	747	97.01%	770
Total Individual Firms²	16	0.92%	3	0.17%	0	0.00%	2	0.12%	15	0.86%	36	2.07%	1,702	97.93%	1,738

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

¹ Percent of Total Permits

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

5.4 Private Sector Availability Analysis by Race, Ethnicity, and Gender of Business Ownership for Construction Prime Contractors and Subcontractors

Exhibits 5-5 and 5-6 report findings based on U.S. Census Survey of Business Owners data for the population of available contractors in the Charlotte market area by race, ethnic and gender classification. As mentioned in Section 5.2.3, 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 data⁸ based on North American Industry Classification System (NAICS) code 23⁹, construction and construction-related services were used for the availability analyses in private sector..

5.4.1 Construction Prime Availability

The availability of M/WBE and non-M/WBE construction firms at the prime contractor level in the Charlotte CSA is displayed in Exhibit 5-5. M/WBEs comprised 9.1 percent of all firms, broken down by individual M/WBE category as follows:

- African American: N/A
- Hispanic American: 2.4 percent
- Asian American: 1.1 percent
- Native American: N/A
- Nonminority women: 5.5 percent

**EXHIBIT 5-5
AVAILABILITY OF FIRMS AT THE PRIME CONTRACTOR LEVEL
WITHIN THE CHARLOTTE COMBINED STATISTICAL AREA
BY RACE/ETHNIC/GENDER CLASSIFICATION
BASED ON FIRMS WITH PAID EMPLOYEES**

	African Americans ¹ S		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹ S		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	S	N/A	176	2.44%	82	1.14%	S	N/A	395	5.48%	653	9.06%	6,553	90.94%	7,206

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.

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

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

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

⁴ 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 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.

⁸ 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.

⁹ 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.

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

5.4.2 Construction Subcontractor Availability

Exhibit 5-6 displays census availability percentages for subcontractors, indicating that non-M/WBE firms accounted for close to 80 percent (79.9%) percent of all construction subcontractors; thus, M/WBE firms accounted for approximately 20 percent of all construction subcontractors. M/WBE availability, by racial, ethnic and gender classifications, was broken down as follows:

- African American firms: 5.8 percent
- Hispanic American firms: 7 percent
- Asian American firms: 0.9 percent
- Native American firms: 0.8 percent
- Nonminority women firms: 5.5 percent

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

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1,679	5.82%	2,032	7.04%	271	0.94%	224	0.78%	1,573	5.45%	5,779	20.03%	23,068	79.97%	28,847

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

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

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

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

⁴ 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.

5.5 Analysis of Disparities in Private Sector Utilization by Race, Ethnicity Gender of Business Ownership for Construction Prime Contractors and Subcontractors

Once the record of vendor utilization was calculated from 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 5.5.1** and **5.5.2**. With the exception of the utilization of firms owned by nonminority women¹⁰ at the prime contractor level, egregious disparity between M/BE and non-M/WBE utilization is apparent, even without formal statistical analysis. Overall, based on City of Charlotte private commercial construction at the

¹⁰ Nonminority women-owned firms received \$444 million, of which one nonminority women-owned firm received 76.7 percent of the \$444 million.

prime contractor level, of the \$5.5 billion, close to \$5 billion went to non-M/WBEs (Exhibit 5-1), which accounted for 91.5 percent. At the subcontractor level, of the \$1.8 billion, close to \$1.8 billion went to non-M/WBEs, which accounted for 96.9 percent (Exhibit 5-3). Thus, the low utilization of M/WBE firms indicates a substantial level of disparity as shown in **Exhibits 5-7** and **5-8** below.

5.5.1 Permits - Prime Contractor Level

Charlotte Commercial Permits – Prime Contractor Level

This section reports disparity indices for Charlotte 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 5-7** shows that the percentage of dollars (utilization) going to Native American¹¹ - and African American-owned firms at the prime contractor level of work was low. However, U.S. Census withheld availability estimates for both groups, thus the disparity index and impact could not be calculated. Please refer to **Section 5.10, Conclusion**, for findings on disparity and disparate impact of utilization for all M/WBE groups, including Native American- and African-American-owned firms. The utilization of firms owned by Asian Americans and Hispanic Americans was also low, resulting in both groups being substantially underutilized for commercial construction projects at the prime contractor level. Conversely, non-M/WBE and nonminority women-owned¹² firms were overutilized.

¹¹ Native American-owned firms were utilized and received \$90,500. However, due to the low utilization, the overall percentage of utilization at the prime contractor level in commercial construction over the entire study period resulted in zero percent.

¹² One nonminority women-owned firm received approximately 76.7 percent of the \$444 million received by nonminority women-owned firms.

**EXHIBIT 5-7
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF FIRMS AT THE PRIME CONTRACTOR LEVEL
BASED ON U.S. CENSUS SURVEY OF BUSINESS OWNERS
FIRMS WITH PAID EMPLOYEES AND CHARLOTTE PRIVATE COMMERCIAL
PERMIT DATA**

Business Owner Classification	% of Dollars ¹	% of Available Firms ²	Disparity Index ³	Disparate Impact of Utilization
Fiscal Year 2006				
African American ^S	0.02%	S	N/A	N/A
Hispanic American	0.16%	2.44%	6.35	* Underutilization
Asian American	0.03%	1.14%	2.27	* Underutilization
Native American ^S	0.01%	S	N/A	N/A
Nonminority Women	8.41%	5.48%	153.54	Overutilization
Non-M/WBE Firms	91.38%	90.94%	100.48	Overutilization
Fiscal Year 2007				
African American ^S	0.01%	S	N/A	N/A
Hispanic American	0.41%	2.44%	16.77	* Underutilization
Asian American	0.02%	1.14%	2.04	* Underutilization
Native American ^S	0.00%	S	N/A	N/A
Nonminority Women	5.03%	5.48%	91.87	Underutilization
Non-M/WBE Firms	94.53%	90.94%	103.94	Overutilization
Fiscal Year 2008				
African American ^S	0.02%	S	N/A	N/A
Hispanic American	0.18%	2.44%	7.24	* Underutilization
Asian American	0.05%	1.14%	4.40	* Underutilization
Native American ^S	0.00%	S	N/A	N/A
Nonminority Women	6.77%	5.48%	123.52	Overutilization
Non-M/WBE Firms	92.98%	90.94%	102.24	Overutilization
Fiscal Year 2009				
African American ^S	0.05%	S	N/A	N/A
Hispanic American	0.40%	2.44%	16.48	* Underutilization
Asian American	0.00%	1.14%	0.25	* Underutilization
Native American ^S	0.00%	S	N/A	N/A
Nonminority Women	13.95%	5.48%	254.60	Overutilization
Non-M/WBE Firms	86.29%	90.94%	94.89	Underutilization
Fiscal Year 2010				
African American ^S	0.17%	S	N/A	N/A
Hispanic American	1.02%	2.44%	41.69	* Underutilization
Asian American	0.10%	1.14%	8.52	* Underutilization
Native American ^S	0.00%	S	N/A	N/A
Nonminority Women	12.41%	5.48%	226.56	Overutilization
Non-M/WBE Firms	86.29%	90.94%	94.89	Underutilization
All Fiscal Years				
African American ^S	0.03%	S	N/A	N/A
Hispanic American	0.34%	2.44%	13.78	* Underutilization **
Asian American	0.03%	1.14%	3.03	* Underutilization **
Native American ^S	0.00%	S	N/A	N/A
Nonminority Women	8.13%	5.48%	148.33	Overutilization **
Non-M/WBE Firms	91.47%	90.94%	100.58	Overutilization **

Source: MGT developed a database containing Charlotte 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.

¹ The percentage of construction valuation dollars is taken from the prime utilization exhibit shown in **Exhibit 5-1**.

² The percentage of available contractors is taken from the availability exhibit shown in **Exhibit 5-5**.

³ 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- 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 and/or availability in this category. Thus, the existence of disparity can be inferred due to the evidence of low utilization levels.

5.5.2 Permits – Subcontractor Level

Charlotte Commercial Permits – Subcontractor Level

As **Exhibit 5-8** indicates, disparities in utilization of firms at the construction subcontractor level by racial, ethnic and gender classification were found for all M/WBE groups. In addition, to firms owned by Hispanic Americans and Asian Americans, firms owned by African Americans, Native Americans, and nonminority women were also underutilized, indicating substantial M/WBE underutilization and non-M/WBE overutilization.

**EXHIBIT 5-8
CITY OF CHARLOTTE
DISPARITY ANALYSIS OF FIRMS AT THE SUBCONTRACTOR LEVEL
BASED ON U.S. CENSUS SURVEY OF BUSINESS OWNERS DATA
ALL FIRMS AND CHARLOTTE PRIVATE COMMERCIAL PERMIT DATA**

Business Owner Classification	% of Dollars¹	% of Available Firms²	Disparity Index³	Disparate Impact of Utilization
Fiscal Year 2006				
African American	0.77%	5.82%	13.18	* Underutilization
Hispanic American	1.82%	7.04%	25.86	* Underutilization
Asian American	0.00%	0.94%	0.00	* Underutilization
Native American	0.03%	0.78%	3.56	* Underutilization
Nonminority Women	0.96%	5.45%	17.65	* Underutilization
Non-MWBE Firms	96.42%	79.97%	120.58	Overutilization
Fiscal Year 2007				
African American	0.55%	5.82%	9.44	* Underutilization
Hispanic American	1.05%	7.04%	14.84	* Underutilization
Asian American	0.00%	0.94%	0.00	* Underutilization
Native American	0.01%	0.78%	1.48	* Underutilization
Nonminority Women	1.37%	5.45%	25.21	* Underutilization
Non-MWBE Firms	97.02%	79.97%	121.32	Overutilization
Fiscal Year 2008				
African American	0.17%	5.82%	2.95	* Underutilization
Hispanic American	0.45%	7.04%	6.36	* Underutilization
Asian American	0.00%	0.94%	0.00	* Underutilization
Native American	0.00%	0.78%	0.21	* Underutilization
Nonminority Women	0.85%	5.45%	15.54	* Underutilization
Non-MWBE Firms	98.53%	79.97%	123.22	Overutilization
Fiscal Year 2009				
African American	0.69%	5.82%	11.91	* Underutilization
Hispanic American	0.26%	7.04%	3.65	* Underutilization
Asian American	0.00%	0.94%	0.00	* Underutilization
Native American	0.00%	0.78%	0.53	* Underutilization
Nonminority Women	4.31%	5.45%	78.99	* Underutilization
Non-MWBE Firms	94.74%	79.97%	118.47	Overutilization
Fiscal Year 2010				
African American	0.35%	5.82%	5.99	* Underutilization
Hispanic American	0.43%	7.04%	6.16	* Underutilization
Asian American	0.00%	0.94%	0.00	* Underutilization
Native American	0.02%	0.78%	2.22	* Underutilization
Nonminority Women	2.87%	5.45%	52.60	* Underutilization
Non-MWBE Firms	96.33%	79.97%	120.47	Overutilization
All Fiscal Years				
African American	0.45%	5.82%	7.77	* Underutilization **
Hispanic American	0.74%	7.04%	10.52	* Underutilization **
Asian American	0.00%	0.94%	0.00	* Underutilization **
Native American	0.01%	0.78%	1.25	* Underutilization **
Nonminority Women	1.82%	5.45%	33.32	* Underutilization **
Non-MWBE Firms	96.98%	79.97%	121.28	Overutilization **

Source: MGT developed a database containing Charlotte 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.

¹ The percentage of construction valuation dollars is taken from the subcontractor utilization exhibit shown in **Exhibit 5-3**.

² The percentage of available contractors is taken from the availability exhibit shown in **Exhibit 5-6**.

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

* 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.

5.6 Establishing a Nexus between Commercial Construction Permitting and City of Charlotte 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 Charlotte relevant market area. The second data set contained firms utilized on City of Charlotte public sector construction projects 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 Charlotte-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 Charlotte 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 Charlotte data set that are also in the permitting data set for commercial construction projects?

When prime contractors on the City of Charlotte public construction projects were cross referenced with the commercial construction projects, a total of 50 prime contractors from the City of Charlotte public construction projects were also found in the commercial construction projects at the prime contractor level. Out of these 50 prime contractors, 49 prime contractors from the City of Charlotte public construction projects utilized subcontractors on City projects. Conversely, out of these 50 prime contractors, 42 prime contractors utilized subcontractors on private commercial construction projects, of which less than five percent of the firms at the subcontractor level were M/WBEs, approximately 2.1 percent were African American-owned firms, 2.4 percent were nonminority women-owned and one percent were Hispanic American-owned. Firms owned by Native Americans were not utilized at the subcontractor level by these prime contractors.

5.7 Comparison of the City of Charlotte Utilization with M/WBE Utilization in the Private Sector

Exhibit 5-9 reports M/WBE and non-M/WBE firm utilization of prime contractors and subcontractors for public sector construction projects by the City of Charlotte and compares this record with private commercial construction utilization calculated from private commercial construction permit data.

Exhibit 5-9 shows that there are significant differences in utilization of M/WBE firms at the prime contractor and subcontractor levels between the City of Charlotte and private commercial construction projects. MGT's analyses show that at the prime contractor level, with the exception of WBEs, MBEs were substantially underutilized in the private sector relative to their availability and that nonminority male-owned firms were overutilized. Approximately 8.5 percent of the private commercial construction project

dollars went to M/WBEs at the prime contractor level, compared to 17.5 percent of M/WBE participation on City of Charlotte projects. At the subcontractor level, the utilization of M/WBE firms was also extremely low on private commercial construction projects at 3 percent, compared to close to 28.9 percent of M/WBE participation on City of Charlotte projects. When comparing M/WBE utilization to the prime contractor and subcontractor levels, the City of Charlotte far exceeded the utilization of M/WBEs when compared to private commercial construction utilization.

**EXHIBIT 5-9
COMPARISON OF CITY OF CHARLOTTE AND COMMERCIAL CONSTRUCTION M/WBE
UTILIZATION PERCENTAGE OF DOLLARS
AT THE PRIME CONTRACTOR AND SUBCONTRACTOR LEVEL**

Prime Contractor Level	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE Firms
City of Charlotte (Construction based on Payments Data, Prime Contractor Level) Percentages of Utilization based on CSA	0.99%	0.45%	5.57%	0.25%	10.26%	17.51%
City of Charlotte (Commercial Construction, Prime Contractor Level) Percentages of Utilization - Excludes Not for Profits based on CSA	0.03%	0.34%	0.03%	0.00%	8.13%	8.53%
City of Charlotte (Commercial Construction, Prime Contractor Level) Disparity Impact of Utilization Based on CMSA Availability Estimates - Excludes Not for Profits	N/A	Yes*	Yes*	N/A	No	
Commercial Construction, Prime Contractor Level - Statistically Significant (0.05 Level)	N/A	**	**	N/A	**	
U.S. Census, Survey of Business Owners, Construction, Based on CSA Availability Estimates (Employer Firms)	S	2.44%	1.14%	S	5.48%	9.06%
Subcontractor Level	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE Firms
City of Charlotte (Construction based on Payments Data, Subcontractor Level) Percentages of Utilization based on CSA	5.41%	1.95%	0.69%	1.15%	19.71%	28.91%
City of Charlotte (Commercial Construction, Subcontractor Level) Percentages of Utilization based on CSA	0.45%	0.74%	0.00%	0.01%	1.82%	3.02%
City of Charlotte (Commercial Construction, Subcontractor Level) Disparity Impact of Utilization Based on CSA Availability Estimates	Yes*	Yes*	Yes*	Yes*	Yes*	
City of Charlotte Commercial Construction, Subcontractor Level - Statistically Significant (0.05 Level)	**	**	**	**	**	
U.S. Census, Survey of Business Owners, Construction, Based on CSA Availability Estimates (Total Firms)	5.82%	7.04%	0.94%	0.78%	5.45%	20.03%

Source: MGT developed a database containing Charlotte 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.

5.8 Disparities in Construction, Professional Services, Other Services and Goods and Supplies

Based on 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 Charlotte business population.

Construction

As shown in **Exhibit 5-10** below, there were 7,206 construction firms with paid employees in the Charlotte CSA in 2007, of which 3.5 percent were owned by minorities and 5.5 percent by women. **Exhibit 5-10** shows that:

- Hispanic American-owned firms accounted for 2.4 percent of firms and 1.1 percent of sales, with \$1.2 million in average sales per firm, and 47.1 percent of the market place average.
- Asian American-owned firms accounted for 1.1 percent of firms and 0.4 percent of sales, with \$870,037 in average sales per firm, and 33.5 percent of the market place average
- Women-owned firms accounted for 5.5 percent of firms and 2.0 percent of sales, with \$934,004 in average sales per firm, and 36 percent of the market place average.

Hispanic Americans, Asian American, and nonminority women exhibited substantial disparity in the marketplace. U.S. Census withheld data for construction firms with paid employees owned by African Americans and Native Americans. Disparity indices for the overall market place are presented at the bottom of **Exhibit 5-10**.

**EXHIBIT 5-10
U.S. CENSUS SURVEY OF BUSINESS OWNERS
MEASURES OF PRIVATE SECTOR DISPARITIES CONSTRUCTION FIRMS WITH
PAID EMPLOYEES
WITHIN THE CHARLOTTE COMBINED STATISTICAL AREA**

	# of Firms (with Paid Employees)	Sales	Sales Per Firm
All Firms	7,206	\$18,692,968,000	\$2,594,084
African Americans ^S	0	0	N/A
Hispanic Americans	176	\$214,816,000	\$1,220,545
Asian Americans	82	\$71,343,000	\$870,037
Native Americans ^S	0	\$0	N/A
Women ¹	395	\$368,768,749	\$934,004
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Market Average
African Americans ^S	0.0%	0.0%	N/A
Hispanic Americans	2.4%	1.1%	47.1%
Asian Americans	1.1%	0.4%	33.5%
Native Americans ^S	0.0%	0.0%	N/A
Women ¹	5.5%	2.0%	36.0%
Disparity Index			
	(ratio of sales to firms)		
African Americans ^S	N/A		
Hispanic Americans	47.1		
Asian Americans	33.5		
Native Americans ^S	N/A		
Women ¹	36.0		

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

¹ 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 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. 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 with paid employees the results were similar. As shown in **Exhibit 5-11**, there were 5,913 professional services firms in the Charlotte CSA in 2007, of which 5.9 percent were owned by minorities and 9.3 percent by women. **Exhibit 5-11** also shows that:

- African American-owned firms accounted for 2.2 percent of firms and 1.1 percent of sales, with \$686,286 in average sales per firm, and 50.1 percent of the market place average.

- Hispanic American-owned firms accounted for 1.1 percent of firms and 0.5 percent of sales, with \$609,769 in average sales per firm, and 44.5 percent of the market place average.
- Asian American-owned firms accounted for 2.4 percent of firms and 1.5 percent of sales, with \$852,871 in average sales per firm, and 62.3 percent of the market place average.
- Native American-owned firms accounted for 0.2 percent of firms and 0.1 percent of sales, with \$898,300 in average sales per firm, and 65.6 percent of the market place average.
- Women-owned firms accounted for 9.3 percent of firms and 0.9 percent of sales, with \$127,743 in average sales per firm, and 9.3 percent of the market place average.

All groups exhibited substantial disparity in the marketplace. Disparity indices for the overall market place are presented at the bottom of **Exhibit 5-11**.

**EXHIBIT 5-11
U.S. CENSUS SURVEY OF BUSINESS OWNERS
MEASURES OF PRIVATE SECTOR DISPARITIES
PROFESSIONAL SERVICES FIRMS WITH PAID EMPLOYEES
WITHIN THE CHARLOTTE COMBINED STATISTICAL AREA**

	# of Firms (with Paid Employees)	Sales	Sales Per Firm
All Firms	5,913	\$8,096,376,000	\$1,369,250
African Americans	133	\$91,276,000	\$686,286
Hispanic Americans	65	\$39,635,000	\$609,769
Asian Americans	139	\$118,549,000	\$852,871
Native Americans	10	\$8,983,000	\$898,300
Women ¹	549	\$70,149,215	\$127,743
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Market Average
African Americans	2.2%	1.1%	50.1%
Hispanic Americans	1.1%	0.5%	44.5%
Asian Americans	2.4%	1.5%	62.3%
Native Americans	0.2%	0.1%	65.6%
Women ¹	9.3%	0.9%	9.3%
Disparity Index			
	(ratio of sales to firms)		
African Americans	50.1		
Hispanic Americans	44.5		
Asian Americans	62.3		
Native Americans	65.6		
Women ¹	9.3		

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

¹ 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.

Other Services

For other services firms with paid employees the results were similar. As shown in **Exhibit 5-12**, there were 5,594 other services firms in the City CSA in 2007, of which 8.9 percent were owned by minorities and 11 percent by women. **Exhibit 5-12** also shows that:

- African American-owned firms accounted for 3.1 percent of firms and 0.9 percent of sales, with \$401,994 in average sales per firm, and 28.6 percent of the market place average.
- Hispanic American-owned firms accounted for 1.5 percent of firms and 0.3 percent of sales, with \$321,488 in average sales per firm, and 22.8 percent of the market place average.

- Asian American-owned firms accounted for 3.9 percent of firms and 0.5 percent of sales, with \$187,551 in average sales per firm, and 13.3 percent of the market place average.
- Native American-owned firms accounted for 0.4 percent of firms and 0.3 percent of sales, with \$1,071,955 in average sales per firm, and 76.2 percent of the market place average.
- Women-owned firms accounted for 11 percent of firms and 2.4 percent of sales, with \$311,987 in average sales per firm, and 22.2 percent of the market place average.

All groups exhibited substantial disparity in the marketplace. Disparity indices for the overall market place are presented at the bottom of **Exhibit 5-12**.

**EXHIBIT 5-12
U.S. CENSUS SURVEY OF BUSINESS OWNERS
MEASURES OF PRIVATE SECTOR DISPARITIES
OTHER SERVICES FIRMS WITH PAID EMPLOYEES
WITHIN THE CHARLOTTE COMBINED STATISTICAL AREA**

	# of Firms (with Paid Employees)	Sales	Sales Per Firm
All Firms	5,594	\$7,871,512,000	\$1,407,135
African Americans	174	\$69,947,000	\$401,994
Hispanic Americans	82	\$26,362,000	\$321,488
Asian Americans	216	\$40,511,000	\$187,551
Native Americans	22	\$23,583,000	\$1,071,955
Women ¹	616	\$192,090,195	\$311,987
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Market Average
African Americans	3.1%	0.9%	28.6%
Hispanic Americans	1.5%	0.3%	22.8%
Asian Americans	3.9%	0.5%	13.3%
Native Americans	0.4%	0.3%	76.2%
Women ¹	11.0%	2.4%	22.2%
Disparity Index			
	(ratio of sales to firms)		
African Americans	28.6		
Hispanic Americans	22.8		
Asian Americans	13.3		
Native Americans	76.2		
Women ¹	22.2		

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).

¹ 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.

Goods and Supplies

For goods and supplies firms with paid employees are shown in **Exhibit 5-13**, which shows there were 8,664 goods and supplies firms in the City CSA in 2007, of which 7.2 percent were owned by minorities and 7.6 percent by women. **Exhibit 5-13** also shows that:

- African American-owned firms accounted for 1.5 percent of firms and 0.3 percent of sales, with \$2,166,477 in average sales per firm, and 19.1 percent of the market place average.
- Hispanic American-owned firms accounted for 0.2 percent of firms and 0.2 percent of sales, with \$10,373,882 in average sales per firm, and 91.4 percent of the market place average.

- Asian American-owned firms accounted for 5.4 percent of firms and 0.8 percent of sales, with \$1,695,586 in average sales per firm, and 14.9 percent of the market place average.
- Native American-owned firms accounted for 0.1 percent of firms and 0.0 percent of sales with \$384,800 in average sales per firm, and 3.4 percent of the market place average.
- Women-owned firms accounted for 7.6 percent of firms and 0.4 percent of sales, with \$555,231 in average sales per firm, and 4.9 percent of the market place average.

All groups except Hispanic American-owned firms exhibited substantial disparity in the marketplace. Disparity indices for the overall market place are presented at the bottom of **Exhibit 5-13**.

**EXHIBIT 5-13
U.S. CENSUS SURVEY OF BUSINESS OWNERS
MEASURES OF PRIVATE SECTOR DISPARITIES
GOODS AND SUPPLIES FIRMS WITH PAID EMPLOYEES
WITHIN THE CHARLOTTE COMBINED STATISTICAL AREA**

	# of Firms (with Paid Employees)	Sales	Sales Per Firm
All Firms	8,664	\$98,335,536,000	\$11,349,900
African Americans	130	\$281,642,000	\$2,166,477
Hispanic Americans	17	\$176,356,000	\$10,373,882
Asian Americans	464	\$786,752,000	\$1,695,586
Native Americans	5	\$1,924,000	\$384,800
Women ¹	660	\$366,374,804	\$555,231
Percentage of Marketplace			
	Firms	Sales	Sales Per Firm Compared to the Market Average
African Americans	1.5%	0.3%	19.1%
Hispanic Americans	0.2%	0.2%	91.4%
Asian Americans	5.4%	0.8%	14.9%
Native Americans	0.1%	0.0%	3.4%
Women ¹	7.6%	0.4%	4.9%
Disparity Index			
(ratio of sales to firms)			
African Americans	19.1		
Hispanic Americans	91.4		
Asian Americans	14.9		
Native Americans	3.4		
Women ¹	4.9		

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

¹ 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.

Conclusions

Firms owned by 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, as low as three percent of the market place average. Disparities were evidenced for all minority and female groups and all business categories, except for Hispanic American-owned firms in goods and supplies.

5.9 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 Charlotte, North Carolina Combined 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*¹³), we use Public Use Microdata Samples (PUMS) data derived from the 2009 Census of Population and Housing, 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 and nonminority males), 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 and nonminority males), 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 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?

¹³ *Concrete Works v. City and County of Denver*, 321 F.3 950 (10th Cir. 2003). The use of PUMS data was not addressed directly by the Fourth Circuit in the *H.B. Rowe* decision.

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 2009 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 Charlotte CSA, nonminority males were over two times as likely to be self-employed as African Americans, Hispanic Americans, and nonminority women.
 - In the Charlotte CSA, nonminority males were nearly five times as likely as Hispanic Americans to be self-employed in the construction industry.
 - In the Charlotte CSA, nonminority males were over five times as likely as African Americans and nonminority women to be self-employed in professional services.
 - In the Charlotte CSA, nonminority males were over two and a half times as likely as nonminority women to be self-employed in other services.
2. Does race, ethnicity, and gender classifications have an impact on an individual’s self-employment earnings?
 - In the Charlotte CSA, African Americans, Hispanic Americans, Asian Americans and nonminority women reported significantly lower earnings in all business type categories.
 - In the other services industry, nonminority women reported significantly lower earnings than nonminority males in the Charlotte CSA: 49.3 percent less.
 - The most egregious effect on earnings elasticities was found in goods and supplies for Hispanic Americans. In goods and supplies, Hispanics Americans earned 168.8 percent less than nonminority males.
3. If M/WBEs and nonminority males shared similar traits and marketplace “conditions” (i.e., similar “rewards” in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity and gender?

- Overall, comparing self-employed nonminority males with self-employed Native Americans in the Charlotte CSA, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Asian Americans in the Charlotte CSA professional services industry, over 93 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Hispanic Americans in the Charlotte CSA other services industry, over 40 percent of the disparity in self-employment rates was attributable to race differences.

Comparing self-employed nonminority males with self-employed Hispanic Americans in Charlotte CSA goods and supplies, over 95 percent of the disparity in self-employment rates was attributable to race differences.

5.9.1 Introduction

This report analyzes the availability of minority, nonminority women, and nonminority male firms in five categories of private sector business activity in the City of Charlotte. 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 2009 Census of Population and Housing, to which we apply appropriate regression statistics to draw conclusions.¹⁴ **Exhibit 5-14** presents a general picture of self-employment rates by race, median earnings, and sample sizes (n's) in the City of Charlotte CSA, calculated from the five percent PUMS census sample.

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

¹⁴ The 2009 census ACS self-employment data for Charlotte is located in **Appendix L**. The sample size of 2009 census ACS self-employment data for Charlotte is insufficient to conduct a proper statistical analysis of self-employment by race and gender. The data does show some growth in percentage self-employment for Native Americans and Nonminority Males, but a decline for other groups.

EXHIBIT 5-14
PERCENTAGE SELF-EMPLOYED/2009 EARNINGS BY
RACE/GENDER/ETHNIC CLASSIFICATION
WITHIN THE CHARLOTTE COMBINED STATISTICAL AREA

Business Ownership Classification	Percent of the Population Self-Employed	2009 Sample Census n	2009 Median Earnings
Nonminority Males	16.44%	345	\$50,000.00
African American	5.62%	41	\$30,900.00
Hispanic American	6.62%	20	\$17,000.00
Asian American	14.10%	22	\$33,500.00
Native American	22.73%	N/A	\$30,000.00
Nonminority Women	6.46%	104	\$29,000.00
TOTAL	10.92%	532	\$40,000.00

Source: PUMS data from 2009 Census of Population and Housing.

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

Research in economics consistently supports the finding of group differences by race and gender in rates of business formation (see *Journal of Econometrics*, Vol. 61, Issue 1, devoted entirely to the econometrics of labor market discrimination and segregation). For a disparity study, however, the fundamental question is “How much of this difference is due to factors that would appear, at least superficially, to be related to group differences other than race, ethnicity, or gender, and how much can be attributed to discrimination effects related to one’s race, ethnicity and gender affiliation?” We know, for instance, that most minority groups have a lower median age than do non-Hispanic whites (PUMS, 2009). We also know, in general, that the likelihood of being self-employed increases with age (PUMS, 2009). 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 2009 U.S. Census to answer research questions about the effects of discrimination on self-employment and self-employment earnings using multiple regression statistics.

5.9.3 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.¹⁵ To analyze question II, in which the dependent variable is continuous, we used simple linear regression.

¹⁵ 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).

5.9.3.1 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)

β_0 = the constant, representing the value of Y when $X_1 = 0$

β_1 = coefficient representing the magnitude of X_1 's effect on Y

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

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

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

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

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

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

Where:

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

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

5.9.4 Results of the Self-Employment Analysis

5.9.4.1 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 5 percent PUMS data from Census 2009. 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 Charlotte CSA
- Self-employed in construction, professional services, other services, architecture and engineering,¹⁶ 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.

¹⁶ Due to inadequate sample numbers for all races in the architecture and engineering PUMS 2009 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**

5.9.4.2 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 5-15**, 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 L**.

**EXHIBIT 5-15
 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 CHARLOTTE COMBINED STATISTICAL AREA**

Business Ownership Classification	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
African American	0.324	0.206	0.185	0.513	0.903
Hispanic American	0.541	0.546	0.659	0.339	0.432
Asian American	0.945	1.622	0.334	1.142	4.888
Native American	1.452	*	0.751	1.219	5.858
Nonminority Women	0.353	0.422	0.143	0.839	0.796

Source: PUMS data from 2009 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 Charlotte CSA, nonminority males were over two times as likely to be self-employed as African Americans, Hispanic Americans and nonminority women.¹⁷
- In the Charlotte CSA, nonminority males were nearly five times as likely as Hispanic Americans to be self-employed in the construction industry.
- In the Charlotte CSA, nonminority males were over five times as likely as African Americans and nonminority women to be self-employed in professional services.
- In the Charlotte CSA, nonminority males were over two and a half times as likely as nonminority women to be self-employed in other services.

5.9.4.3 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 Charlotte 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.

¹⁷ These ‘likelihood’ characteristics were derived from **Exhibit 5-14** by calculating the inverse of the reported odds ratios.

To derive a set of variables known to predict earnings, the dependent variable, we used 2009 wages from employment for self-employed individuals, as reported in the 5 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.
- **Owner's Level of Education**

5.9.4.4 Findings

Exhibit 5-16 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 an African American in all industries is -.476, meaning that an African American will earn 47.6 percent less than a nonminority male when the statistical effects of the other variables in the equation are "controlled for." Full regression results for all the variables are presented in **Appendix L**.

EXHIBIT 5-16
EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER CONTROLLING FOR SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS BY RACE/ETHNIC/GENDER CLASSIFICATION WITHIN THE CHARLOTTE COMBINED STATISTICAL AREA

Business Ownership Classification	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
African American	-0.476	-0.458	-0.399	-0.313	-0.059
Hispanic American	-0.928	-0.919	-1.559	-0.810	-1.688
Asian American	-0.523	-0.467	0.046	-0.529	-0.404
Native American	-0.792	0.619	-0.510	-1.630	-0.097
Nonminority Women	-0.582	-0.821	-0.668	-0.493	-0.287

Source: PUMS data from 2009 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 Charlotte CSA, African Americans, Hispanic Americans, Asian Americans and nonminority women reported significantly lower earnings in all business type categories.
- In the other services industry, nonminority women reported significantly lower earnings than nonminority males in the Charlotte CSA: 49.3 percent less.
- The most egregious effect on earnings elasticities was found in goods and supplies for Hispanic Americans. In goods and supplies, Hispanics Americans earned 168.8 percent less than nonminority males.

5.9.5 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 Charlotte CSA.

Exhibit 5-17 presents the results of these analyses. Column A reports observed employment rates for each race, ethnicity and gender classification, calculated directly from the PUMS 2009 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
- β_k = coefficient corresponding to the independent variables used in the logistic regression analysis of self-employment probabilities
- x_k = the mean values of these same variables

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

**EXHIBIT 5-17
OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES
BY RACE/ETHNICITY/GENDER CLASSIFICATION
WITHIN THE CHARLOTTE COMBINED STATISTICAL AREA**

Business/Race Group	Observed	White	Own Characteristics and White Market Structure	Disparity Ratio (column A divided by column C)	Portion of Difference Due to Discrimination
	Self- Employment Rates	Characteristics and Own Market Structure			
	(A)	(B)	(C)	(D)	(E)
Overall					
Nonminority Males	0.1644	0.1644	0.1644	1.000	
African American	0.0562	0.0697	0.1807	0.3113	n/d
Hispanic American	0.0662	0.1111	0.1175	0.5637	52.24%
Asian American	0.1410	0.1791	0.1755	0.8036	n/d
Native American	0.2273	0.2510	0.1799	1.2633	75.31%
Nonminority Women	0.0646	0.0753	0.1918	0.3368	n/d
Construction					
Nonminority Males	0.2529	0.2529	0.2529	1.000	
African American	0.1000	0.0755	0.3842	0.2603	n/d
Hispanic American	0.1053	0.1778	0.1941	0.5424	60.16%
Asian American	0.3333	0.3912	0.3390	0.9832	n/d
Native American	1.0000	1.0000	0.2220	4.5045	n/d
Nonminority Women	0.1324	0.1432	0.2739	0.4833	n/d
Professional Services					
Nonminority Males	0.1650	0.1650	0.1650	1.000	
African American	0.0290	0.0516	0.1851	0.1566	n/d
Hispanic American	0.0800	0.1624	0.1518	0.5269	84.51%
Asian American	0.0435	0.0896	0.1573	0.2763	93.69%
Native American	0.1250	0.1811	0.2347	0.5327	n/d
Nonminority Women	0.0240	0.0403	0.1769	0.1356	n/d
Other Services					
Nonminority Males	0.1776	0.1776	0.1776	1.0000	
African American	0.0888	0.1164	0.1796	0.4944	n/d
Hispanic American	0.0459	0.0801	0.0991	0.4628	40.43%
Asian American	0.1875	0.2267	0.1883	0.9956	n/d
Native American	0.2500	0.2384	0.2558	0.9775	n/d
Nonminority Women	0.1485	0.1772	0.2314	0.6417	n/d
Goods & Supplies					
Nonminority Males	0.0591	0.0591	0.0591	1.000	
African American	0.0427	0.0692	0.0760	0.5613	n/d
Hispanic American	0.0208	0.0344	0.0574	0.3631	95.55%
Asian American	0.2333	0.2868	0.0847	2.7533	85.27%
Native American	0.2000	0.3252	0.0979	2.0429	72.45%
Nonminority Women	0.0493	0.0615	0.0757	0.6515	n/d

Source: PUMS data from 2009 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 discrimination 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, 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.

5.9.5.1 Findings

Examining the results reported in the previous exhibit, **Exhibit 5-17**, we found the following:

- Overall, comparing self-employed nonminority males with self-employed Native Americans in the Charlotte CSA, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Asian Americans in the Charlotte CSA professional services industry, over 93 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Hispanic Americans in the Charlotte CSA other services industry, over 40 percent of the disparity in self-employment rates was attributable to race differences.
- Comparing self-employed nonminority males with self-employed Hispanic Americans in Charlotte CSA goods and supplies, over 95 percent of the disparity in self-employment rates was attributable to race differences.

5.9.5.2 Summary of Self-Employment Analysis Findings

In general, findings from the PUMS 2009 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 2009 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 most minority groups. When group self-employment rates were submitted to MGT's disparity-due-to-minority-status analysis, findings supported the conclusion that disparities for these three groups (of adequate sample size to permit interpretation) were likely the result of differences in the marketplace due to race, gender, and ethnicity.¹⁸

¹⁸ **Appendix L** reports self-employment rates and earnings in greater detail by race/gender/ethnicity and business type.

5.10 Conclusions

Section 5.6 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 Charlotte 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 Charlotte projects.

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 6.0**), 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.

6.0 ANECDOTAL ANALYSIS

6.0 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 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:

- 6.1 Methodology
- 6.2 Demographics
- 6.3 Barriers to Doing Business with the City
- 6.4 Small Business Opportunity Program
- 6.5 Prompt Payment
- 6.6 Access to Capital
- 6.7 Bonding and Insurance Process
- 6.8 Disparate Treatment and Discrimination
- 6.9 Other Noteworthy Comments
- 6.10 Suggested Remedies from Anecdotal Participants
- 6.11 Conclusions

6.1 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 in the report. Further discussion of anecdotal testimony is contained in **Chapter 2.0** Legal Review.

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

The primary focus of face-to-face interviews, focus groups, and the 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 Charlotte between the fiscal years 2006 through 2010.

In addition, the City Council commissioned and named members to a Disparity Study Advisory Committee. The Committee- was charged to:

1. Review and comment on the data sources to be used by MGT;
2. Assist in outreach efforts to solicit participation for the focus group, surveys, etc.;
3. Periodically meet with MGT and City staff throughout the study to provide input as needed by MGT; and
4. Review and comment on the finding and recommendations of the Disparity Study.

Members of the Disparity Study Advisory Committee were:

**EXHIBIT 6-1
CITY OF CHARLOTTE
DISPARITY STUDY ADVISORY COMMITTEE MEMBERS**

Name	Company/Organization
Brandon Lofton, Chair	Robinson Bradshaw & Hinson
Walter Baucom	Metrolina Native American Indian Association
Camisha Farris	Metrolina Minority Contractors' Association
Scott Lilly	Lil Associates
Sheila Neisler	Catalyst Consulting
Julian Arcila	Hispanic Contractors Association
Walter Davis	Carolinas Associated General Contractors
Sara Garces	National Association of Women Business Owners
Pauline Chan, CPA	Carolinas Asian Chamber of Commerce

MGT also contacted the associations and organizations listed below in **Exhibit 6-2** to solicit their participation and input in the anecdotal process. The associations and organizations were asked to communicate with their members on the purpose of the disparity study, and encourage their members to participate in survey and interview activities if they were contacted.

**EXHIBIT 6-2
CITY OF CHARLOTTE
LIST OF TRADE ASSOCIATIONS AND
BUSINESS ORGANIZATIONS**

Trade Associations and Business Organizations	
American Institute of Architects of Charlotte NC	American Subcontractors Association of Carolinas
Association of Building Contractors of the Carolinas	Carolina Minority Suppliers Development Council Inc.
Carolinas Asian American Chamber of Commerce	Carolinas Associated General Contractors
CPC Small Business Center	Charlotte Black Pages
Charlotte Chamber of Commerce	Charlotte League of Businesses
Charlotte Mecklenburg Black Chamber of Commerce	Charlotte Mecklenburg Schools MWSBE
Charlotte Minority Business Development Center	Greater Women's Business Council
Hispanic Contractors Association	Latin American Chamber of Commerce
Mecklenburg Contractors Association	Mecklenburg County vendors
Metrolina Entrepreneurial Council Charlotte	NC Metrolina Minority Contractors Association
Metrolina Native American Indian Association	NAACP Charlotte-Mecklenburg Branch
National Association of Minority Architects	National Association of Women Business Owners
National Association of Women in Construction-Charlotte	National Hispanic Entrepreneurial Organization
NC Dept of Transportation - Contractual Services	North Carolina Institute of Minority Economic Development
North Carolina Licensing Board for General Contractors	NC Office of Historically Underutilized Businesses
North Carolina Plumbing and Heating Contractors	NC Trucking Association
Professional Engineers of NC	South Piedmont Chapter Small Business Information Center
Small Business Technology Development Center	United Minority Contractors Association of NC
University Park Baptist Church Economic Development	Urban Business Network

6.1.1 Survey of Vendors

During the months of March through May 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 regional market area. MGT conducted a web-based, self administered, but controlled survey of vendors using the survey instrument in **Appendix C**. MGT hired JRC Policy Research Group, a Charlotte-based business to complete the survey activity. Between the web-survey and contact by JRC Policy Research a total of 502 surveys with business owners and representatives was completed. Of the 502 completed surveys, 416 were completed by M/WBE firms. Throughout this chapter there are charts detailing a few of the survey results. See **Appendix D** 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 sizes can pose problems for the statistical confidence of the results. Although MGT's goal is to report data samples that can satisfy the 95 percent confidence level, this does not mean that data should not be reported because of slightly reduced confidence intervals, especially when due diligence has been exercised in attempting to meet the 95 percent standard.

6.1.2 Focus Groups and Public Hearing

A total of two focus groups were conducted on March 30, and March 31, 2011. Both focus groups were held at the Charlotte-Mecklenburg Government Center.

MGT facilitated the focus groups in assistance with M & H Associates, a Charlotte-based business that provided administrative support, coordination, and assistance. The focus group discussions were voice recorded after all participants agreed to be recorded. During the focus group sessions participants completed a brief questionnaire to capture basic demographic information and the business capacity of the group. A total of 29 participants provided input during the focus group sessions.

MGT conducted one public hearing with business owners and representatives of firms held on April 5, 2011 at the Charlotte-Mecklenburg Government Center. There were 61 attendees of which 19 attendees gave testimony during the public hearing. Each attendee was given an agenda that included the purpose of the public hearing and the public testimony process. Speakers were given a public hearing testimony form for completion and submission prior to being called to testify. All testimony was documented by a professional court reporter. Testimony transcription service was provided by Huseby, Inc, a Charlotte-based business.

6.1.3 Personal Interviews

The personal interview guide (**Appendix F**) used in interviewing businesses included questions designed to establish a business profile for each business. Interviewers gathered information concerning the primary line of business, ethnicity of the owner, organizational status, number of employees, the year the business was established, gross revenues during selected calendar and/or fiscal years, and the owner's current level of education. The guide also included questions were designed to gather information about the firms' experiences attempting to do and/or conducting business with the City (both directly and as a subcontractor); as well as experiences related to the Small Business Opportunity (SBO) 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 experience with the City.

The personal interviews were conducted during the months of March through May 2011, with a cross-section of the business community around the Charlotte region. Study participants were randomly selected from MGT's Master Vendor Database. Using the Master Vendor Database and other resources available, 54 firms completed interviews. M & H Associates e-mailed, telephoned, or faxed confirmation letters to all firms that agreed to be interviewed as well as conducted the 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.

6.2 Demographics

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

6.2.1 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 category 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 – 168 participants (33.5 % of the total)
- Asian American or Pacific Islander – 49 participants (9.8% of the total)
- Hispanic American – 49 participants (9.8% of the total)
- Native American/Alaskan Native – 19 participants (3.8% of the total)
- Nonminority Female – 117 participants (23.3% of the total)
- Nonminority Male – 81 participants (16.1% of the total)
- Other¹ – 14 participants (2.8% of total)
- No Response/Don't know² – 5 participants (1.0% of the total)

As shown in **Exhibit 6-3** a majority of business owners and representatives who participated in the survey of vendors represented professional services (30.1 % or 151 of 502 firms) followed by construction or construction-related businesses (24.1 % or 121 of 502 firms). Firms that provide other services represented 21.7 percent (109 of 502 firms), 14.5 percent were firms that provided goods and supplies (73 of 502 firms), and 9.6 percent (48 of 502 firms) provided architectural and engineering services,

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

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

**EXHIBIT 6-3
CITY OF CHARLOTTE
SURVEY DEMOGRAPHICS
BUSINESS INDUSTRY
BY RACE/ETHNICITY/GENDER OF OWNER**

Q4. Which one of the following is your company's primary line of business? * Ethnicity Crosstabulation

			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)	Count	11	10	4	1	12	10	0	0	48
		% within Q4. Which one of the following is your company's primary line of business?	22.9%	20.8%	8.3%	2.1%	25.0%	20.8%	.0%	.0%	100.0%
		% within Ethnicity	6.5%	20.4%	8.2%	5.3%	10.3%	12.3%	.0%	.0%	9.6%
	% of Total	2.2%	2.0%	.8%	.2%	2.4%	2.0%	.0%	.0%	9.6%	
	Construction (general contractor, electrical, site work, HVAC, etc.)	Count	37	6	19	7	24	23	4	1	121
		% within Q4. Which one of the following is your company's primary line of business?	30.6%	5.0%	15.7%	5.8%	19.8%	19.0%	3.3%	.8%	100.0%
		% within Ethnicity	22.0%	12.2%	38.8%	36.8%	20.5%	28.4%	28.6%	20.0%	24.1%
	% of Total	7.4%	1.2%	3.8%	1.4%	4.8%	4.6%	.8%	.2%	24.1%	
	Goods (books, office supplies, computers, equipment, vehicles, etc.)	Count	15	10	5	2	21	16	3	1	73
		% within Q4. Which one of the following is your company's primary line of business?	20.5%	13.7%	6.8%	2.7%	28.8%	21.9%	4.1%	1.4%	100.0%
		% within Ethnicity	8.9%	20.4%	10.2%	10.5%	17.9%	19.8%	21.4%	20.0%	14.5%
	% of Total	3.0%	2.0%	1.0%	.4%	4.2%	3.2%	.6%	.2%	14.5%	
	Other Services (landscaping, software development, janitorial, security, etc.)	Count	47	10	11	5	20	10	4	2	109
		% within Q4. Which one of the following is your company's primary line of business?	43.1%	9.2%	10.1%	4.6%	18.3%	9.2%	3.7%	1.8%	100.0%
		% within Ethnicity	28.0%	20.4%	22.4%	26.3%	17.1%	12.3%	28.6%	40.0%	21.7%
	% of Total	9.4%	2.0%	2.2%	1.0%	4.0%	2.0%	.8%	.4%	21.7%	
	Professional Services (consulting, accounting, marketing, legal services, etc.)	Count	58	13	10	4	40	22	3	1	151
		% within Q4. Which one of the following is your company's primary line of business?	38.4%	8.6%	6.6%	2.6%	26.5%	14.6%	2.0%	.7%	100.0%
		% within Ethnicity	34.5%	26.5%	20.4%	21.1%	34.2%	27.2%	21.4%	20.0%	30.1%
	% of Total	11.6%	2.6%	2.0%	.8%	8.0%	4.4%	.6%	.2%	30.1%	
	Total	Count	168	49	49	19	117	81	14	5	502
		% within Q4. Which one of the following is your company's primary line of business?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

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

The survey gathered data on the size of the firms that participated in the survey by asking the firm their number of employees. This gives additional information on capacity of firms participating in survey. Firms with 1-10 employees comprised 66.5 percent (334 of 502 firms) of the survey respondents as shown in **Exhibit 6-4** below.

**EXHIBIT 6-4
CITY OF CHARLOTTE
NUMBER OF EMPLOYEES
BY RACE/ETHNICITY/GENDER OF OWNER**

Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? * Ethnicity Crosstabulation

			Ethnicity								Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	
Q11. 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	140	32	34	9	76	34	7	2	334
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	41.9%	9.6%	10.2%	2.7%	22.8%	10.2%	2.1%	.6%	100.0%
		% within Ethnicity	83.3%	65.3%	69.4%	47.4%	65.0%	42.0%	50.0%	40.0%	66.5%
		% of Total	27.9%	6.4%	6.8%	1.8%	15.1%	6.8%	1.4%	.4%	66.5%
	11-20 Employees	Count	11	2	7	3	16	15	1	0	55
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	20.0%	3.6%	12.7%	5.5%	29.1%	27.3%	1.8%	.0%	100.0%
		% within Ethnicity	6.5%	4.1%	14.3%	15.8%	13.7%	18.5%	7.1%	.0%	11.0%
		% of Total	2.2%	.4%	1.4%	.6%	3.2%	3.0%	.2%	.0%	11.0%
	21-30 Employees	Count	9	4	3	2	13	7	0	1	39
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	23.1%	10.3%	7.7%	5.1%	33.3%	17.9%	.0%	2.6%	100.0%
		% within Ethnicity	5.4%	8.2%	6.1%	10.5%	11.1%	8.6%	.0%	20.0%	7.8%
		% of Total	1.8%	.8%	.6%	.4%	2.6%	1.4%	.0%	.2%	7.8%
	31-40 Employees	Count	2	3	0	1	2	2	1	0	11
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	18.2%	27.3%	.0%	9.1%	18.2%	18.2%	9.1%	.0%	100.0%
		% within Ethnicity	1.2%	6.1%	.0%	5.3%	1.7%	2.5%	7.1%	.0%	2.2%
		% of Total	.4%	.6%	.0%	.2%	.4%	.4%	.2%	.0%	2.2%
41		Count	6	8	5	4	10	23	5	2	63
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	9.5%	12.7%	7.9%	6.3%	15.9%	36.5%	7.9%	3.2%	100.0%
		% within Ethnicity	3.6%	16.3%	10.2%	21.1%	8.5%	28.4%	35.7%	40.0%	12.5%
		% of Total	1.2%	1.6%	1.0%	.8%	2.0%	4.6%	1.0%	.4%	12.5%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

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

Exhibit 6-5 shows that 27.3 percent of the firms that responded to the survey identified their largest contract or subcontract awarded during the study period was \$50,000 or less, followed by contracts between \$100,001 to \$250,000. The survey did not limit the response to contracts or subcontracts awarded by the City.

**EXHIBIT 6-5
CITY OF CHARLOTTE
LARGEST CONTRACT AWARDED
BY RACE/ETHNICITY/GENDER OF OWNER**

Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010? * Ethnicity Crosstabulation

			Ethnicity								Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	
Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	Up to \$50,000	Count	64	10	14	2	27	14	4	2	137
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	46.7%	7.3%	10.2%	1.5%	19.7%	10.2%	2.9%	1.5%	100.0%
		% within Ethnicity	38.1%	20.4%	28.6%	10.5%	23.1%	17.3%	28.6%	40.0%	27.3%
		% of Total	12.7%	2.0%	2.8%	.4%	5.4%	2.8%	.8%	.4%	27.3%
	\$50,001 to \$100,000	Count	21	3	7	2	15	3	1	0	52
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	40.4%	5.8%	13.5%	3.8%	28.8%	5.8%	1.9%	.0%	100.0%
		% within Ethnicity	12.5%	6.1%	14.3%	10.5%	12.8%	3.7%	7.1%	.0%	10.4%
		% of Total	4.2%	.6%	1.4%	.4%	3.0%	.6%	.2%	.0%	10.4%
	\$100,001 to \$250,000	Count	25	10	4	1	17	12	0	0	69
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	36.2%	14.5%	5.8%	1.4%	24.6%	17.4%	.0%	.0%	100.0%
		% within Ethnicity	14.9%	20.4%	8.2%	5.3%	14.5%	14.8%	.0%	.0%	13.7%
		% of Total	5.0%	2.0%	.8%	.2%	3.4%	2.4%	.0%	.0%	13.7%
	\$250,001 to \$500,000	Count	13	4	5	5	9	9	0	1	46
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	28.3%	8.7%	10.9%	10.9%	19.6%	19.6%	.0%	2.2%	100.0%
		% within Ethnicity	7.7%	8.2%	10.2%	26.3%	7.7%	11.1%	.0%	20.0%	9.2%
		% of Total	2.6%	.8%	1.0%	1.0%	1.8%	1.8%	.0%	.2%	9.2%
	\$500,001 to \$1 million	Count	12	5	6	2	15	5	1	0	46
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	26.1%	10.9%	13.0%	4.3%	32.6%	10.9%	2.2%	.0%	100.0%
		% within Ethnicity	7.1%	10.2%	12.2%	10.5%	12.8%	6.2%	7.1%	.0%	9.2%
		% of Total	2.4%	1.0%	1.2%	.4%	3.0%	1.0%	.2%	.0%	9.2%
	Over \$1 million	Count	9	11	6	5	19	26	6	0	82
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	11.0%	13.4%	7.3%	6.1%	23.2%	31.7%	7.3%	.0%	100.0%
		% within Ethnicity	5.4%	22.4%	12.2%	26.3%	16.2%	32.1%	42.9%	.0%	16.3%
		% of Total	1.8%	2.2%	1.2%	1.0%	3.8%	5.2%	1.2%	.0%	16.3%
	Don't Know	Count	23	6	7	2	14	10	2	2	66
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	34.8%	9.1%	10.6%	3.0%	21.2%	15.2%	3.0%	3.0%	100.0%
		% within Ethnicity	13.7%	12.2%	14.3%	10.5%	12.0%	12.3%	14.3%	40.0%	13.1%
		% of Total	4.6%	1.2%	1.4%	.4%	2.8%	2.0%	.4%	.4%	13.1%
	No Response	Count	1	0	0	0	1	2	0	0	4
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	25.0%	.0%	.0%	.0%	25.0%	50.0%	.0%	.0%	100.0%
		% within Ethnicity	.6%	.0%	.0%	.0%	.9%	2.5%	.0%	.0%	.8%
		% of Total	.2%	.0%	.0%	.0%	.2%	.4%	.0%	.0%	.8%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

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

6.2.2 Focus Group Demographics

Ideally the most desired demographics of participants would include a composite of female and male, minority and nonminority business owners that had contracted with or attempted to contract with the City.

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

A total of twenty-nine business owners attended the two focus groups combined; there were 13 African Americans, three Hispanic Americans, one Asian American, two Native Americans, six nonminority women, and four nonminority male participants. The makeup of the focus group sessions included firms that provided construction, specialty trade contractors, architecture & engineering, auto parts supplier, human resources consultant, graphic design, landscaping, market research, and electrical supplies. The sessions were organized using the format and questions as shown in **Appendix H**.

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?"

6.2.3 Public Hearings Demographics

Industries primarily represented at the public hearing were construction and special trade contractors. The public hearing was advertised in the most widely circulated newspaper and minority newspapers. In addition, the City's Corporate Communications Department sent an email blast to all vendors registered in the City's vendor database. The organizations listed previously in **Exhibit 6-2** were also sent notices of the public hearings, as well as members of the Disparity Study Advisory Committee. Of the individuals providing testimony during the public hearings, eighteen were African Americans, and one Native American.

6.2.4 Personal Interview Demographics

Firms that participated in the personal interviews were randomly selected from the City's Master Vendor Database and resulted in 54 interviews. Personal interview participants included 20 African American firms, three Asian American, four Hispanic American firms, three Native American firms, 12 nonminority women, and 12 nonminority males.

6.3 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 documents participant responses concerning barriers they faced in the procurement

process and factors that frequently prevented them from winning contracts or purchase orders.

6.3.1 Procurement Process

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. Analysis of the responses showed that the majority of firms responded to questions about barriers to doing business with the City.

Among the M/WBEs who responded to survey questions about barriers to doing business, the biggest concern was competing with large firms (154 respondents, 36.2% of M/WBEs). Other key issues for M/WBE respondents participating in the survey are noted as follows. Detailed results are located in **Appendix D**.

- City's bid and proposal selection process – 101 (25.1% of M/WBE respondents)
- Limited knowledge of contracting policies – 80 (17.9% of M/WBE respondents)
- Limited time to prepare for bids and proposals – 72 (15.7% of M/WBE respondents)
- Unnecessary restrictive contract specifications in bids and proposals – 70 (15.3% of M/WBE respondents)
- Contracts too large – 47 (11.2% of M/WBE respondents)

Focus Group, Personal Interviews, and Public Hearing Responses

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

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

- A nonminority male construction company owner stated that the bid process is bad. Firms bid against two men and a truck. Departments can determine a contract as an emergency service to circumvent the bidding process.
- An African American-owned other services firm owner stated that he based his bid on 1,000 units, but the City allows each department to opt to use the quoted volume or not. The volume is not guaranteed. So, you may only get 200 units, not 1,000. The barrier is changing the requirements throughout the term of the contract.
- A nonminority female professional services firm owner stated that the City awards five year contracts and firms don't find out about the opportunity until after the contract is renewed.

- A Native American construction firm owner stated that when he requests feedback on why his bid was not selected, the City does not provide feedback.
- A nonminority female construction contractor stated that she submitted an informal bid but the City did not have the required three bidders to open the bid submissions. She stated that her firm was the only bidder on the project and it was awarded to them. Later, the City decided the bid could be done for a cheaper price and rebid the item, but her bid had been exposed.
- An African American other services firm owner stated that he visited the City Procurement department to introduce his firm and get direction on how to learn about and bid on City contracts. He was asked by the agent, “What makes you think you can come in here and get work”.
- An African American professional services firm owner stated that he spends 12-16 hours preparing a bid response and not get a project.

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

- An African American construction firm owner stated that he gets information from the general contractors. Years ago (when there was a minority program) the MBE Office would call them. Currently, he does not receive information on informal bids.
- A nonminority female other services firm commented that she does not get information on City contracts. She went on to say that she gets bid information from the state and Mecklenburg County.
- A nonminority male other services owner stated that he utilizes the State of NC’s Interactive Purchasing System (IPS), the county and city Web sites.
- A nonminority male supply firm representative stated that it is pretty easy for his company to learn of bid opportunities. “I use the IPS for State contracts and locate the agency that needs my product”.
- A nonminority male other services firm owner stated that the City contacts his firm about bid opportunities.
- A nonminority female architectural firm owner stated that she only receives information from the State and Mecklenburg County.
- An Asian American professional services firm owner stated that he does get information on upcoming projects.
- An African American other services firm owner stated that there is no transparency in the notification process. She stated that she cannot find informal projects open for bid on the Web site.
- A Hispanic American other services firm owner stated that he gets information on projects through the State’s IPS and nothing from the City.

- An African American trade contractor stated that he learns of contract opportunities through past relationships. He went on to say that he was awarded one small City job because the general contractor called him.
- A nonminority female other services firm owner stated that she has tried to meet with various purchasing agents but was unable to obtain adequate information on opportunities.
- An African American general contractor said that he learns of opportunities by networking, from trade associations like the United Minority Contractors Association, the Metrolina Minority Contractors' Association, and the Associated General Contractors.
- A nonminority male general contractor stated that he does not receive notifications of City bids. He went on to say that he does work with Mecklenburg County.
- An African American specialty trade contractor stated that the last time he was solicited was less than 2 years ago.

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 general contractor stated that the contracts are so large that he cannot compete. "You have to be at the mercy of another general contractor".
- An African American construction firm owner stated that bonding has been a hindrance. The City lumps projects together making them too big for him to bid on. He went on to say that financing City projects is always a problem. "You spend 30 percent to 40 percent of the project to get started. Then it takes 30 to 60 days to get paid".

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 Charlotte regional area.*

- An African American other services firm owner stated that he has no chance against his competitor because they are so large. He went on to state, "the Purchasing Department agents have their picks. The City awards a \$2 million job to my competitor and that job is only worth \$800,000."
- A Native American other services firm owner stated that his competitor is highly utilized by the City and that he never hears about when the contract for his type of work goes out for bid.

Experience Working on City Contracts are related to experiences of firms that have been awarded City contracts on a scale of 1 (extremely negative) to 5 (extremely positive).

- A nonminority female other services firm owner stated that she had one contract. The feedback on their performance was good, but there was no repeat business. She rated her experience a 3.
- A nonminority male other services firm owner rated his experience a 5 (very positive) and praised City staff as very helpful. He stated that his services use to be a bid process, but now it is a RFP process every two to three years and through this process he has worked with the City for 9 years.
- A nonminority male goods supplier rated the City a 4 and stated that once you are in the groove it moves along smoothly but it is tough to get in.
- A nonminority female professional services firm owner rated her experience a 5 and stated that her experience has been good because she could talk to staff that processed your payment. She commented that “the City has good employees”.
- A nonminority male construction company owner stated that he has worked on small projects and gives the City a 5.
- An African American construction company owner also rated his experience a 5. He stated the only drawback is the pay is not on time.
- A nonminority female construction company owner stated that one of the inspectors did not like her firm. The inspector modified the plans and instructed her firm to do them. When the project was complete the City said that the work was not correct and they did not instruct her to make those changes.

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

- A nonminority owned professional services firm owner stated that construction bids have a number attached to it, professional services are based on the pre-qualification information and your pre-qualification is based on the amount of previous business you have done with the City. Since she cannot get prequalified she does not spend the money responding to RFPs. She also stated, “In the end it is going to be the same ones selected”.
- An African American specialty trade contractor stated that he stopped bidding City work because the work was too difficult to compete because the primes required bonds.

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

- An African American construction company owner stated that it is difficult to prove if someone is being favored.

- An African American other services firm owner stated that City staff picks up the phone to call “their buddies” on informal projects.

6.4 Small Business Opportunity Program

The sections which follow provide additional anecdotal comments concerning the Small Business Opportunity (SBO) Program based on survey results and other anecdotal data collection methods.

6.4.1 Focus Group Responses

Procurement Participation Programs *addresses M/WBEs’ perception of the SBO Program effectiveness.*

- A nonminority female other services firm owner stated the barrier for her is the non-responsiveness of City staff. She stated that she attended every networking event, tried meeting with everyone (various procurement personnel) and was unable to get adequate information on how to do business with the City.
- An African American specialty trade contractor stated that it seems that in some of the pre-bid meetings the City encouraged people to just check off boxes. Nothing actually materializes and follow-up by the City is severely lacking.
- A nonminority female other services firm owner stated that they have received a Letter of Intent on a project and did not get the contract. She also stated that with other agencies she receives calls to bid on projects because of her reputation, however, she cannot get anyone in the City to call her.

6.4.2 Survey of Vendors Responses

Exhibit 6-6 reflects that 30.9 percent or 155 of 502 firms are certified as a City of Charlotte Small Business Enterprise. When asked why firms are not SBE certified, 11 firms responded that they were not certified because the application asked for too much information and the same number of respondents said they were not certified because certification did not benefit their firm as shown in **Exhibit 6-7**.

**EXHIBIT 6-6
CITY OF CHARLOTTE
SBE CERTIFICATION
BY RACE/ETHNICITY/GENDER OF OWNER**

Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)? * Ethnicity Crosstabulation

			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 the City's Small Business Opportunity Program (SBO)?	Yes	Count	66	12	18	4	36	15	3	1	155
		% within Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	42.6%	7.7%	11.6%	2.6%	23.2%	9.7%	1.9%	.6%	100.0%
		% within Ethnicity	39.3%	24.5%	36.7%	21.1%	30.8%	18.5%	21.4%	20.0%	30.9%
	No	% of Total	13.1%	2.4%	3.6%	.8%	7.2%	3.0%	.6%	.2%	30.9%
		Count	77	30	21	13	56	42	8	2	249
		% within Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	30.9%	12.0%	8.4%	5.2%	22.5%	16.9%	3.2%	.8%	100.0%
	Don't know	% within Ethnicity	45.8%	61.2%	42.9%	68.4%	47.9%	51.9%	57.1%	40.0%	49.6%
		% of Total	15.3%	6.0%	4.2%	2.6%	11.2%	8.4%	1.6%	.4%	49.6%
		Count	25	7	10	2	25	24	3	2	98
	Total	% within Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	25.5%	7.1%	10.2%	2.0%	25.5%	24.5%	3.1%	2.0%	100.0%
		% within Ethnicity	14.9%	14.3%	20.4%	10.5%	21.4%	29.6%	21.4%	40.0%	19.5%
		% of Total	5.0%	1.4%	2.0%	.4%	5.0%	4.8%	.6%	.4%	19.5%
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

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

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

Q16. If you are not certified as an SBO with the City, what is the primary reason you are not? * Ethnicity Crosstabulation

			Ethnicity								Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	
Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	Not qualified	Count	3	6	2	1	6	23	4	1	46
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	6.5%	13.0%	4.3%	2.2%	13.0%	50.0%	8.7%	2.2%	100.0%
		% within Ethnicity	3.9%	20.0%	9.5%	7.7%	10.7%	54.8%	50.0%	50.0%	18.5%
		% of Total	1.2%	2.4%	.8%	.4%	2.4%	9.2%	1.6%	.4%	18.5%
	Certification does not benefit my firm	Count	5	1	2	0	3	1	1	0	13
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	38.5%	7.7%	15.4%	.0%	23.1%	7.7%	7.7%	.0%	100.0%
		% within Ethnicity	6.5%	3.3%	9.5%	.0%	5.4%	2.4%	12.5%	.0%	5.2%
		% of Total	2.0%	.4%	.8%	.0%	1.2%	.4%	.4%	.0%	5.2%
	Application asks for too much information	Count	5	0	1	0	5	1	0	1	13
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	38.5%	.0%	7.7%	.0%	38.5%	7.7%	.0%	7.7%	100.0%
		% within Ethnicity	6.5%	.0%	4.8%	.0%	8.9%	2.4%	.0%	50.0%	5.2%
		% of Total	2.0%	.0%	.4%	.0%	2.0%	.4%	.0%	.4%	5.2%
No reason	Count	26	14	12	5	16	9	2	0	84	
	% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	31.0%	16.7%	14.3%	6.0%	19.0%	10.7%	2.4%	.0%	100.0%	
	% within Ethnicity	33.8%	46.7%	57.1%	38.5%	28.6%	21.4%	25.0%	.0%	33.7%	
	% of Total	10.4%	5.6%	4.8%	2.0%	6.4%	3.6%	.8%	.0%	33.7%	
Other	Count	38	9	4	7	26	8	1	0	93	
	% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	40.9%	9.7%	4.3%	7.5%	28.0%	8.6%	1.1%	.0%	100.0%	
	% within Ethnicity	49.4%	30.0%	19.0%	53.8%	46.4%	19.0%	12.5%	.0%	37.3%	
	% of Total	15.3%	3.6%	1.6%	2.8%	10.4%	3.2%	.4%	.0%	37.3%	
Total	Count	77	30	21	13	56	42	8	2	249	
	% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	30.9%	12.0%	8.4%	5.2%	22.5%	16.9%	3.2%	.8%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	30.9%	12.0%	8.4%	5.2%	22.5%	16.9%	3.2%	.8%	100.0%	

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

6.4.3 Focus Group, Personal Interviews, and Public Hearings Responses

- An African American specialty trade contractor stated that when the M/WBE program ended and the SBO Program started he stopped getting calls or any notifications of bid opportunities.
- An Asian American services firm owner stated that the program is just starting to show results.
- A Hispanic American specialty trade contractor stated that the general contractor is not being held accountable to comply with the policy.

6.5 Prompt Payment

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

6.5.1 Focus Group, Personal Interviews, and Public Hearings Responses

- An African American construction trade contractor owner stated that it is hard to get a line of credit because the 30 day payment process is difficult to manage. He went on to say that the City should pay every two weeks.
- An African American construction trade contractor owner stated that the prime holds their money after the prime receives payment from the City. He also went on to say that the law should be enforced and primes should pay when the work is done.
- A nonminority woman other services firm owner stated that she cannot bid on most projects because she has to carry money for a long time.
- An African American construction contractor stated that they paid \$10,000 for permits then had to wait to be paid.

6.6 Access to Capital

Appendix J contains econometric evidence on disparities in access to small business credit. There were wide differences in experience of small business lending in responses to the survey. The reported percentages of loan applicants in the survey who were denied a commercial loan in the survey sample were:

- African Americans – 63.3 percent (31 respondents).
- Hispanic Americans – 20.0 percent (3 respondents).
- Asian Americans – 10.0 percent (1 respondent).
- Native Americans – 20.0 percent (1 respondent).
- Nonminority women – 14.6 percent (6 respondents).
- Nonminority males – 13.3 percent (4 respondents).

6.6.1 Focus Group, Personal Interview, and Public Hearings Responses

- An African American construction trade contractor stated “it takes money to make money”.
- An African American construction company owner stated that he has great credit and the banks will not lend him money. Without the access to capital he cannot bid on larger projects.

6.7 Bonding and Insurance Process

Bonding and insurance requirements were noted as being challenges for some M/WBEs and small business owners. There were 48 M/WBEs reporting bid bonds as a barrier (11.9% of M/WBE respondents), 49 M/WBEs reporting performance bonds as a barrier (12.2% of M/WBE respondents), and 45 M/WBEs reporting payment bonds as a barrier (11.2% of M/WBE respondents). When asked if insurance requirements was a barrier, 33 M/WBE respondents stated that insurance was a barrier to doing to obtaining projects with the City.

6.7.1 Focus Group, Personal Interview, and Public Hearings Responses

- A nonminority male other services firm owner stated that bonding requires the owners and spouse to guarantee the financial information and that it must be in place for 24 months. He went on to state that bonding increases his exposure.

6.8 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 SBO program, but not elsewhere; being included on a bid for good faith efforts requirements and then being dropped after contract award; and being excluded from contract opportunities by an informal network of firms. Some notable items by M/WBE survey respondents were:

- Firms were used when SBE goals were applies, but seldom, or never solicited for other contracts – 134 (33.4% of M/WBE respondents).³
- An informal network excluded firms – 103 respondents (25.6% of M/WBE respondents).
- Firms were included for good faith efforts then dropped after contract award – 76 respondents (18.9% of M/WBE respondents).
- Firms experienced private sector discrimination – 45 respondents (11.2% of M/WBE respondents).
- Firms experienced bid shopping – 37 respondents (9.2% of M/WBE respondents).
- Firms experienced unequal treatment – 29 respondents (7.2% of M/WBE respondents).

³ One hundred M/WBEs were never solicited for other contracts.

- Firms experienced unfair denial of contract award – 25 respondents (6.2% of M/WBE respondents).
- Firms experienced double standards of performance – 22 respondents (5.5% of M/WBE respondents).
- Firms experienced discrimination as a prime contractor bidding/proposing Charlotte projects – 22 respondents (5.5% of M/WBE respondents).
- Firms experienced discrimination as a subcontractor on Charlotte projects – 12 respondents (3.0% of M/WBE respondents).
- Firms experienced unfair termination – 6 respondents (1.5% of M/WBE respondents).

African Americans were first or second in reporting disparate treatment and discrimination across all the categories of questions, except for experiencing bid shopping as shown in **Exhibit 6-8**.

**EXHIBIT 6-8
CITY OF CHARLOTTE
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 SBO program but not solicited for other contracts	41.1%	26.5%	28.6%	31.6%	27.4%	18.5%
Informal network excluded firm from obtaining work	33.3%	14.3%	20.4%	15.8%	23.1%	9.9%
Dropped after contract award	25.0%	10.2%	16.3%	15.8%	15.4%	3.7%
Experience private sector discrimination	17.3%	2.0%	4.1%	10.5%	9.4%	4.9%
Double standards on performance	8.9%	.0%	.0%	10.5%	4.3%	4.9%
Bid shopping	8.3%	6.1%	8.2%	15.8%	11.1%	2.5%
Unfair termination	8.3%	8.2%	4.1%	5.3%	3.4%	.0%
Experienced discrimination as a prime contractor	7.7%	4.1%	2.0%	.0%	5.1%	2.5%
Experienced discrimination as a subcontractor	3.6%	4.1%	.0%	.0%	3.4%	.0%

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 specialty trade contractor stated that the prime will squeeze your price. They are just asking the minority firms to fill out paperwork then give the work to someone else.
- A nonminority male construction company owner stated that primes will give your number to someone else.
- A Hispanic American other services stated that primes used his firm's name at bid time as a subcontractor, but did not award the work to his firm. He went on to state that the prime never called to let us know they were listed for \$300,000. The firm went on to say, "I never gave them a bid and I never did the work".
- An African American specialty trade contractor stated the prime tried to shop my bid because they wanted him to bail out. He continued by stating that the prime actively searched for someone else who would give them a lower bid.
- An African American specialty trade contractor stated that he had a Letter of Intent signed, the contract negotiated, and then the prime went with someone else.
- An African American specialty trade contractor stated that the prime contractor he was subcontracted to tried to bring in a nonminority firm because the prime stated he did not have enough trucks. This contractor went on to say that he rallied together enough minority trucking firms to meet the primes demands.

6.9 Other Noteworthy Comments

When asked if survey respondents felt there was an informal network that excluded their firm from doing business, 22 percent strongly or somewhat agreed.

- An African American other services firm owner stated that we (minority business owners) are in the same spot ten years ago when it came to small black businesses.
- A Native American other services firm stated that a business colleague receives a lot of work from the City that he never bid on.
- An African American other services firm owner stated that he cannot prove that he has directly been discriminated against; however, there are things that give the appearance of disparate treatment.
- An African American specialty trade contractor stated that the prime awards the job and starts putting obstacles in the way. The prime gave him a schedule then starts adding more work. With the additional work, the prime begins to complain that the job is getting behind. He went on to state that once the schedule gets behind they kicked him off the job. The prime then hired two white contractors to replace him. He hired an attorney but the prime told him, "you don't have enough money to fight us".

- An African American other services firm owner stated that in 2010 he began approaching the City on his firms capabilities and he did not get any feedback or response from the City on his presentation. He stated that a City representative told him that a disparity study was being conducted and everything was on hold.
- An African American other services firm owner stated that he spoke up during the last disparity study and now the City will not deal with him. He stated that he is the only minority company on the east coast that does his type of work, which the City can use, but the City does not notify him of any opportunities.

6.10 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:

- Reinstate the M/WBE program.
- Establish M/WBE goals for formal and informal contracts.
- Establish prequalification criteria to require firms to demonstrate their track record of doing business with minority and women-owned firms.
- Ensure that each Key Business Unit uses the same contract review and compliance measurements.
- Incorporate small business participation attainment as an item of the KBU Executive Director's performance evaluation.
- Hire an independent consultant to audit and review projects each quarter and offer recommendations for improvement.
- Post all formal and informal contracts in one central location.
- Establish a bidder rotation process for professional services and multi-year contracts.
- Need program compliance audits with enforcement policies.
- Break out contracts so that minorities and small firms can joint venture.
- Tie outreach sessions to real, tangible opportunities.
- Use technology to notify firms of bid and proposal opportunities.
- Promote teaming/joint ventures in professional service contracts.
- Diversity awareness for buyers and decision makers.

- Performance evaluations should include staff's success or efforts in soliciting and contracting with M/WBEs.
- Verify Good Faith Efforts documentation

6.11 Conclusions

Between the focus groups, public hearings, and personal interviews, MGT interviewed 102 business owners or community representatives that have done business with, or attempted to do business with the City. In comparison, the Fourth Circuit Court of Appeals accepted anecdotal information from 75 interviewees in *H.B. Rowe*. Several conclusions can be drawn from the anecdotal information gathering that has been discussed in this chapter.

1. There was a consensus from persons who gave testimony that although the City has a small business program, M/WBE firms are not experiencing improvement in the amount of business conducted with the City.
2. Participants overwhelmingly agree that the M/WBE program will not be successful without stringent monitoring, consistency in application, and greater accountability.
3. The biggest procurement issues were competing with large firms and the City's bid or proposal selection process.
4. The biggest disparate treatment discrimination issues were being used for projects governed by the SBO program, but not elsewhere; being included on a bid and then being dropped after contract award; and being excluded from work by an informal network of firms.
5. There were significant differences between M/WBEs, particularly African Americans, and non-M/WBE groups in denials for commercial loans.

7.0 FINDINGS AND RECOMMENDATIONS

7.0 FINDINGS AND RECOMMENDATIONS

7.1 Introduction

In October 2010, MGT of America, Inc. (MGT), was retained to conduct a Minority and Women Business Enterprise (M/WBE) Disparity Study for the City of Charlotte (Charlotte) to provide current data on the Charlotte Small Business Opportunity (SBO) Program. This study is an update of the 2003 Charlotte Disparity Study (“2003 Disparity Study”) also conducted by MGT. The 2003 Disparity Study was conducted following the suspension of race- and gender-conscious M/WBE goals in 2002. Charlotte established the SBO Program in March 2003.

The study objectives were as follows:

1. To determine whether Charlotte, either in the past or currently, is an active or passive participant in discriminatory practices in the solicitation and award of construction, architecture and engineering (A&E), professional services, other services, and goods and supplies contracts to minority-, and women-owned business enterprises (M/WBE).
2. To determine if a legally justified need exists for an M/WBE program in accordance with the guidelines set forth by the Supreme Court and relevant subsequent cases.
3. To provide recommendations regarding suggested modifications to Charlotte’s SBO Program, including the consideration of race-, and gender-based programs based on the study’s findings.

The study focused on the period from July 1, 2005 through June 30, 2010 (which for Charlotte is Fiscal Year 2006 through Fiscal Year 2010).

Based on the study’s findings, the current SBO subcontracting program has been more effective than the previous M/WBE subcontracting program and MGT recommends continuing Charlotte’s SBO Program. While some evidence may support the restoration of race- and gender-conscious subcontracting goals for certain M/WBEs, the study’s cumulative evidence does not support a legally defensible race- and gender-conscious program.

The results of this study and conclusions drawn are presented in detail in **Chapters 2.0** through **6.0** of this report. Sample policies of other small business programs and M/WBE programs are located in **Appendix N**.

7.2 Legal Background

The U.S. Supreme Court in the case of *Richmond v. Croson* allowed for M/WBE programs if: (1) a state or local government could establish a compelling interest for such a program, such as remedying the present effects of past discrimination, and (2) if an M/WBE program was narrowly tailored to address that compelling interest. In evaluating the compelling interest requirement, courts will consider a number of different factors, including statistical evidence of disparity between the availability and utilization of M/WBE firms on Charlotte contracts, anecdotal evidence of discrimination and discrimination against M/WBE firms in the private sector. Whereas private sector evidence may in some instances suffice even in the absence of

disparities in agency spending, there must be in either case sufficient anecdotal evidence to support a program.

To meet the narrowly tailored requirement, an agency must:

- Employ and evaluate race neutral efforts first;
- Limit the burden on third parties;
- Set goals related to availability; and
- Ensure program flexibility

In the recent case of *H.B. Rowe v. Tippett*,¹ the Fourth Circuit Court of Appeals (which covers Charlotte), ruled based on evidence from an MGT study that the North Carolina Department of Transportation could apply race conscious goals to groups with sufficient evidence of discrimination (which based on the evidence in that case were African American and Native American firms). This evidence included statistically significant disparities in subcontractor utilization, substantial anecdotal evidence of a racially exclusionary network and the failure of race neutral alternatives. The failure of race neutral alternatives was shown in part by a 38 percent fall in M/WBE utilization when a Small Business Enterprise (SBE) program was substituted for an M/WBE program.

7.3 Findings for Subcontracting

FINDING 1: M/WBE Subcontractor Utilization, Availability, and Disparity

We begin our discussion with subcontracting because one of the study objectives was to determine if a legally justified need exists for an M/WBE program in Charlotte contracting, and the crux of such programs is on establishing subcontracting goals for prime contractors to meet in bidding on agency contracts. This was the focal point of the City's prior M/WBE program and it is the focal point of other M/WBE programs currently operating in North Carolina. In order to establish M/WBE subcontracting goals there must be a factual basis for those goals.. As previously indicated, a key element in providing a factual basis for M/WBE subcontractor goals is to compare the utilization of M/WBE subcontractors on Charlotte contracts to the availability of M/WBE subcontractors in the relevant market. In this case the relevant market was determined to be the Charlotte Combined Statistical Area.² The scope of the subcontracting analysis for this study was limited to construction and architecture and engineering, because that is where the vast bulk of subcontracting occurred on Charlotte contracts.

Exhibit 7-1 shows utilization, availability and disparity for M/WBE subcontractors on Charlotte construction and architecture and engineering contracts during the study period. The utilization data shows both the dollar amount and percentage of total subcontracting dollars

¹ *H.B. Rowe v. Tippett*, 615 F.3d 233 (4th Cir 2010).

² The Charlotte-Gastonia-Salisbury Combined Statistical Area is made up of the following North Carolina counties: Mecklenburg, Anson, Cabarrus, Gaston, Union, Stanley, Lincoln, Rowan, Iredell, Cleveland, as well as the York, Chester and Lancaster counties in South Carolina. The share of Charlotte dollars spent in this relevant market is provided in Appendix M.

paid to M/WBEs in the relevant market on Charlotte contracts over the course of the study. The percentage of availability column shows what percentage of the total number of subcontractors in the relevant market is represented by each category of M/WBE. The disparity index is the third column (percentage utilization) divided by the fourth column (percentage of available firms), multiplied by 100. A disparity index of below 80 indicates substantial disparity. The asterisks in **Exhibit 7-1** indicate whether the disparity was statistically significant. If disparities are substantial and statistically significant then there is a low probability that the disparities are a result of mere chance.

**EXHIBIT 7-1
CITY OF CHARLOTTE
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
Construction Firms at the Subcontractor Level						
African Americans	\$11,619,931	5.41%	11.73%	46.11	* Underutilization	**
Hispanic Americans	\$4,188,450	1.95%	7.82%	24.93	* Underutilization	**
Asian Americans	\$1,487,988	0.69%	0.56%	123.99	Overutilization	**
Native Americans	\$2,465,651	1.15%	1.68%	68.48	* Underutilization	**
Nonminority Women	\$42,342,775	19.71%	18.44%	106.92	Overutilization	**
Total M/WBE Firms	\$62,104,795	28.91%	40.22%			
Architecture & Engineering Firms at the Subconsultant Level						
African Americans	\$386,906	2.63%	10.94%	24.07	* Underutilization	**
Hispanic Americans	\$952,736	6.48%	1.56%	414.84	Overutilization	**
Asian Americans	\$303,620	2.07%	1.56%	132.20	Overutilization	**
Native Americans	\$89,860	0.61%	0.00%	N/A	N/A	
Nonminority Women	\$3,118,749	21.22%	18.75%	113.16	Overutilization	**
Total M/WBE Firms	\$4,851,871	33.01%	32.81%			

Source: **Chapters 3.0. and 4.0.** Analysis Results.

* indicates substantial disparity

** 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 and/or availability in this category. Thus, the existence of disparity can be inferred due to the evidence of zero utilization levels.

- **Disparity in Construction Subcontracting:** One hundred and forty-three MBEs received construction subcontracts for \$19.7 million (9.2% of the total). One hundred and fifty-six WBEs received construction subcontracts for \$42.3 million (19.7% of the total). There was statistically significant disparity for African Americans, Hispanic Americans, and Native Americans.
- **Disparity in A & E Subcontracting:** Twenty-five MBEs received Architecture and Engineering subcontracts for \$1.7 million (11.8% of the total). Forty-six WBEs received Architecture and Engineering subcontracts for \$3.1 million (21.2% of the total). There was statistically significant disparity only for African Americans.

Questions and Answers:

Where do the availability estimates come from? Availability estimates for subcontractors for the above disparity table are based on a “custom census” using current Dun & Bradstreet data. The custom census was a survey of Dun & Bradstreet data that sought information on the ethnicity/gender of the firms, their status as prime and/or subcontractors, and their interest in doing business with Charlotte. Additional availability analyses based on the U.S. Census Bureau’s Survey of Business Owners and Charlotte’s vendor data is contained in Chapter 3 of the main body of the report. All three approaches have been approved in federal courts cases as reliable and valid measures of subcontractor availability. While MGT presents Dun & Bradstreet custom census data in this chapter, having all three sources allows an examination of what conclusions are robust across different disparity measures and a comparison of the extent to which M/WBEs are seeking work with Charlotte in greater percentages than their availability in the marketplace.

Is this how disparity was calculated in the Rowe case (where the Fourth Circuit upheld MGT’s disparity findings)? Yes in part. A vendor list of registered subcontractors from the North Carolina Department of Transportation was used for subcontractor availability in *H.B. Rowe*. Charlotte did not maintain a separate vendor list of registered subcontractors, so this approach was not available for the study.

Do these disparity findings mean that Charlotte can adopt a race and gender conscious program? While this disparity evidence is an important part of a factual basis for an M/WBE subcontracting program, there is also a need for anecdotal evidence, for evidence of disparities after controlling for other factors such as capacity, and evidence of the failure of race- and gender-neutral programs.

FINDING 2: Comparison of M/WBE Subcontract Utilization between the 2003 Disparity Study and the 2011 Disparity Study

One of the key elements in determining whether a legally justified need exists for Charlotte to have an M/WBE program is the effectiveness of race and gender neutral measures. Charlotte had an M/WBE subcontracting program during four out of the five years of the study period for the 2003 Disparity Study, but did not have an M/WBE subcontracting program during the current study period. Therefore, comparing the results of the two studies shows the impact of a race and gender neutral program (the Charlotte’s SBO Program) as compared to the M/WBE program that Charlotte had prior to 2003.

There are, however, limitations in comparing the subcontracting results of the 2003 study with those of the current study. First, Charlotte did a better job of tracking overall subcontractor data for the current study than it did prior to 2003. During the study period for the 2003 Disparity Study, Charlotte focused on tracking M/WBE subcontractor utilization and the non-M/WBE subcontractor utilization data was incomplete. The 2003 Disparity Study therefore provided an estimate of percentage M/WBE construction subcontracting utilization assuming the share of Charlotte construction projects going to subcontractors was equal to the share of subcontracting in construction in the state of North Carolina as a whole.³ Second, the SBO Program generally has not applied subcontracting goals to Architecture and Engineering and Professional Services contracts.⁴ Understanding that context several observations can be made in comparing the results of the current study with the 2003 Disparity Study as shown in **Exhibit 7-2**:

³ The 2003 Study did not attempt to adjust the M/WBE utilization percentage of Architecture and Engineering subcontracting for missing non-M/WBE subcontractors and just presented the results from data collected. The reported Architecture and Engineering M/WBE subcontractor utilization percentages in the 2003 Study are probably inflated due to missing some non-M/WBE Architecture and Engineering subcontracting data. The 2003 Study also did not attempt to estimate the M/WBE percentage of number of construction subcontractors utilized.

⁴ Subcontracting goals for Architecture and Engineering and Professional Services are negotiated on a case-by-case basis.

**EXHIBIT 7-2
CITY OF CHARLOTTE
COMPARISON OF RESULTS OF 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
SUBCONTRACTING**

Business Category by Business Owner Classifications	City of Charlotte 2003 Disparity Study				City of Charlotte 2011 Disparity Study			
	\$ Dollars	% of Dollars	# of Utilized Firms	% of Utilized Firms	\$ Dollars	% of Dollars	# of Utilized Firms	% of Utilized Firms
Construction Subcontractor Level								
African Americans	\$9,739,811	3.24%	75	N/A	\$11,619,931	5.41%	87	8.50%
Hispanic Americans	\$1,377,598	0.46%	14	N/A	\$4,188,450	1.95%	31	3.03%
Asian Americans	\$126,580	0.04%	6	N/A	\$1,487,988	0.69%	10	0.98%
Native Americans	\$569,911	0.19%	9	N/A	\$2,465,651	1.15%	15	1.47%
Nonminority Women	\$11,485,451	3.82%	131	N/A	\$42,342,775	19.71%	156	15.25%
Total M/WBE Firms	\$23,299,350	7.75%	235	N/A	\$62,104,795	28.91%	299	29.23%
Architecture & Engineering Subconsultant Level								
African Americans	\$60,110	1.20%	4	4.88%	\$386,906	2.63%	11	5.29%
Hispanic Americans	\$560,331	11.15%	7	8.54%	\$952,736	6.48%	6	2.88%
Asian Americans	\$78,275	1.56%	1	1.22%	\$303,620	2.07%	4	1.92%
Native Americans	\$0	0.00%	0	0.00%	\$89,860	0.61%	4	1.92%
Nonminority Women	\$1,426,983	28.39%	27	32.93%	\$3,118,749	21.22%	46	22.12%
Total M/WBE Firms	\$2,125,699	42.30%	39	47.56%	\$4,851,871	33.01%	71	34.13%

Source: Chapter 3.0 Analysis Results and 2003 Disparity Study

Because of limited non-M/WBE subcontracting data the 2003 construction subcontracting percentage were estimates.

- Overall spending with M/WBE construction subcontractors increased from \$23.2 million to \$62.1 million between the two studies, a 166.5 percent increase. Charlotte WBE construction subcontractor utilization increased 268.6 percent, from \$11.4 million to \$42.3 million. Charlotte MBE construction subcontractor utilization increased 67.5 percent, from \$11.8 million to \$19.7 million. The smallest percentage increase in utilization for any group of construction subcontractors was African Americans, whose dollar utilization grew 19.3 percent. The percentage of construction subcontract dollars received by M/WBEs increased from 7.7 percent to 28.9 percent. MBE construction subcontracting as a percentage of the total prime contracts tripled, from 2 percent to 6 percent (and the dollar value total prime construction between the two studies was similar). The number of M/WBE construction subcontractors utilized on Charlotte contracts increased from 235 to 299, a 27.2 percent increase. In sum, every M/WBE group increased by every measure of subcontractor utilization. Recall that in the *H.B. Rowe* case M/WBE construction subcontractor utilization fell 38 percent when the M/WBE program was suspended.
- Overall spending with M/WBE Architecture and Engineering subcontractors increased from \$2.12 million to \$4.8 million between the two studies, a 128.2 percent increase. WBE Architecture and Engineering subcontractor utilization increased 118.5 percent, from \$1.4 million to \$3.1 million. Charlotte MBE subcontractor utilization increased 142.0 percent, from \$0.7 million to \$1.7 million. The largest percentage increase in utilization for any group of Architecture and Engineering subcontractors was African Americans, whose dollar utilization grew 543.6 percent. The number of M/WBE Architecture and Engineering subconsultants utilized increased significantly, from 39 to 71, an 82.0 percent increase.

Questions and Answers:

Some of these utilization figures are in dollars rather than percentages – what about the effect of inflation? Inflation does not affect the increase in the number of M/WBEs utilized, or the share of M/WBEs in subcontract dollars, or the share of M/WBEs in total prime dollars. Nevertheless, it is true the increase in dollars received by M/WBE subcontractors is less once inflation is controlled for in the comparison between the two studies. However, the percentage increase in M/WBE Construction and Architecture and Engineering subcontracting dollars after controlling for inflation would still be, 115.5 percent and 84.8 percent, respectively.⁵ All M/WBE subcontractors increased their utilization in constant 1998 dollars, except for African American construction subcontractors who declined 3.3 percent.

How do these disparity findings compare with the disparity findings in the Charlotte's 2003 disparity study? In the 2003 study Hispanic American and Asian American construction contractors were underutilized. In the current study African American, Hispanic American and Native American construction subcontractors are substantially underutilized. Different availability methodologies are utilized in this study

⁵ There are a variety of ways to adjust for inflation. In this case the annual utilization dollars were translated into 1998 dollars ("constant dollars") using the annual Consumer Price Indices from the U.S. Bureau of Labor Statistics.

than in the 2003 study. However, all three availability methodologies in the current study resulted in higher percentage M/WBE availability estimates than in the 2003 study. Using the subcontractor availability estimates from the 2003 study with the current utilization there would be no disparity for any M/WBE construction subcontracting group. Chapter 3.0 of the report provides further discussion on availability methodologies.

7.4 Findings for Prime Contracting

FINDING 3: Charlotte M/WBE Prime Utilization, Availability and Disparity

Having discussed disparity in subcontracting, we now shift focus to prime contracting. For prime contracting, MGT focused on all five contracting categories: (1) Construction; (2) Architecture and Engineering; (3) Professional Services; (4) Other Services; and (5) Goods and Supplies. **Exhibit 7-3** shows utilization, availability and disparity for M/WBE primes during the study period. The utilization data shows both the dollar amount and percentage of total dollars paid to M/WBE primes in the relevant market on Charlotte contracts. The percentage of availability column shows what percentage of the total number of primes in the relevant market is represented by each category of M/WBE. Availability estimates for prime contracting for construction and architecture and engineering are based on the Dun & Bradstreet “custom census”, while availability estimates for professional services, other services, and goods and supplies are based on the U.S. Census data. The disparity index is the third column (percentage utilization) divided by the fourth column (percentage of available firms), multiplied by 100. A disparity index of below 80 indicates substantial disparity. The asterisks in **Exhibit 7-3** indicate whether the disparity was statistically significant.

**EXHIBIT 7-3
CITY OF CHARLOTTE
MWBE PRIME 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
Construction Firms at the Prime Contractor Level					
African Americans	\$10,136,200	0.99%	9.95%	9.94	* Underutilization
Hispanic Americans	\$4,644,237	0.45%	6.97%	6.50	* Underutilization
Asian Americans	\$57,096,322	5.57%	0.50%	1,119.48	Overutilization
Native Americans	\$2,533,120	0.25%	1.99%	12.42	* Underutilization
Nonminority Women	\$105,135,489	10.26%	14.93%	68.71	* Underutilization
Total MWBE Firms	\$179,545,368	17.51%	65.67%		
Architecture & Engineering Firms at the Prime Contractor Level					
African Americans	\$2,549,185	1.38%	2.25%	61.20	* Underutilization
Hispanic Americans	\$376,236	0.20%	1.10%	18.48	* Underutilization
Asian Americans	\$9,214,534	4.98%	2.35%	211.69	Overutilization
Native Americans	\$45,077	0.02%	0.17%	14.39	* Underutilization
Nonminority Women	\$8,257,868	4.46%	9.29%	48.02	* Underutilization
Total MWBE Firms	\$20,442,899	11.04%	15.16%		
Professional Services Firms					
African Americans	\$3,478,509	2.25%	2.25%	100.24	Overutilization
Hispanic Americans	\$3,564,806	2.31%	1.10%	210.20	Overutilization
Asian Americans	\$85,243	0.06%	2.35%	2.35	* Underutilization
Native Americans	\$1,935,466	1.25%	0.17%	741.80	Overutilization
Nonminority Women	\$10,962,094	7.11%	9.29%	76.51	* Underutilization
Total MWBE Firms	\$20,026,119	12.98%	15.16%		
Other Services Firms					
African Americans	\$12,555,522	6.04%	3.11%	194.03	Overutilization
Hispanic Americans	\$800,528	0.38%	1.47%	26.25	* Underutilization
Asian Americans	\$957,925	0.46%	3.86%	11.93	* Underutilization
Native Americans	\$1,209,705	0.58%	0.39%	147.86	Overutilization
Nonminority Women	\$17,008,071	8.18%	11.01%	74.28	* Underutilization
Total MWBE Firms	\$32,531,751	15.64%	19.84%		
Goods and Supplies Firms					
African Americans	\$739,370	0.36%	1.50%	23.83	* Underutilization
Hispanic Americans	\$552,604	0.27%	0.20%	136.19	Overutilization
Asian Americans	\$20,003	0.01%	5.36%	0.18	* Underutilization
Native Americans	\$3,530,231	1.71%	0.06%	2,958.01	Overutilization
Nonminority Women	\$10,250,242	4.96%	7.62%	65.08	* Underutilization
Total MWBE Firms	\$15,092,449	7.30%	14.73%		

Source: Chapters 3.0. and 4.0, Analysis Results.

* indicates substantial disparity

- Seventy-eight MBEs received \$74.4 million (7.2% of the total) in payments for prime Construction. Sixty WBEs received \$105.1 million (10.2% of the total) in payments for prime Construction.
- Thirteen MBEs received \$12.1 million (6.5% of the total) in payments for Architecture and Engineering. Twenty-two WBEs received \$8.2 million (4.4% of the total) in payments for Architecture and Engineering.
- Sixty-six MBEs received \$9.0 million (5.8% of the total) in payments for Professional Services. Ninety-two WBEs received \$10.9 million (7.1% of the total) in payments for Professional Services.

- One hundred and forty-two MBEs received \$15.5 million (7.4% of the total) in payments for Other Services. One hundred and thirty-one WBEs received \$17.0 million (11.01% of the total) in payments for Other Services.
- Seventy-one MBEs received \$4.8 million (2.3% of the total) in payments for Goods and Supplies. One hundred and twenty-eight WBEs received \$10.2 million (4.9% of the total) in payments for Goods and Supplies.
- Between July 1, 2008 and June 30, 2010, MBEs were paid \$90,454 of the total amount spent through P-card transactions (2.1% of the total). WBEs were paid \$58,301 of the total amount spent through P-card transactions (1.3% of the total).⁶

The relevance of these numbers and how they compare to M/WBE prime utilization under the prior study is addressed in **Finding 4** below.

FINDING 4: Comparison of M/WBE Prime Utilization between the 2003 Disparity Study and the 2011 Disparity Study

It is important to note in comparing the two studies that Charlotte did not have an M/WBE program for prime contracting during the study period for the 2003 Disparity Study. Therefore the comparisons are between two race neutral environments. Understanding that context several observations can be made in comparing the results of the current study with the 2003 Disparity Study as shown in **Exhibit 7-4**.

⁶ Charlotte only had two years of P-card data available for this study.

**EXHIBIT 7-4
CITY OF CHARLOTTE
COMPARISON OF RESULTS OF 2003 DISPARITY STUDY AND 2011 DISPARITY STUDY
PRIME CONTRACTING**

Business Category by Business Owner Classifications	City of Charlotte 2003 Disparity Study				City of Charlotte 2011 Disparity Study			
	\$ Dollars	% of Dollars	# of Utilized Firms	% of Utilized Firms	\$ Dollars	% of Dollars	# of Utilized Firms	% of Utilized Firms
Construction Firms at the Prime Contractor Level								
African Americans	\$38,200,358	3.38%	44	3.95%	\$10,136,200	0.99%	46	11.44%
Hispanic Americans	\$581,010	0.05%	7	0.63%	\$4,644,237	0.45%	10	2.49%
Asian Americans	\$49,912,203	4.41%	6	0.54%	\$57,096,322	5.57%	10	2.49%
Native Americans	\$3,140,291	0.28%	11	0.99%	\$2,533,120	0.25%	12	2.99%
Nonminority Women	\$76,044,369	6.72%	95	8.54%	\$105,135,489	10.26%	60	14.93%
Total MWBE Firms	\$167,878,231	14.84%	163	14.65%	\$179,545,368	17.51%	138	34.33%
Architecture & Engineering Firms at the Prime Level								
African Americans	\$99,702	0.10%	4	3.45%	\$2,549,185	1.38%	6	3.02%
Hispanic Americans	\$425,339	0.41%	1	0.86%	\$376,236	0.20%	2	1.01%
Asian Americans	\$1,310,017	1.25%	2	1.72%	\$9,214,534	4.98%	4	2.01%
Native Americans	\$2,653,976	2.54%	2	1.72%	\$45,077	0.02%	1	0.50%
Nonminority Women	\$5,994,994	5.74%	9	7.76%	\$8,257,868	4.46%	22	11.06%
Total MWBE Firms	\$10,484,027	10.03%	18	15.52%	\$20,442,899	11.04%	35	17.59%
Professional Services Firms								
African Americans	\$984,757	1.08%	26	4.76%	\$3,478,509	2.25%	43	9.37%
Hispanic Americans	\$626,231	0.68%	3	0.55%	\$3,564,806	2.31%	9	1.96%
Asian Americans	\$3,649,227	3.99%	2	0.37%	\$85,243	0.06%	7	1.53%
Native Americans	\$1,417,293	1.55%	4	0.73%	\$1,935,466	1.25%	7	1.53%
Nonminority Women	\$8,004,453	8.75%	47	8.61%	\$10,962,094	7.11%	92	20.04%
Total MWBE Firms	\$14,681,961	16.04%	82	15.02%	\$20,026,119	12.98%	158	34.42%
Other Services Firms								
African Americans	\$10,695,940	2.59%	134	3.20%	\$12,555,522	3.11%	98	11.46%
Hispanic Americans	\$3,495,466	0.85%	13	0.31%	\$800,528	1.47%	12	1.40%
Asian Americans	\$5,876,271	1.42%	17	0.41%	\$957,925	3.86%	10	1.17%
Native Americans	\$4,473,524	1.08%	11	0.26%	\$1,209,705	0.39%	23	2.69%
Nonminority Women	\$24,731,143	5.99%	198	4.73%	\$17,008,071	11.01%	132	15.44%
Total MWBE Firms	\$49,272,344	11.94%	373	8.91%	\$32,531,751	15.64%	275	32.16%
Goods and Supplies Firms								
African Americans	\$4,874,809	2.22%	53	1.57%	\$739,370	0.36%	28	2.38%
Hispanic Americans	\$708,664	0.32%	10	0.30%	\$552,604	0.27%	15	1.27%
Asian Americans	\$4,043,246	1.84%	15	0.44%	\$20,003	0.01%	7	0.59%
Native Americans	\$81,655	0.04%	5	0.15%	\$3,530,231	1.71%	21	1.78%
Nonminority Women	\$5,749,246	2.62%	122	3.61%	\$10,250,242	4.96%	128	10.88%
Total MWBE Firms	\$15,457,622	7.04%	205	6.07%	\$15,092,449	7.30%	199	16.91%

Source: Chapter 3.0, Analysis Results and 2003 Disparity Study

- Overall prime spending with M/WBE primes increased from \$257.7 million to \$267.6 million between the two studies, a 3.8 percent increase. Charlotte WBE prime utilization increased 25.8 percent, from \$120.5 million to \$151.6 million. Charlotte MBE prime utilization fell 15.5 percent, from \$137.2 million to \$116.0 million.
- Dollars spent with M/WBEs increased for Construction, Architecture and Engineering, and Professional Services, declined for Other Services and stayed roughly the same for Goods and Supplies. For most groups in most procurement categories outside of Other Services there was a growth in dollar utilization. Important exceptions to this result include the reduction in African American and Native American utilization in prime construction.
- The overall M/WBEs percentage of prime utilization increased in all categories except Professional Services. However, some specific M/WBE groups outside of Professional Services decreased their percentage prime utilization. Important decreases in percentage prime utilization include the decrease of African Americans in Prime Construction and Goods & Supplies, Asian Americans in Professional Services and Goods & Supplies, and Nonminority Women in Architecture and Engineering
- The number of M/WBE primes utilized on Charlotte projects increased for Construction, Architecture and Engineering, and Professional Services and decreased for Other Services, and Goods and Supplies.

As previously suggested, it is important to note, that Charlotte has much less flexibility in impacting M/WBE prime contracting utilization on contracts for construction over \$200,000 and goods over \$100,000 due to the Charlotte's threshold for putting construction contracts out for bids and the North Carolina bid statute requirement that contracts be awarded to the lowest responsive responsible bidder.

FINDING 5: M/WBE Utilization by Contract Size

There were substantial differences in the distribution of construction dollars by contract size.⁷ Whereas 51.1 percent of the number of non-M/WBE construction contracts were under \$200,000 (the formal threshold), 83.3 percent of the number of construction contract awards to African Americans owned firms and 70.4 percent of the number of construction contract awards to Nonminority Women owned firms were below \$200,000 (the two highest percentages amongst the demographic groups). Additionally, whereas only 1.8 percent of the dollar value of construction awards to non-M/WBEs was less than \$200,000, over 33.1 percent of the dollar value of construction awards to African American owned firms and 25.5 percent of the dollar value of construction awards to Hispanic American owned firms was less than \$200,000 (the two highest percentages amongst the demographic groups).

⁷ The results from this section come from the Charlotte contracts data, whereas the other prime utilization results in this chapter are from Charlotte payments data. Payments data is generally more complete than contracts data, but payment data does not allow the calculation of the number of contracts.

It should be noted that during the current study period Charlotte policy required that construction contracts over \$200,000 be put out for bids. State law further requires that construction contracts and contracts for goods and supplies be awarded to the lowest responsible bidder. Taken together, these two requirements leave Charlotte very little discretion in awarding construction contracts over \$200,000. For construction contracts under \$200,000, Charlotte used an informal selection process and set goals for each Key Business Unit for the utilization of SBEs as prime contractors

FINDING 6: Comparison of Charlotte M/WBE Utilization to Other Agencies in the Charlotte Area

Another means to assess the impact of Charlotte's race and gender neutral SBE Program is to compare it to race and gender conscious programs operating in the same market. **Exhibit 7-5** provides some comparison to other agencies in the Charlotte area that have M/WBE programs. 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 in **Exhibit 7-5** below, because the other agencies generally did not report prime and sub utilization separately. **Exhibit 7-5** also just reports MBE utilization (WBE utilization varied widely). But results for both MBE and WBE prime utilization are often shaped by the success of a few firms. Nevertheless, from the available data MBE utilization from the Charlotte SBO program is reasonably in line with local M/WBE programs.

**EXHIBIT 7-5
CITY OF CHARLOTTE
COMPARISON OF 2011 CHARLOTTE DISPARITY STUDY AND OTHER LOCAL
AGENCIES MBE UTILIZATION**

	Construction	Architecture and Engineering	Other Services	Goods
City of Charlotte FY 2006-10	9.19%	6.81%	7.46%	2.34%
Charlotte Mecklenburg Schools FY 2008	3.82%	11.09%	8.73%	0.43%
Mecklenburg County FY 2010	5.06%	1.43%	2.1%	0.18%
Central Piedmont Community College, FY 2010	0.44%	NA	4.61%	3.53%

Source: 2011 Charlotte Disparity Study, Charlotte Mecklenburg Schools, Board of Education Management Oversight Report Aug. 24, 2010; Central Piedmont Community College HUB Report, undated; Mecklenburg County MWSBE Expenditures, April 28, 2011; University of North Carolina (Charlotte) reported 14 percent M/WBE utilization on formal construction projects in FY 2010; UNC HUB Utilization Reports for 2010. The format of other agency utilization reports did not allow for combining them across years in a comparable fashion to the Charlotte numbers.

FINDING 7: Anecdotal Comments

Another factor in determining whether the compelling interest test is met is anecdotal evidence of discrimination. MGT obtained anecdotal evidence from four sources: (a) a survey of 502 firms in Charlotte’s vendor database (416 of which were M/WBEs); (b) 54 personal interviews (businesses selected from MGT’s Master Vendor Database); (c) two focus group discussions held in March, 2011, and (d) one public hearing held at the Charlotte Mecklenburg Government Center on April 5, 2011. Some notable items by M/WBE survey respondents were:

- Firms were used when SBE goals were applied, but seldom or never, solicited for other contracts outside of the SBO program – 134 respondents (33.4% of M/WBE respondents).⁸
- An informal network excluded firms – 103 respondents (25.6% of M/WBE respondents).
- Firms were included for good faith efforts then dropped after contract award – 76 respondents (18.9% of M/WBE respondents).
- Firms experienced private sector discrimination – 45 respondents (11.2% of M/WBE respondents).
- Firms experienced bid shopping – 37 respondents (9.2% of M/WBE respondents).

⁸ One hundred M/WBE respondents reported they were never solicited for contracts outside of the SBO Program.

- Firms experienced unequal treatment – 29 respondents (7.2% of M/WBE respondents).
- Firms experienced unfair denial of contract award – 25 respondents (6.2% of M/WBE respondents).
- Firms experienced double standards of performance – 22 respondents (5.5% of M/WBE respondents).
- Firms experienced discrimination as a prime contractor bidding/proposing Charlotte projects – 22 respondents (5.5% of M/WBE respondents).
- Firms experienced discrimination as a subcontractor on Charlotte projects – 12 respondents (3.0% of M/WBE respondents).
- Firms experienced unfair termination – 6 respondents (1.5% of M/WBE respondents).

African Americans were first or second in reporting disparate treatment and discrimination across all the categories of questions, except for experiencing bid shopping.

The anecdotal evidence taken as a whole provides some anecdotal evidence of an exclusionary network, but less evidence than there was in *H.B.Rowe*.⁹ The survey also provides strong anecdotal evidence of the failure to use M/WBEs in the absence of SBE goals.

7.5 Findings for Private Sector

FINDING 8: Private Sector Commercial Construction

M/WBE utilization in private sector commercial construction in the Charlotte Metropolitan Statistical Area (MSA) was generally low, as measured by data from building permits. From 2006 through 2010 permits issued to MBE prime contractors were valued at \$22.2 million, representing less than 1 percent (0.41%) of construction values. MBE subcontractors were issued permits for projects totaling \$22.2 million, 1.20 percent of the dollar value of subcontracting projects. WBE subcontractors received \$33.5 million in subcontracting projects, 1.82 percent of the dollar value of subcontracting projects. WBE prime contractors received \$466.2 million in prime contracting projects, 8.53 percent of the total. However, 76.7 percent of this amount was attributable to one firm that became a certified WBE during the study period.

MGT also examined primes that work on both Charlotte projects and projects in private sector commercial construction. For these primes M/WBEs were less than 5 percent of the number of subcontractors utilized on private sector commercial projects, whereas M/WBEs were 29.3 percent of the number of construction subcontractors utilized on

⁹ For example, in *H.B. Rowe* more than half of African American respondents believed the network excluded their companies from bidding or winning a contract, as did 35 percent of Native Americans. The court indicated that only 27 percent of women feeling excluded by the network was inadequate. By comparison 33.4 percent and 15.8 percent for African Americans and Native Americans felt so excluded in the current study.

Charlotte projects. This result is consistent with the survey results discussed in **Finding 7** above.

The private sector findings taken as a whole provide evidence of the steep barriers most M/WBEs face in securing opportunities where there are no proactive measures fostering M/WBE inclusion in procurement.

7.6 Findings for Charlotte Programs and Policies

FINDING 9: Charlotte SBO Policies

The Citywide SBE Goal for prime contracts in the informal category for FY 2010 was 12 percent, up from 10 percent in FY 2009. The informal category includes construction contracts less than \$200,000 and all other types of contracts less than \$100,000. Charlotte uses a goal setting matrix to set SBE subcontracting goals, based on the percent of the contract that will be subcontracted out and the number of subcontracting scopes. The SBE goal must be met throughout contract completion. Charlotte does not set an SBE goal when there are no SBE subcontracting opportunities. The Charlotte City Charter authorizes mandatory subcontracting, but this provision has rarely been employed. The SBO Program has aggressive good faith efforts requirements which must be undertaken prior to bid opening. The SBO Program added working with new SBEs and exceeding the SBE goal in the past as elements of good faith efforts. Charlotte has negotiated S/M/WBE participation plans with private developers on economic development projects.

FINDING 10: SBE Certification

SBEs are defined as firms having: (a) a size standard of 25 percent or less of the Small Business Administration small business size standards (either average annual revenue or number of employees), and (b) firm owners with a personal net worth less than \$750,000, similar to the previous U.S. Department of Transportation Disadvantaged Business Enterprise (DBE) personal net worth standard. The geographical scope of the program is the Charlotte Metropolitan Statistical Area, plus Lincoln County and Rowan County in North Carolina. Charlotte has taken affirmative steps to limit affiliates of larger companies from participating in the SBO program.

There were 839 certified SBEs in August 2011. This is up from 600 certified SBEs in May 2005, a 39.8 percent increase. Charlotte stopped certifying M/WBEs in 2009 and this function is now handled by the North Carolina Statewide Unified Certification (SWUC).

FINDING 11: Program Data Management

Charlotte has made diligent efforts to track and report SBE and M/WBE utilization given the dated and extremely limited financial reporting system that it has. To the extent possible, Charlotte captures data regarding M/WBE utilization at the subcontract and prime contract levels, for formal and informal spending, by Key Business Unit and on public-private development projects. While Charlotte does capture construction subcontractor spending, Engineering, Utilities, Airport, Transit, and Procurement all use

different systems to capture SBE participation. Charlotte has conducted an analysis of the feasibility of raising the threshold for informal construction contracts where allowed by North Carolina state law and is currently evaluating the efficacy of its mentor-protégé program.

FINDING 12: Charlotte SBO Program Website

Charlotte's SBO website contains extensive information on SBE certification, SBO program documents, business development programs, resource documents, resource links, policy changes, formal contracting opportunities, mentor protégé program, quarterly and annual SBE utilization reports, small business strategic plans and task force reports, past disparity studies, lending programs, the commercial nondiscrimination ordinance, and videos pertaining to small business orientation and development.

FINDING 13: Business Development Assistance

Charlotte has partnered with the Chamber of Commerce, the Central Piedmont Community College Institute for Entrepreneurship and Strategic Development program and with other organizations to sponsor an annual procurement conference. Charlotte subsidizes SBE membership in professional organizations.

Charlotte established a mentor-protégé program four years ago. Currently the mentor protégé relationships are for one year. Bidders receive good faith efforts credits for participation in the SBO Mentor-Protégé program. There have been twenty mentors and sixteen protégés in the Mentor-Protégé program to date.

FINDING 14: Access to Capital, Bonding, and Insurance

Charlotte has participated in the SBE Loan Fund, established in 2003, with several other public and private entities. Since 2003 the City SBE Loan Fund has made 97 small business loans for over \$4.6 million. There were 56 loans made to MBEs for over \$2.5 million, 55.5 percent of the total loans, and 22 loans were made to WBEs for over \$1.1 million, 24.0 percent of the total SBE loans. The largest loan was for \$200,000 and the average loan size was about \$48,000.

FINDING 15: Commercial Nondiscrimination Ordinance

Charlotte has the most comprehensive commercial nondiscrimination policy MGT has encountered. The policy, enacted in 2003, includes mandatory contract language, contract disclosure requirements, procedures for investigation of complaints, arbitration provisions, remedies, sanctions for frivolous complaints, petitions for reinstatement, and judicial review. There have been no complaints filed under the Charlotte Commercial Nondiscrimination Ordinance to date.

FINDING 16: Outreach

The SBO office has trade fairs and breakfast networking sessions. There are SBO liaisons in each Key Business Unit. Charlotte does not have automatic notice to vendors of contracting opportunities, but that is part of the requirements for the new Enterprise Resource Planning technology system that Charlotte staff is evaluating for possible

purchase. Charlotte does post bid opportunities on the state of North Carolina interactive purchasing system.

FINDING 17: Prompt Payment

North Carolina state law provides for payment of subcontractors within seven days of receipt of payment by the prime contractor based on work or service completed. The Charlotte SBO Program makes it a breach of contract to violate this provision. The Charlotte SBO Program also made Quick Pay commitments a part of its good faith efforts credits. To earn credit for this good faith effort, a prime contractor must commit to pay SBEs within twenty days after the SBE's work has been properly performed and completed. In the survey 41 M/WBEs, 10.2 percent of M/WBE respondents, reported slow payment as a barrier.

FINDING 18: Performance Measures

Charlotte currently provides tracking of SBE formal and informal utilization at the prime level, SBE prime utilization by procurement type and Key Business Unit, M/WBE utilization, construction SBE subcontractor utilization and S/M/WBE utilization on public-private projects.

7.7 Commendations and Recommendations

Prime Contracting Commendations and Recommendations

COMMENDATION AND RECOMMENDATION 1: SBE Goals on Informal Contracts

A strong small business program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, Charlotte should continue to focus on using the SBO program to increase M/WBE utilization by race/gender neutral means. Charlotte does not face constitutional restrictions on the SBO Program, only those procurement restrictions imposed by state law.

Charlotte should be commended for establishing SBE goals for informal contracts of 12 percent. The state of North Carolina now allows for construction to be procured through informal means for contracts up to \$500,000. Charlotte should raise its threshold on informal contracts for construction above the current level of \$200,000. **Finding 4** above indicates the relative success Charlotte has had with increasing M/WBE prime utilization in construction using SBE goals on informal construction contracts. The North Carolina Department of Transportation has had some success since 1993 with focusing SBE construction utilization on contracts below \$500,000. Raising the informal threshold would also serve as a basis for raising the SBE goal for informal contracts.

This study does not recommend M/WBE prime contractor goals or set-asides for several reasons. First, there is limited evidence that Charlotte directly discriminated against M/WBE prime contractors in this study. Second, North Carolina low bid statutes and related procurement rules severely limit the ability of Charlotte to set aside contracts on any basis. Third, M/WBEs are currently achieving their greatest success on smaller contracts, made up in part of informal procurement. Fourth, even during the prior

M/WBE Program, Charlotte never had any race- and gender-based prime contractor incentives. The Charlotte M/WBE program was always a subcontractor program.

RECOMMENDATION 2: Vendor Rotation

Charlotte should consider the selective use of vendor rotation to expand utilization of underutilized S/M/WBE groups where such a practice does not conflict with state law. Some political jurisdictions use vendor rotation arrangements to limit habitual repetitive purchases from incumbent majority firms and to ensure that S/M/WBEs have an opportunity to bid along with majority firms. In one model of vendor rotation, a diverse team of firms are 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 3: Mandatory Joint Ventures

Charlotte should consider a policy of requiring joint ventures with SBEs on certain projects. The City of Atlanta has required joint ventures on projects of over \$10 million.¹⁰ Primes are required to joint venture with a firm from a different ethnic/gender group in order to ensure prime contracting opportunities for all businesses. This rule applies to female and minority firms as well as nonminority firms. This policy has resulted in tens of millions of dollars in contract awards to female and minority firms.

RECOMMENDATION 4: P-Cards

Charlotte should consider expanding its SBE directory to include firms that are more likely to be vendors for P-card transactions and highlighting these additional firms to Charlotte staff that use the P-card.

¹⁰ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

Subcontracting Commendations and Recommendations

COMMENDATION AND RECOMMENDATION 5: SBE Subcontractor Project Goals

Charlotte should be commended for establishing an aggressive SBO Program for subcontracting. The SBE goal setting matrix appears to be a useful tool to provide consistency in goal setting. Charlotte should also be commended for having vigorous good faith efforts requirements backed by a willingness to reject bids for noncompliance. Charlotte should consider expanding the application of SBE project goals to goods and services and to projects with economic development incentives from Charlotte.

There is some evidence in this study supporting the restoration of race- and gender-conscious subcontracting goals. This evidence includes some statistically significant disparities in subcontracting and Charlotte's passive participation in gross inequities in private sector construction utilization. However, the anecdotal evidence of racial exclusion was less in this study than the evidence in the *H.B. Rowe* case and there were no complaints filed under the commercial nondiscrimination ordinance.

Most importantly, in order to put in place a race-conscious program it must be shown that race neutral programs were not effective. The existing evidence indicates that the SBO subcontracting program has been more effective than the previous M/WBE subcontracting program along several dimensions, including:

- Decreased disparities. Existing statistical significant disparities are due in part to the growth in M/WBE availability. Using availability percentages from the 2003 Disparity Study, the SBO Program eliminated disparities for all M/WBE subcontracting groups in Construction and Architecture and Engineering, except for African Americans and Asian Americans in Architecture and Engineering subconsulting.
- Increased dollar utilization of M/WBE subcontractors (Construction up 166.5 %, Architecture and Engineering up 128.2%)
- Increased percentage utilization of M/WBE construction subcontractors (up from 7.7% to 28.9%).
- Increased the number of M/WBE subcontractors utilized (Construction up 27.2%, Architecture and Engineering up 82.0%)
- Increased percentage of total contract going to M/WBE construction subcontractors (tripled).

Exhibit 7-5 above also indicates that the Charlotte SBO Program is apparently as effective as other M/WBE programs in the Charlotte area and significantly more effective in construction, which is the primary focus of the subcontracting component of Charlotte's SBO Program. For overall construction (primes and subs), Charlotte achieved M/WBE utilization of 9.19%, as compared to 3.82% at Charlotte Mecklenburg Schools, 5.06% in Mecklenburg County and .44% at CPCC.

The relative effectiveness of the Charlotte SBO Program is in all likelihood due to the more rigorous good faith efforts requirements of the SBO Program (as compared to the State of North Carolina's M/WBE statute), and the fact that Charlotte can, and has been, more aggressive in enforcing project goals under the SBO Program due to the reduced risk of litigation on constitutional grounds. Charlotte rejected the bids of twelve low bidders during the current study period for noncompliance with the SBO Program as compared to rejecting two low bidders for noncompliance with the previous M/WBE Program during the study period of the 2003 Disparity Study.

COMMENDATION AND RECOMMENDATION 6: RFP Language

Charlotte should be commended for using a Construction Manager at Risk (CMR) procurement method on two recent projects and integrating SBE objectives into those procurements. Charlotte should consider placing in its RFPs (particularly for large projects, professional services contracts, and sole source engagements) language asking proposers about their strategies for M/WBE inclusion on the project and their past history of supplier diversity. A number of agencies, including the Port Authority of New York and New Jersey, have had success in soliciting creative responses to these requests, even in areas such as large-scale investment management and insurance contracts.

Charlotte Programs and Policies Commendations and Recommendations

COMMENDATION AND RECOMMENDATION 7: Program Data Management

Charlotte has made considerable progress in data management since the last disparity study. Nevertheless, there is still room for improvement. Charlotte should use the correction to the data developed by the current disparity study to improve the accuracy of its data classification and reporting. Ideally Charlotte should use uniform data collection systems for all Key Business Units. All Key Business Units should be collecting all subcontractor data (SBEs, non-SBEs, non-M/WBE, etc.). Charlotte should also include M/WBE spending through P-card transactions in its SBE utilization reports. Charlotte is currently evaluating Enterprise Resource Planning (ERP) systems that will help address these data needs.

RECOMMENDATION AND COMMENDATION 8: Charlotte SBO Program Website

Charlotte should be commended for a very complete SBE website. Charlotte should expand the SBO Program website to include informal contracting opportunities by Key Business Unit.

RECOMMENDATION AND COMMENDATION 9: SBE Certification

Charlotte should be commended for having a small business size standard that is a percentage of the Small Business Administration size standard, as well as tracking and reporting the number of certified SBEs. The Charlotte SBO size standard should be updated to reflect the Small Business Administration standards. Charlotte should consider raising the personal net worth standard to match the U.S. DOT personal net worth standard of \$1.32 million for Disadvantaged Business Enterprises (DBEs).

COMMENDATION AND RECOMMENDATION 10: Business Development Assistance

Charlotte should be commended for its establishment of a mentor-protégé program. Charlotte should consider the California Department of Transportation approach of establishing project specific mentor-protégé arrangements. Future Charlotte management and technical assistance contracts with outside consultants and organizations should be structured to include incentives for producing results, such as diversifying SBE subcontractor utilization and increasing the number of SBEs graduating from subcontract work to prime contracting.

COMMENDATION AND RECOMMENDATION 11: Outreach

Charlotte should be commended for its outreach efforts. Charlotte should consider regular outreach to firms certified as Historically Underutilized Businesses (HUBs), Small Business Administration 8(a) firms, Disadvantaged Business Enterprises (DBEs), Small Disadvantaged Businesses (SDB) to expand the base of certified SBEs.

COMMENDATION 12: Prompt Payment

Charlotte should be commended for supplementing North Carolina State rules on prompt payment by making Quick Pay a component of Charlotte's Good faith Efforts options. Survey and interview evidence suggests there may still be some instances of lack of compliance with established rules.

RECOMMENDATION 13: Performance Measures

Charlotte should consider additional performance measures other than S/M/WBE percentage utilization. Charlotte should develop additional measures to gauge the effectiveness of its efforts. Possible measures that are relevant include:

- Increase in SBE prime contract awards.
- Growth in the number of SBEs winning their first prime or subcontract on Charlotte projects.
- Increase in the number of SBEs successfully graduating from the program.
- Increase in the number of contracts won by SBE protégés in the mentor-protégé program.

APPENDICES

***APPENDIX A:
DISPARITY STUDY
ANNOUNCEMENT***

APPENDIX A
DISPARITY STUDY ANNOUNCEMENT

This appendix presents the Disparity Study Announcement, below.



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 Charlotte (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
- Public Hearings

NOTICE FOR PERSONS WITH DISABILITIES: Persons with disabilities who plan to participate in one of these activities and who may need auxiliary aids or services such as interpreters for persons who are deaf or hearing impaired, readers, large print or braille, also non-English speaking persons who may need assistance are requested to contact Vernetta Mitchell at 704-531-4099.

Individuals or business owners interested in contributing information or participating in any of the activities can contact:

Vernetta Mitchell
MGT of America, Inc.
(704) 531-4099
vmitchel@mgtamer.com

The City of Charlotte and MGT of America would like to thank you for your participation in and support of this important study.

To verify the information in this announcement contact Mr. Alban Burney, Small Business Development Coordinator (704) 336-4178, or aburney@ci.charlotte.nc.us

November 24, 2010

***APPENDIX B:
PUBLIC HEARING
ANNOUNCEMENT***

APPENDIX B
PUBLIC HEARING ANNOUNCEMENT

This appendix presents the Public Hearing Announcement, below.



Update Disparity Study Notice of Public Hearing

The City of Charlotte (City) will hold a public hearing to receive testimony regarding minority- and women-owned business enterprises (M/WBE) and non-M/WBE business owners' experiences doing business with or attempting to do business with the city of Charlotte and its contractors/service providers.

Date: April 5, 2011
Time: 6:00 – 8:00 pm
Location: Charlotte-Mecklenburg Government Center
600 East 4th Street
Room 267
Charlotte, NC 28202

The purpose of this hearing is to learn about M/WBE and non-M/WBE business owners' experiences with contracting or subcontracting, or attempting to do so, on any of the City's projects and, related experiences. Thus, if you have tried to contract with the City, vendors, or contractors working under an agreement with the City, we would like to know about your experiences.

Information the City will be seeking includes, but is not limited to: whether or not firms face difficulties or barriers when bidding as prime contractors/service providers, subcontractors/subconsultants, or vendors; whether or not business owners believe they have been treated fairly or unfairly based on their race, ethnicity, or gender; whether or not prime contractors solicit, or fail to solicit, bids or price quotes from M/WBE firms on non-goal projects; and whether or not there is a level playing field for firms in access to capital, bonding, and insurance. Personal testimony will be limited to five minutes.

Parking is available at no charge in the Davidson Street deck adjacent to the Government Center.

If you are not able to attend this public hearing to provide your testimony, you may submit written testimony no later than April 19, 2011, to Ms. Vernetta Mitchell, MGT of America, Inc., at vmitchel@mgtamer.com, by fax 850-385-4501, or mail to 2123 Centre Pointe Blvd., Tallahassee, FL 32308.

NOTICE FOR PERSONS WITH DISABILITIES: Persons with disabilities who plan to participate in this activity and who may need auxiliary aids or services, such as interpreters for persons who are deaf or hearing impaired, readers, large print or Braille, or non-English speaking persons who may need assistance, are requested to contact Vernetta Mitchell at 704-531-4099 at least two (2) working days prior to the activity so that the appropriate arrangements may be made.

To verify the information in this announcement, contact Mr. Alban Burney, Small Business Development Coordinator at (704) 336-4178 or aburney@ci.charlotte.nc.us.

***APPENDIX C:
SURVEY OF VENDORS
INSTRUMENT***

APPENDIX C
SURVEY OF BUSINESS OWNERS

This appendix presents the City of Charlotte Survey of Business Owners, below.

City of Charlotte Survey of Business Owners

1. Introduction

MGT of America is conducting a survey of business owners for the City of Charlotte (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 Charlotte.

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. Individual information is kept confidential.

2. Respondent Verification

* 1. What is your title?

Owner

CEO/President

Manager/Financial Officer

Other

3. Respondent Verification

* 2. Are you able to answer questions concerning ownership and business activities?

Yes

No

City of Charlotte Survey of Business Owners

4. Business Information

Please provide us with information about your business.

*** 3. Please provide your name and phone number just in case we have any further questions?**

Contact Name

Contact Telephone Number

*** 4. Which ONE of the following is your company's primary line of business? (Please Specify In Question 4)**

Construction (general contractor, electrical, site work, HVAC, drywall, etc.)

Architecture & Engineering (includes environmental, structural, land development)

Professional Services (consulting, accounting, marketing, legal services, etc.)

Other Services (landscaping, software development, janitorial, security, training, vehicle maintenance, etc.)

Goods (books, office supplies, computers, equipment, vehicles, etc.)

*** 5. Please specify your company's primary work type**

City of Charlotte Survey of Business Owners

5. Business Ownership Information

* 6. Is 51 percent or more of your company owned and controlled by a woman or women?

Yes

No

Don't Know

* 7. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party?

White/Caucasian

African American

Asian or Pacific Islander

Hispanic American

Native American/Alaskan Native

No Response/Don't Know

Other (please specify)

* 8. What is the highest level of education completed by the primary owner of your company?

Some high school

High school graduate

Trade or technical education

Some college

College degree

Post graduate degree

No response/Don't know

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

of Years

City of Charlotte Survey of Business Owners

6. Business Information

* **10. In what year was your company established?**

Year of Establishment:

* **11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?**

0-10

11-20

21-30

31-40

41+

* **12. Which of the following categories best approximates your company's gross revenues for calendar year 2010?**

Up to \$50,000?

\$50,001 to \$100,000?

\$100,001 to \$300,000?

\$300,001 to \$500,000?

\$500,001 to \$1 million?

\$1,000,001 to \$3 million?

\$3,000,001 to \$5 million?

\$5,000,001 to \$10 million?

Over \$10 million?

Don't Know

* **13. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with:**

The City of Charlotte %

Other Government Agencies%

Private sector (Non-government)%

City of Charlotte Survey of Business Owners

14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?

Up to \$50,000?

\$50,001 to \$100,000?

\$100,001 to \$250,000?

\$250,001 to \$500,000?

\$500,001 to \$1 million?

Over \$1 million?

Don't Know

7. Certifications

* 15. Is your business certified with the City's Small Business Opportunity Program (SBO)?

Yes

No

Don't Know

City of Charlotte Survey of Business Owners

8. Certifications

* **16. If you are not certified as an SBO with the City, what is the primary reason you are not?**

Not qualified

Certification does not benefit my firm

Application asks for too much information

No reason

Other (please specify)

* **17. Do you have any of these certifications?**

	Yes	No	Don't Know
MBE (Minority Business Enterprise)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DBE (Disadvantaged Business Enterprise)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WBE (Woman Business Enterprise)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HUB (Historically Underutilized Business)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* **18. Is your business certified with any other agency?**

Yes

No

Don't Know

9. Certifications

*** 19. If so, with whom are you certified?**

10. Business Experiences with the City of Charlotte

Describe your experiences doing business with or attempting to do business with the City of Charlotte.

* **20. Is your company registered with the City's vendor registration system?**

Yes

No

Don't Know

11. Experiences Doing Business with the City of Charlotte

21. Using 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

City of Charlotte Survey of Business Owners

12. Experiences Doing Business with the City of Charlotte

* 22. The following list of factors may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects as a prime contractor/service provider or subcontractor on projects for the City:

	Yes	No	Don't Know	Not Applicable
Prequalification requirements	jn	jn	jn	jn
Bid bond requirement	jn	jn	jn	jn
Performance bond requirement	jn	jn	jn	jn
Payment bond requirement	jn	jn	jn	jn
Financing	jn	jn	jn	jn
Insurance (general liability, professional liability, etc.)	jn	jn	jn	jn
Proposal/Bid specifications	jn	jn	jn	jn
Limited time given to prepare bid package or quote	jn	jn	jn	jn
Limited knowledge of purchasing contracting policies and procedures	jn	jn	jn	jn
Lack of experience	jn	jn	jn	jn
Lack of personnel	jn	jn	jn	jn
Contract too large	jn	jn	jn	jn
Selection process	jn	jn	jn	jn
Unnecessary restrictive contract specifications	jn	jn	jn	jn
Slow payment or nonpayment	jn	jn	jn	jn
Competing with large companies	jn	jn	jn	jn

13. Experiences Doing Business with the City of Charlotte

* **23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?**

- None
- 1-10 times
- 11-25 times
- 26-50 times
- 51-100 times
- Over 100 times

* **24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?**

- None
- 1-10 times
- 11-25 times
- 26-50 times
- 51-100 times
- Over 100 times

14. Experiences Doing Business with the City of Charlotte

* **25. 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 projects funded by the City?**

Less than 30 days

31-60 days

61-90 days

91-120 days

Over 120 days

Not Applicable

15. Experiences Doing Business with the City of Charlotte

* 26. Between 2006 and 2010, have you ever submitted a bid 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

No

Don't Know

16. Business Experiences with the City of Charlotte

These questions refer to your experiences doing business with the City of Charlotte as a subcontractor (i.e. doing business with the City through a Prime contractor).

*** 27. Between 2006 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
- 1-10 times
- 11-25 times
- 26-50 times
- 51-100 times
- Over 100 times

17. Experiences Doing Business with the City of Charlotte

These questions refer to your experiences doing business with the City of Charlotte as a subcontractor (i.e. doing business with the City through a Prime contractor).

* **28. Between 2006 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
- 1-10 times
- 11-25 times
- 26-50 times
- 51-100 times
- Over 100 times

18. Experiences Doing Business with the City of Charlotte

These questions refer to your experiences doing business with the City of Charlotte as a subcontractor (i.e. doing business with the City through a Prime contractor).

* **29. Between 2006 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

31-60 days

61-90 days

91-120 days

Over 120 days

Not Applicable

* **30. 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

Often

Sometimes

Seldom

Never

Don't Know

Not Applicable

* **31. As a subcontractor, your working experience with prime contractors/service providers has been:**

Excellent

Good

Fair

Poor

19. Experiences with Bonding

* 32. Are you required to have bonding for the type of work that your company bids?

Yes

No

Don't Know

20. Experiences with Bonding

* 33. What is your current aggregate bonding limit?

- Below \$100,000
- \$100,001 to \$250,000
- \$250,001 to \$500,000
- \$500,001 to \$1 million
- \$1,000,001 to \$1,500,000
- \$1,500,001 to \$3 million
- \$3,000,001 to \$5 million
- Over \$5 million
- Don't Know

* 34. What is your current single project bonding limit?

- Below \$100,000
- \$100,001 to \$250,000
- \$250,001 to \$500,000
- \$500,001 to \$1 million
- \$1,000,001 to \$1,500,000
- \$1,500,001 to \$3 million
- \$3,000,001 to \$5 million
- Over \$ 5 million
- Don't Know/ Not Applicable

21. Experiences with Discriminatory Behavior

* **35. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2010 by the City when bidding or proposing on a project?**

Yes

No

Don't Know

Not Applicable

22. Experiences Doing Business with the City of Charlotte

* **36. What was the most noticeable way you became aware of the discrimination against your company?**

Verbal Comment

Written Statement

Action taken against the company

Don't Know

* **37. Which of the following do you consider the primary reason for your company being discriminated against:**

Owner's race or ethnicity

Owner's sex

Don't Know

* **38. When did the discrimination first occur:**

During bidding process

After contract awarded

Don't Know

* **39. Did you file a complaint?**

Yes

No

Don't Know

23. Experiences with Discriminatory Behavior

* 40. As a subcontractor did you experience discriminatory behavior between 2006 and 2010 from a prime contractor/service provider working or bidding on a City project?

Yes

No

Don't Know

Not Applicable

24. Experiences with Discriminatory Behavior

* **41. What was the most noticeable way you became aware of the discrimination against your company?**

Verbal Comment

Written Statement

Action taken against the company

Don't Know

* **42. Which of the following do you consider the primary reason for your company being discriminated against:**

Owner's race or ethnicity

Owner's sex

Don't Know

* **43. When did the discrimination first occur:**

During bidding process

After contract awarded

Don't Know

* **44. Did you file a complaint?**

Yes

No

Don't Know

City of Charlotte Survey of Business Owners

25. Experiences Doing Business with the City of Charlotte

* 45. Still talking about the City and 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:

	Yes	No	Not Applicable
Harassment	jn	jn	jn
Unequal or unfair treatment	jn	jn	jn
Bid shopping or bid manipulation	jn	jn	jn
Double standards in performance	jn	jn	jn
Denial of opportunity to bid	jn	jn	jn
Unfair denial of contract award	jn	jn	jn
Unfair termination	jn	jn	jn

26. Experiences Doing Business in the Private Sector (General)

* **46. For the following statement, please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree.**

"There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector":

Strongly Agree

Somewhat Agree

Neither Agree Nor Disagree

Somewhat Disagree

Strongly Disagree

47. What trade associations or business organizations are you a member of?

Organization #1

Organization #2

Organization #3

Organization #4

* **48. 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

No

Don't Know

City of Charlotte Survey of Business Owners

* 49. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals?

Very Often

Sometimes

Seldom

Never

Not Applicable

27. Experiences Doing Business in the Private Sector

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.

* **50. Have you experienced discriminatory behavior from the private sector between 2006 and 2010?**

Yes

No

Don't Know/ Not Applicable

28. Discriminatory Behavior - Private Sector

* **51. What was the most noticeable way you became aware of the discrimination against your company?**

Verbal Comment

Written Statement

Action taken against the company

Don't Know

* **52. Which of the following do you consider the primary reason for your company being discriminated against:**

Owner's race or ethnicity

Owner's sex

Don't Know

* **53. When did the discrimination first occur:**

During bidding process

After contract awarded

Don't Know

* **54. Did you file a complaint?**

Yes

No

Don't Know

29. Experiences Obtaining Capital

* 55. Has your company applied for a commercial (business) bank loan between 2006 and 2010?

Yes

No

Don't Know

30. Experiences Obtaining Capital

* **56. Were you approved or denied for a commercial (business) bank loan?**

Yes

No

Don't Know

* **57. Which of the following do you believe was the primary reason for your being denied a loan?**

Insufficient Documentation

Insufficient Business History

Confusion about the Process

Race or Ethnicity of Owner

Gender of Owner

Don't Know

31. Thank you for completing the survey!

That completes the survey. On behalf of the city of Charlotte, thank you very much for sharing your time and thoughts in this important project. To learn more about this study please contact Economic Development's Small Business Opportunity Program [here](#)

**APPENDIX D:
SURVEY OF VENDORS RESULTS**

**APPENDIX D
SURVEY OF VENDORS RESULTS**

Q1. What is your title? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q1. What is your title?	CEO/President	Count	47	11	14	6	24	20	2	0	124
		% within Q1. What is your title?	37.9%	8.9%	11.3%	4.8%	19.4%	16.1%	1.6%	.0%	100.0%
		% within Ethnicity	28.0%	22.4%	28.6%	31.6%	20.5%	24.7%	14.3%	.0%	24.7%
		% of Total	9.4%	2.2%	2.8%	1.2%	4.8%	4.0%	4.3%	.0%	24.7%
	Manager/Financial Officer	Count	10	6	2	3	14	19	1	0	55
		% within Q1. What is your title?	18.2%	10.9%	3.6%	5.5%	25.5%	34.5%	1.8%	.0%	100.0%
		% within Ethnicity	6.0%	12.2%	4.1%	15.8%	12.0%	23.5%	7.1%	.0%	11.0%
		% of Total	2.0%	1.2%	.4%	.6%	2.8%	3.8%	.2%	.0%	11.0%
	Other	Count	6	11	8	2	12	11	6	2	58
		% within Q1. What is your title?	10.3%	19.0%	13.8%	3.4%	20.7%	19.0%	10.3%	3.4%	100.0%
		% within Ethnicity	3.6%	22.4%	16.3%	10.5%	10.3%	13.6%	42.9%	40.0%	52.8%
		% of Total	1.2%	2.2%	1.6%	.4%	2.4%	2.2%	1.2%	.4%	11.6%
Owner	Count	105	21	25	8	67	31	5	3	265	
	% within Q1. What is your title?	39.6%	7.9%	9.4%	3.0%	25.3%	11.7%	1.9%	1.1%	100.0%	
	% within Ethnicity	62.5%	42.9%	51.0%	42.1%	57.3%	38.3%	35.7%	60.0%	52.8%	
	% of Total	20.9%	4.2%	5.0%	1.6%	13.3%	6.2%	1.0%	.6%	52.8%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q1. What is your title?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q4. Which one of the following is your company's primary line of business? * Ethnicity Crosstabulation

			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)	Count	11	10	4	1	12	10	0	0	48
		% within Q4. Which one of the following is your company's primary line of business?	22.9%	20.8%	8.3%	2.1%	25.0%	20.8%	.0%	.0%	100.0%
		% within Ethnicity	6.5%	20.4%	8.2%	5.3%	10.3%	12.3%	.0%	.0%	9.6%
	Construction (general contractor, electrical, site work, HVAC, etc.)	Count	37	6	19	7	24	23	4	1	121
		% within Q4. Which one of the following is your company's primary line of business?	30.6%	5.0%	15.7%	5.8%	19.8%	19.0%	3.3%	.8%	100.0%
		% within Ethnicity	22.0%	12.2%	38.8%	36.8%	20.5%	28.4%	28.6%	20.0%	24.1%
	Goods (books, office supplies, computers, equipment, vehicles, etc.)	Count	15	10	5	2	21	16	3	1	73
		% within Q4. Which one of the following is your company's primary line of business?	20.5%	13.7%	6.8%	2.7%	28.8%	21.9%	4.1%	1.4%	100.0%
		% within Ethnicity	8.9%	20.4%	10.2%	10.5%	17.9%	19.8%	21.4%	20.0%	14.5%
	Other Services (landscaping, software development, janitorial, security, etc.)	Count	47	10	11	5	20	10	4	2	109
		% within Q4. Which one of the following is your company's primary line of business?	43.1%	9.2%	10.1%	4.6%	18.3%	9.2%	3.7%	1.8%	100.0%
		% within Ethnicity	28.0%	20.4%	22.4%	26.3%	17.1%	12.3%	28.6%	40.0%	21.7%
	Professional Services (consulting, accounting, marketing, legal services, etc.)	Count	58	13	10	4	40	22	3	1	151
		% within Q4. Which one of the following is your company's primary line of business?	38.4%	8.6%	6.6%	2.6%	26.5%	14.6%	2.0%	.7%	100.0%
		% within Ethnicity	34.5%	26.5%	20.4%	21.1%	34.2%	27.2%	21.4%	20.0%	30.1%
	Total	Count	168	49	49	19	117	81	14	5	502
% within Q4. Which one of the following is your company's primary line of business?		33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
% within Ethnicity		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q6. Is 51% or more of your company owned and controlled by a woman or women? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q6. Is 51% or more of your company owned and controlled by a woman or women?	Yes	Count	62	19	18	7	117	0	5	3	231
		% within Q6. Is 51% or more of your company owned and controlled by a woman or women?	26.8%	8.2%	7.8%	3.0%	50.6%	.0%	2.2%	1.3%	100.0%
		% within Ethnicity	36.9%	38.8%	36.7%	36.8%	100.0%	.0%	35.7%	60.0%	46.0%
	No	% of Total	12.4%	3.8%	3.6%	1.4%	23.3%	.0%	1.0%	.6%	46.0%
		Count	105	30	30	12	0	81	9	1	268
		% within Q6. Is 51% or more of your company owned and controlled by a woman or women?	39.2%	11.2%	11.2%	4.5%	.0%	30.2%	3.4%	.4%	100.0%
	Don't know	% within Ethnicity	62.5%	61.2%	61.2%	63.2%	.0%	100.0%	64.3%	20.0%	53.4%
		% of Total	20.9%	6.0%	6.0%	2.4%	.0%	16.1%	1.8%	.2%	53.4%
		Count	1	0	1	0	0	0	0	1	3
Total	% within Q6. Is 51% or more of your company owned and controlled by a woman or women?	33.3%	.0%	33.3%	.0%	.0%	.0%	.0%	33.3%	100.0%	
	% within Ethnicity	.6%	.0%	2.0%	.0%	.0%	.0%	.0%	20.0%	.6%	
	% of Total	.2%	.0%	.2%	.0%	.0%	.0%	.0%	.2%	.6%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q6. Is 51% or more of your company owned and controlled by a woman or women?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner? * Ethnicity Crosstabulation

			Ethnicity							Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		No Response/Don't Know
Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	African American	Count	168	0	0	0	0	0	0	0	168
		% within Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	33.5%
		% of Total	33.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	33.5%
Asian or Pacific Islander	Count	0	49	0	0	0	0	0	0	49	
		% within Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	9.8%
		% of Total	.0%	9.8%	.0%	.0%	.0%	.0%	.0%	.0%	9.8%
Hispanic American	Count	0	0	49	0	0	0	0	0	49	
		% within Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	9.8%
		% of Total	.0%	.0%	9.8%	.0%	.0%	.0%	.0%	.0%	9.8%
Native American/Alaskan Native	Count	0	0	0	19	0	0	0	0	19	
		% within Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	3.8%
		% of Total	.0%	.0%	.0%	3.8%	.0%	.0%	.0%	.0%	3.8%
No Response/Don't Know	Count	0	0	0	0	0	0	0	5	5	
		% within Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	1.0%	
		% of Total	.0%	.0%	.0%	.0%	.0%	.0%	1.0%	1.0%	
Other (please specify)	Count	0	0	0	0	0	0	14	0	14	
		% within Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	2.8%
		% of Total	.0%	.0%	.0%	.0%	.0%	2.8%	.0%	.0%	2.8%
White/Caucasian	Count	0	0	0	0	117	81	0	0	198	
		% within Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	.0%	.0%	.0%	.0%	59.1%	40.9%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	100.0%	100.0%	.0%	.0%	39.4%
		% of Total	.0%	.0%	.0%	.0%	23.3%	16.1%	.0%	.0%	39.4%
Total	Count	168	49	49	19	117	81	14	5	502	
		% within Q7. Which of the following would you consider to be the race or ethnic origin of the controlling owner?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q8. What is the highest level of education completed by the primary owner? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q8. What is the highest level of education completed by the primary owner?	Some high school	Count	1	0	2	1	0	0	0	0	4
		% within Q8. What is the highest level of education completed by the primary owner?	25.0%	.0%	50.0%	25.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.6%	.0%	4.1%	5.3%	.0%	.0%	.0%	.0%	.8%
			% of Total	.2%	.0%	.4%	.2%	.0%	.0%	.8%	
	High school graduate	Count	10	1	9	3	10	4	2	0	39
		% within Q8. What is the highest level of education completed by the primary owner?	25.6%	2.6%	23.1%	7.7%	25.6%	10.3%	5.1%	.0%	100.0%
		% within Ethnicity	6.0%	2.0%	18.4%	15.8%	8.5%	4.9%	14.3%	.0%	7.8%
			% of Total	2.0%	.2%	1.8%	.6%	2.0%	.8%	7.8%	
	Trade or technical education	Count	6	0	5	0	5	3	0	0	19
		% within Q8. What is the highest level of education completed by the primary owner?	31.6%	.0%	26.3%	.0%	26.3%	15.8%	.0%	.0%	100.0%
		% within Ethnicity	3.6%	.0%	10.2%	.0%	4.3%	3.7%	.0%	.0%	3.8%
			% of Total	1.2%	.0%	1.0%	.0%	1.0%	.6%	3.8%	
	Some college	Count	31	3	6	4	16	13	1	2	76
		% within Q8. What is the highest level of education completed by the primary owner?	40.8%	3.9%	7.9%	5.3%	21.1%	17.1%	1.3%	2.6%	100.0%
		% within Ethnicity	18.5%	6.1%	12.2%	21.1%	13.7%	16.0%	7.1%	40.0%	15.1%
			% of Total	6.2%	.6%	1.2%	.8%	3.2%	2.6%	15.1%	
	College degree	Count	62	18	18	9	57	36	2	1	203
		% within Q8. What is the highest level of education completed by the primary owner?	30.5%	8.9%	8.9%	4.4%	28.1%	17.7%	1.0%	.5%	100.0%
		% within Ethnicity	36.9%	36.7%	36.7%	47.4%	48.7%	44.4%	14.3%	20.0%	40.4%
			% of Total	12.4%	3.6%	3.6%	1.8%	11.4%	7.2%	40.4%	
	No response/ Don't know	Count	58	27	9	2	29	25	9	2	161
		% within Q8. What is the highest level of education completed by the primary owner?	36.0%	16.8%	5.6%	1.2%	18.0%	15.5%	5.6%	1.2%	100.0%
		% within Ethnicity	34.5%	55.1%	18.4%	10.5%	24.8%	30.9%	64.3%	40.0%	32.1%
			% of Total	11.6%	5.4%	1.8%	.4%	5.8%	5.0%	1.8%	4%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q8. What is the highest level of education completed by the primary owner?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%

Q9. How many years experience in your company's business line does the primary owner of your firm have? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q9. How many years experience in your company's business line does the primary owner of your firm have?	0-10 Years	Count	47	10	14	3	23	7	2	1	107
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	43.9%	9.3%	13.1%	2.8%	21.5%	6.5%	1.9%	.9%	100.0%
		% within Ethnicity	28.0%	20.4%	28.6%	15.8%	19.7%	8.6%	14.3%	20.0%	21.3%
		% of Total	9.4%	2.0%	2.8%	.6%	4.6%	1.4%	.4%	.2%	21.3%
	11-20 Years	Count	52	20	18	3	31	16	4	1	145
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	35.9%	13.8%	12.4%	2.1%	21.4%	11.0%	2.8%	.7%	100.0%
		% within Ethnicity	31.0%	40.8%	36.7%	15.8%	26.5%	19.8%	28.6%	20.0%	28.9%
		% of Total	10.4%	4.0%	3.6%	.6%	6.2%	3.2%	.8%	.2%	28.9%
	21-25 Years	Count	26	8	6	2	21	17	2	2	84
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	31.0%	9.5%	7.1%	2.4%	25.0%	20.2%	2.4%	2.4%	100.0%
		% within Ethnicity	15.5%	16.3%	12.2%	10.5%	17.9%	21.0%	14.3%	40.0%	16.7%
		% of Total	5.2%	1.6%	1.2%	.4%	4.2%	3.4%	.4%	.4%	16.7%
	26-30 Years	Count	28	5	6	8	24	14	2	0	87
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	32.2%	5.7%	6.9%	9.2%	27.6%	16.1%	2.3%	.0%	100.0%
		% within Ethnicity	16.7%	10.2%	12.2%	42.1%	20.5%	17.3%	14.3%	.0%	17.3%
		% of Total	5.6%	1.0%	1.2%	1.6%	4.8%	2.8%	.4%	.0%	17.3%
	31+ Years	Count	15	6	5	3	18	27	4	1	79
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	19.0%	7.6%	6.3%	3.8%	22.8%	34.2%	5.1%	1.3%	100.0%
		% within Ethnicity	8.9%	12.2%	10.2%	15.8%	15.4%	33.3%	28.6%	20.0%	15.7%
		% of Total	3.0%	1.2%	1.0%	.6%	3.6%	5.4%	.8%	.2%	15.7%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q9. How many years experience in your company's business line does the primary owner of your firm have?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q10. In what year was your company established? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q10. In what year was your company established?	Prior to 1970	Count	3	2	0	1	10	15	5	1	37
		% within Q10. In what year was your company established?	8.1%	5.4%	.0%	2.7%	27.0%	40.5%	13.5%	2.7%	100.0%
		% within Ethnicity	1.8%	4.1%	.0%	5.3%	8.5%	18.5%	35.7%	20.0%	7.4%
		% of Total	.6%	.4%	.0%	.2%	2.0%	3.0%	1.0%	.2%	7.4%
1971 to 1980		Count	1	1	3	1	9	7	1	0	23
		% within Q10. In what year was your company established?	4.3%	4.3%	13.0%	4.3%	39.1%	30.4%	4.3%	.0%	100.0%
		% within Ethnicity	.6%	2.0%	6.1%	5.3%	7.7%	8.6%	7.1%	.0%	4.6%
		% of Total	.2%	.2%	.6%	.2%	1.8%	1.4%	.2%	.0%	4.6%
1981 to 1990		Count	23	5	3	4	18	15	1	2	71
		% within Q10. In what year was your company established?	32.4%	7.0%	4.2%	5.6%	25.4%	21.1%	1.4%	2.8%	100.0%
		% within Ethnicity	13.7%	10.2%	6.1%	21.1%	15.4%	18.5%	7.1%	40.0%	14.1%
		% of Total	4.6%	1.0%	.6%	.8%	3.6%	3.0%	.2%	.4%	14.1%
1991 to 2000		Count	30	18	15	6	33	25	3	1	131
		% within Q10. In what year was your company established?	22.9%	13.7%	11.5%	4.6%	25.2%	19.1%	2.3%	.8%	100.0%
		% within Ethnicity	17.9%	36.7%	30.6%	31.6%	28.2%	30.9%	21.4%	20.0%	26.1%
		% of Total	6.0%	3.6%	3.0%	1.2%	6.6%	5.0%	.6%	.2%	26.1%
2001 to 2005		Count	47	13	11	1	25	9	0	0	106
		% within Q10. In what year was your company established?	44.3%	12.3%	10.4%	.9%	23.6%	8.5%	.0%	.0%	100.0%
		% within Ethnicity	28.0%	26.5%	22.4%	5.3%	21.4%	11.1%	.0%	.0%	21.1%
		% of Total	9.4%	2.6%	2.2%	.2%	5.0%	1.8%	.0%	.0%	21.1%
After 2006		Count	64	10	17	6	22	10	4	1	134
		% within Q10. In what year was your company established?	47.8%	7.5%	12.7%	4.5%	16.4%	7.5%	3.0%	.7%	100.0%
		% within Ethnicity	38.1%	20.4%	34.7%	31.6%	18.8%	12.3%	28.6%	20.0%	26.7%
		% of Total	12.7%	2.0%	3.4%	1.2%	4.4%	2.0%	.8%	.2%	26.7%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q10. In what year was your company established?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q11. 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	140	32	34	9	76	34	7	2	334
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	41.9%	9.6%	10.2%	2.7%	22.8%	10.2%	2.1%	.6%	100.0%
		% within Ethnicity	83.3%	65.3%	69.4%	47.4%	65.0%	42.0%	50.0%	40.0%	66.5%
		% of Total	27.9%	6.4%	6.8%	1.8%	15.1%	6.8%	1.4%	.4%	66.5%
the payroll, including full-time and part-time staff?	11-20 Employees	Count	11	2	7	3	16	15	1	0	55
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	20.0%	3.6%	12.7%	5.5%	29.1%	27.3%	1.8%	.0%	100.0%
		% within Ethnicity	6.5%	4.1%	14.3%	15.8%	13.7%	18.5%	7.1%	.0%	11.0%
		% of Total	2.2%	.4%	1.4%	.6%	3.2%	3.0%	.2%	.0%	11.0%
	21-30 Employees	Count	9	4	3	2	13	7	0	1	39
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	23.1%	10.3%	7.7%	5.1%	33.3%	17.9%	.0%	2.6%	100.0%
		% within Ethnicity	5.4%	8.2%	6.1%	10.5%	11.1%	8.6%	.0%	20.0%	7.8%
		% of Total	1.8%	.8%	.6%	.4%	2.6%	1.4%	.0%	.2%	7.8%
	31-40 Employees	Count	2	3	0	1	2	2	1	0	11
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	18.2%	27.3%	.0%	9.1%	18.2%	18.2%	9.1%	.0%	100.0%
		% within Ethnicity	1.2%	6.1%	.0%	5.3%	1.7%	2.5%	7.1%	.0%	2.2%
		% of Total	.4%	.6%	.0%	.2%	.4%	.4%	.2%	.0%	2.2%
41		Count	6	8	5	4	10	23	5	2	63
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	9.5%	12.7%	7.9%	6.3%	15.9%	36.5%	7.9%	3.2%	100.0%
		% within Ethnicity	3.6%	16.3%	10.2%	21.1%	8.5%	28.4%	35.7%	40.0%	12.5%
		% of Total	1.2%	1.6%	1.0%	.8%	2.0%	4.6%	1.0%	.4%	12.5%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q11. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q12. Which of the following categories best approximates your company's gross revenues for 2010? * Ethnic-Final Crosstabulation

			Ethnic-Final								
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NO RESPONSE/DONT KNOW	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q12. Which of the following categories best approximates your company's gross revenues for 2010?	Up to \$50,000	Count	24	6	8	4	2	16	16	2	78
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	30.8%	7.7%	10.3%	5.1%	2.6%	20.5%	20.5%	2.6%	100.0%
		% within Ethnic-Final	14.3%	12.2%	16.3%	20.0%	40.0%	13.7%	20.0%	14.3%	15.5%
		% of Total	4.8%	1.2%	1.6%	.8%	4.4%	3.2%	4%	15.5%	
\$50,001 to \$100,000	Count	25	5	3	2	1	10	8	2	56	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	44.6%	8.9%	5.4%	3.6%	1.8%	17.9%	14.3%	3.6%	100.0%
		% within Ethnic-Final	14.9%	10.2%	6.1%	10.0%	20.0%	8.5%	10.0%	14.3%	11.2%
		% of Total	5.0%	1.0%	.6%	.4%	.2%	2.0%	1.6%	4%	11.2%
\$100,001 to \$300,000	Count	26	7	5	5	1	21	11	3	79	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	32.9%	8.9%	6.3%	6.3%	1.3%	26.6%	13.9%	3.8%	100.0%
		% within Ethnic-Final	15.5%	14.3%	10.2%	25.0%	20.0%	17.9%	13.8%	21.4%	15.7%
		% of Total	5.2%	1.4%	1.0%	1.0%	2%	4.2%	2.2%	6%	15.7%
\$300,001 to \$500,000	Count	8	4	6	1	0	3	6	1	29	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	27.6%	13.8%	20.7%	3.4%	.0%	10.3%	20.7%	3.4%	100.0%
		% within Ethnic-Final	4.8%	8.2%	12.2%	5.0%	.0%	2.6%	7.5%	7.1%	5.8%
		% of Total	1.6%	.8%	1.2%	.2%	.0%	.6%	1.2%	.2%	5.8%
\$500,001 to \$1 million	Count	16	6	6	1	0	10	9	0	48	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	33.3%	12.5%	12.5%	2.1%	.0%	20.8%	18.8%	.0%	100.0%
		% within Ethnic-Final	9.5%	12.2%	12.2%	5.0%	.0%	8.5%	11.3%	.0%	9.6%
		% of Total	3.2%	1.2%	1.2%	.2%	.0%	2.0%	1.8%	.0%	9.6%
\$1,000,001 to \$3 million	Count	15	5	9	2	1	25	9	1	67	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	22.4%	7.5%	13.4%	3.0%	1.5%	37.3%	13.4%	1.5%	100.0%
		% within Ethnic-Final	8.9%	10.2%	18.4%	10.0%	20.0%	21.4%	11.3%	7.1%	13.3%
		% of Total	3.0%	1.0%	1.8%	.4%	.2%	5.0%	1.8%	2%	13.3%
\$3,000,001 to \$5 million	Count	13	5	1	0	0	6	2	1	28	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	46.4%	17.9%	3.6%	.0%	.0%	21.4%	7.1%	3.6%	100.0%
		% within Ethnic-Final	7.7%	10.2%	2.0%	.0%	.0%	5.1%	2.5%	7.1%	5.6%
		% of Total	2.6%	1.0%	.2%	.0%	.0%	1.2%	.4%	.2%	5.6%
\$5,000,001 to \$10 million	Count	6	4	2	1	0	5	3	0	21	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	28.6%	19.0%	9.5%	4.8%	.0%	23.8%	14.3%	.0%	100.0%
		% within Ethnic-Final	3.6%	8.2%	4.1%	5.0%	.0%	4.3%	3.8%	.0%	4.2%
		% of Total	1.2%	.8%	.4%	.2%	.0%	1.0%	.6%	.0%	4.2%
Over \$10 million	Count	18	1	5	2	0	7	7	3	43	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	41.9%	2.3%	11.6%	4.7%	.0%	16.3%	16.3%	7.0%	100.0%
		% within Ethnic-Final	10.7%	2.0%	10.2%	10.0%	.0%	6.0%	8.8%	21.4%	8.6%
		% of Total	3.6%	.2%	1.0%	.4%	.0%	1.4%	1.4%	.6%	8.6%
Don't know	Count	17	6	4	2	0	14	9	1	53	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	32.1%	11.3%	7.5%	3.8%	.0%	26.4%	17.0%	1.9%	100.0%
		% within Ethnic-Final	10.1%	12.2%	8.2%	10.0%	.0%	12.0%	11.3%	7.1%	10.6%
		% of Total	3.4%	1.2%	.8%	.4%	.0%	2.8%	1.8%	.2%	10.6%
Total	Count	168	49	49	20	5	117	80	14	502	
		% within Q12. Which of the following categories best approximates your company's gross revenues for 2010?	33.5%	9.8%	9.8%	4.0%	1.0%	23.3%	15.9%	2.8%	100.0%
		% within Ethnic-Final	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	4.0%	1.0%	23.3%	15.9%	2.8%	100.0%

Q13a. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: The City of Charlotte * Ethnic-Final Crosstabulation

		Ethnic-Final								Total	
		AMERICAN	AMERICAN	AMERICAN	AMERICAN	DON'T KNOW	FEMALE	MALE	OTHER		
Revenues from - The City of Charlotte	0%	Count	134	40	36	14	1	73	33	11	342
	% within Revenues from - The City of Charlotte	39.2%	11.7%	10.5%	4.1%	.3%	21.3%	9.6%	3.2%	100.0%	
	% within Ethnic-Final	79.8%	81.6%	73.5%	73.7%	20.0%	62.4%	40.7%	78.6%	68.1%	
	% of Total	26.7%	8.0%	7.2%	2.8%	.2%	14.5%	6.6%	2.2%	68.1%	
1%-10%	Count	23	9	9	4	2	33	37	3	120	
	% within Revenues from - The City of Charlotte	19.2%	7.5%	7.5%	3.3%	1.7%	27.5%	30.8%	2.5%	100.0%	
	% within Ethnic-Final	13.7%	18.4%	18.4%	21.1%	40.0%	28.2%	45.7%	21.4%	23.9%	
	% of Total	4.6%	1.8%	1.8%	.8%	.4%	6.6%	7.4%	.6%	23.9%	
11%-25%	Count	6	0	1	0	0	4	6	0	17	
	% within Revenues from - The City of Charlotte	35.3%	.0%	5.9%	.0%	.0%	23.5%	35.3%	.0%	100.0%	
	% within Ethnic-Final	3.6%	.0%	2.0%	.0%	.0%	3.4%	7.4%	.0%	3.4%	
	% of Total	1.2%	.0%	.2%	.0%	.0%	.8%	1.2%	.0%	3.4%	
26%-50%	Count	2	0	1	1	0	1	4	0	9	
	% within Revenues from - The City of Charlotte	22.2%	.0%	11.1%	11.1%	.0%	11.1%	44.4%	.0%	100.0%	
	% within Ethnic-Final	1.2%	.0%	2.0%	5.3%	.0%	.9%	4.9%	.0%	1.8%	
	% of Total	.4%	.0%	.2%	.2%	.0%	.2%	.8%	.0%	1.8%	
51%-75%	Count	1	0	1	0	0	3	1	0	6	
	% within Revenues from - The City of Charlotte	16.7%	.0%	16.7%	.0%	.0%	50.0%	16.7%	.0%	100.0%	
	% within Ethnic-Final	.6%	.0%	2.0%	.0%	.0%	2.6%	1.2%	.0%	1.2%	
	% of Total	.2%	.0%	.2%	.0%	.0%	.6%	.2%	.0%	1.2%	
76%-100	Count	2	0	1	0	2	3	0	0	8	
	% within Revenues from - The City of Charlotte	25.0%	.0%	12.5%	.0%	25.0%	37.5%	.0%	.0%	100.0%	
	% within Ethnic-Final	1.2%	.0%	2.0%	.0%	40.0%	2.6%	.0%	.0%	1.6%	
	% of Total	.4%	.0%	.2%	.0%	.4%	.6%	.0%	.0%	1.6%	
Total	Count	168	49	49	19	5	117	81	14	502	
	% within Revenues from - The City of Charlotte	33.5%	9.8%	9.8%	3.8%	1.0%	23.3%	16.1%	2.8%	100.0%	
	% within Ethnic-Final	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	1.0%	23.3%	16.1%	2.8%	100.0%	

Q13b. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Other Government Agencies * Ethnicity Crosstabulation

			Ethnicity								
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	Total
Q13b.	0%	Count	75	10	18	5	33	19	8	2	170
Approximately		% within Q13b. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Other Government Agencies	44.1%	5.9%	10.6%	2.9%	19.4%	11.2%	4.7%	1.2%	100.0%
your company's		% within Ethnicity	44.6%	20.4%	36.7%	26.3%	28.2%	23.5%	57.1%	40.0%	33.9%
gross revenues		% of Total	14.9%	2.0%	3.6%	1.0%	6.6%	3.8%	1.6%	.4%	33.9%
between 2006											
through 2010 came	1%-10%	Count	25	13	9	3	37	25	4	0	116
from doing		% within Q13b. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Other Government Agencies	21.6%	11.2%	7.8%	2.6%	31.9%	21.6%	3.4%	.0%	100.0%
business with:		% within Ethnicity	14.9%	26.5%	18.4%	15.8%	31.6%	30.9%	28.6%	.0%	23.1%
Other Government		% of Total	5.0%	2.6%	1.8%	.6%	7.4%	5.0%	.8%	.0%	23.1%
Agencies											
	11%-25%	Count	10	5	1	3	7	10	0	1	37
		% within Q13b. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Other Government Agencies	27.0%	13.5%	2.7%	8.1%	18.9%	27.0%	.0%	2.7%	100.0%
		% within Ethnicity	6.0%	10.2%	2.0%	15.8%	6.0%	12.3%	.0%	20.0%	7.4%
		% of Total	2.0%	1.0%	.2%	.6%	1.4%	2.0%	.0%	.2%	7.4%
	26%-50%	Count	14	2	8	7	12	12	1	0	56
		% within Q13b. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Other Government Agencies	25.0%	3.6%	14.3%	12.5%	21.4%	21.4%	1.8%	.0%	100.0%
		% within Ethnicity	8.3%	4.1%	16.3%	36.8%	10.3%	14.8%	7.1%	.0%	11.2%
		% of Total	2.8%	.4%	1.6%	1.4%	2.4%	2.4%	.2%	.0%	11.2%
	51%-75%	Count	17	6	2	0	7	8	1	1	42
		% within Q13b. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Other Government Agencies	40.5%	14.3%	4.8%	.0%	16.7%	19.0%	2.4%	2.4%	100.0%
		% within Ethnicity	10.1%	12.2%	4.1%	.0%	6.0%	9.9%	7.1%	20.0%	8.4%
		% of Total	3.4%	1.2%	.4%	.0%	1.4%	1.6%	.2%	.2%	8.4%
	76%-100%	Count	27	13	11	1	21	7	0	1	81
		% within Q13b. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Other Government Agencies	33.3%	16.0%	13.6%	1.2%	25.9%	8.6%	.0%	1.2%	100.0%
		% within Ethnicity	16.1%	26.5%	22.4%	5.3%	17.9%	8.6%	.0%	20.0%	16.1%
		% of Total	5.4%	2.6%	2.2%	.2%	4.2%	1.4%	.0%	.2%	16.1%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q13b. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Other Government Agencies	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q13c. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Private Sector - Non-Government * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q13c. 0%	Count		15	5	6	1	13	2	0	2	44
	% within Q13c. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Private Sector - Non-Government		34.1%	11.4%	13.6%	2.3%	29.5%	4.5%	.0%	4.5%	100.0%
	% within Ethnicity		8.9%	10.2%	12.2%	5.3%	11.1%	2.5%	.0%	40.0%	8.8%
	% of Total		3.0%	1.0%	1.2%	.2%	2.6%	.4%	.0%	.4%	8.8%
through 2010 came 1%-10% from doing business with: Private Sector - Non-Government	Count		14	6	3	0	9	6	0	1	39
	% within Q13c. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Private Sector - Non-Government		35.9%	15.4%	7.7%	.0%	23.1%	15.4%	.0%	2.6%	100.0%
	% within Ethnicity		8.3%	12.2%	6.1%	.0%	7.7%	7.4%	.0%	20.0%	7.8%
	% of Total		2.8%	1.2%	.6%	.0%	1.8%	1.2%	.0%	.2%	7.8%
11%-25%	Count		12	4	5	0	5	6	0	0	32
	% within Q13c. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Private Sector - Non-Government		37.5%	12.5%	15.6%	.0%	15.6%	18.8%	.0%	.0%	100.0%
	% within Ethnicity		7.1%	8.2%	10.2%	.0%	4.3%	7.4%	.0%	.0%	6.4%
	% of Total		2.4%	.8%	1.0%	.0%	1.0%	1.2%	.0%	.0%	6.4%
26%-50%	Count		14	6	5	4	11	6	2	1	49
	% within Q13c. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Private Sector - Non-Government		28.6%	12.2%	10.2%	8.2%	22.4%	12.2%	4.1%	2.0%	100.0%
	% within Ethnicity		8.3%	12.2%	10.2%	21.1%	9.4%	7.4%	14.3%	20.0%	9.8%
	% of Total		2.8%	1.2%	1.0%	.8%	2.2%	1.2%	.4%	.2%	9.8%
51%-75%	Count		8	1	4	4	14	18	0	0	49
	% within Q13c. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Private Sector - Non-Government		16.3%	2.0%	8.2%	8.2%	28.6%	36.7%	.0%	.0%	100.0%
	% within Ethnicity		4.8%	2.0%	8.2%	21.1%	12.0%	22.2%	.0%	.0%	9.8%
	% of Total		1.6%	.2%	.8%	.8%	2.8%	3.6%	.0%	.0%	9.8%
76%-100%	Count		105	27	26	10	65	43	12	1	289
	% within Q13c. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Private Sector - Non-Government		36.3%	9.3%	9.0%	3.5%	22.5%	14.9%	4.2%	.3%	100.0%
	% within Ethnicity		62.5%	55.1%	53.1%	52.6%	55.6%	53.1%	85.7%	20.0%	57.6%
	% of Total		20.9%	5.4%	5.2%	2.0%	12.9%	8.6%	2.4%	.2%	57.6%
Total	Count		168	49	49	19	117	81	14	5	502
	% within Q13c. Approximately what percentage of your company's gross revenues between 2006 through 2010 came from doing business with: Private Sector - Non-Government		33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
	% within Ethnicity		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	Up to \$50,000	Count	64	10	14	2	27	14	4	2	137
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	46.7%	7.3%	10.2%	1.5%	19.7%	10.2%	2.9%	1.5%	100.0%
		% within Ethnicity	38.1%	20.4%	28.6%	10.5%	23.1%	17.3%	28.6%	40.0%	27.3%
		% of Total	12.7%	2.0%	2.8%	.4%	5.4%	2.8%	.8%	.4%	27.3%
\$50,001 to \$100,000	Count	Count	21	3	7	2	15	3	1	0	52
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	40.4%	5.8%	13.5%	3.8%	28.8%	5.8%	1.9%	.0%	100.0%
		% within Ethnicity	12.5%	6.1%	14.3%	10.5%	12.8%	3.7%	7.1%	.0%	10.4%
		% of Total	4.2%	.6%	1.4%	.4%	3.0%	.6%	.2%	.0%	10.4%
\$100,001 to \$250,000	Count	Count	25	10	4	1	17	12	0	0	69
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	36.2%	14.5%	5.8%	1.4%	24.6%	17.4%	.0%	.0%	100.0%
		% within Ethnicity	14.9%	20.4%	8.2%	5.3%	14.5%	14.8%	.0%	.0%	13.7%
		% of Total	5.0%	2.0%	.8%	.2%	3.4%	2.4%	.0%	.0%	13.7%
\$250,001 to \$500,000	Count	Count	13	4	5	5	9	9	0	1	46
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	28.3%	8.7%	10.9%	10.9%	19.6%	19.6%	.0%	2.2%	100.0%
		% within Ethnicity	7.7%	8.2%	10.2%	26.3%	7.7%	11.1%	.0%	20.0%	9.2%
		% of Total	2.6%	.8%	1.0%	1.0%	1.8%	.0%	.2%	.2%	9.2%
\$500,001 to \$1 million	Count	Count	12	5	6	2	15	5	1	0	46
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	26.1%	10.9%	13.0%	4.3%	32.6%	10.9%	2.2%	.0%	100.0%
		% within Ethnicity	7.1%	10.2%	12.2%	10.5%	12.8%	6.2%	7.1%	.0%	9.2%
		% of Total	2.4%	1.0%	1.2%	.4%	3.0%	1.0%	.2%	.0%	9.2%
Over \$1 million	Count	Count	9	11	6	5	19	26	6	0	82
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	11.0%	13.4%	7.3%	6.1%	23.2%	31.7%	7.3%	.0%	100.0%
		% within Ethnicity	5.4%	22.4%	12.2%	26.3%	16.2%	32.1%	42.9%	.0%	16.3%
		% of Total	1.8%	2.2%	1.2%	1.0%	3.8%	5.2%	1.2%	.0%	16.3%
Don't Know	Count	Count	23	6	7	2	14	10	2	2	66
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	34.8%	9.1%	10.6%	3.0%	21.2%	15.2%	3.0%	3.0%	100.0%
		% within Ethnicity	13.7%	12.2%	14.3%	10.5%	12.0%	12.3%	14.3%	40.0%	13.1%
		% of Total	4.6%	1.2%	1.4%	.4%	2.8%	2.0%	.4%	.4%	13.1%
No Response	Count	Count	1	0	0	0	1	2	0	0	4
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	25.0%	.0%	.0%	.0%	25.0%	50.0%	.0%	.0%	100.0%
		% within Ethnicity	.6%	.0%	.0%	.0%	.9%	2.5%	.0%	.0%	.8%
		% of Total	.2%	.0%	.0%	.0%	.2%	.4%	.0%	.0%	.8%
Total	Count	Count	168	49	49	19	117	81	14	5	502
		% within Q14. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	Yes	Count	66	12	18	4	36	15	3	1	155
		% within Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	42.6%	7.7%	11.6%	2.6%	23.2%	9.7%	1.9%	.6%	100.0%
		% within Ethnicity	39.3%	24.5%	36.7%	21.1%	30.8%	18.5%	21.4%	20.0%	30.9%
Program (SBO)?	No	Count	77	30	21	13	56	42	8	2	249
		% within Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	30.9%	12.0%	8.4%	5.2%	22.5%	16.9%	3.2%	.8%	100.0%
		% within Ethnicity	45.8%	61.2%	42.9%	68.4%	47.9%	51.9%	57.1%	40.0%	49.6%
Don't know	Count	Count	25	7	10	2	25	24	3	2	98
		% within Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	25.5%	7.1%	10.2%	2.0%	25.5%	24.5%	3.1%	2.0%	100.0%
		% within Ethnicity	14.9%	14.3%	20.4%	10.5%	21.4%	29.6%	21.4%	40.0%	19.5%
Total	Count	Count	168	49	49	19	117	81	14	5	502
		% within Q15. Is your business certified with the City's Small Business Opportunity Program (SBO)?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q16. If you are not certified as an SBO with the City, what is the primary reason you are not? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	Not qualified	Count	3	6	2	1	6	23	4	1	46
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	6.5%	13.0%	4.3%	2.2%	13.0%	50.0%	8.7%	2.2%	100.0%
		% within Ethnicity	3.9%	20.0%	9.5%	7.7%	10.7%	54.8%	50.0%	50.0%	18.5%
Certification does not benefit my firm	Count	Count	5	1	2	0	3	1	1	0	13
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	38.5%	7.7%	15.4%	.0%	23.1%	7.7%	7.7%	.0%	100.0%
		% within Ethnicity	6.5%	3.3%	9.5%	.0%	5.4%	2.4%	12.5%	.0%	5.2%
Application asks for too much information	Count	Count	5	0	1	0	5	1	0	1	13
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	38.5%	.0%	7.7%	.0%	38.5%	7.7%	.0%	7.7%	100.0%
		% within Ethnicity	6.5%	.0%	4.8%	.0%	8.9%	2.4%	.0%	50.0%	5.2%
No reason	Count	Count	26	14	12	5	16	9	2	0	84
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	31.0%	16.7%	14.3%	6.0%	19.0%	10.7%	2.4%	.0%	100.0%
		% within Ethnicity	33.8%	46.7%	57.1%	38.5%	28.6%	21.4%	25.0%	.0%	33.7%
Other	Count	Count	38	9	4	7	26	8	1	0	93
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	40.9%	9.7%	4.3%	7.5%	28.0%	8.6%	1.1%	.0%	100.0%
		% within Ethnicity	49.4%	30.0%	19.0%	53.8%	46.4%	19.0%	12.5%	.0%	37.3%
Total	Count	Count	77	30	21	13	56	42	8	2	249
		% within Q16. If you are not certified as an SBO with the City, what is the primary reason you are not?	30.9%	12.0%	8.4%	5.2%	22.5%	16.9%	3.2%	.8%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	% of Total	30.9%	12.0%	8.4%	5.2%	22.5%	16.9%	3.2%	.8%	100.0%

Q17. Do you have the following certification: MBE? * Ethnicity Crosstabulation

		Ethnicity								Total	
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know		
Q17. Do you have the following certification: MBE?	Yes	Count	104	34	29	12	29	0	7	2	217
		% within Q17. Do you have the following certification: MBE?	47.9%	15.7%	13.4%	5.5%	13.4%	.0%	3.2%	.9%	100.0%
		% within Ethnicity	61.9%	69.4%	59.2%	63.2%	24.8%	.0%	50.0%	40.0%	43.2%
		% of Total	20.7%	6.8%	5.8%	2.4%	5.8%	.0%	1.4%	.4%	43.2%
	No	Count	53	14	11	7	83	73	4	2	247
		% within Q17. Do you have the following certification: MBE?	21.5%	5.7%	4.5%	2.8%	33.6%	29.6%	1.6%	.8%	100.0%
		% within Ethnicity	31.5%	28.6%	22.4%	36.8%	70.9%	90.1%	28.6%	40.0%	49.2%
		% of Total	10.6%	2.8%	2.2%	1.4%	16.5%	14.5%	.8%	.4%	49.2%
	Don't know	Count	11	1	9	0	5	8	3	1	38
	% within Q17. Do you have the following certification: MBE?	28.9%	2.6%	23.7%	.0%	13.2%	21.1%	7.9%	2.6%	100.0%	
	% within Ethnicity	6.5%	2.0%	18.4%	.0%	4.3%	9.9%	21.4%	20.0%	7.6%	
	% of Total	2.2%	.2%	1.8%	.0%	1.0%	1.6%	.6%	.2%	7.6%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q17. Do you have the following certification: MBE?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q17. Do you have the following certification: DBE? * Ethnicity Crosstabulation

		Ethnicity								Total	
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know		
Q17. Do you have the following certification: DBE?	Yes	Count	56	13	11	7	21	3	1	0	112
		% within Q17. Do you have the following certification: DBE?	50.0%	11.6%	9.8%	6.3%	18.8%	2.7%	.9%	.0%	100.0%
		% within Ethnicity	33.3%	26.5%	22.4%	36.8%	17.9%	3.7%	7.1%	.0%	22.3%
		% of Total	11.2%	2.6%	2.2%	1.4%	4.2%	.6%	.2%	.0%	22.3%
	No	Count	102	34	30	11	90	71	10	2	350
		% within Q17. Do you have the following certification: DBE?	29.1%	9.7%	8.6%	3.1%	25.7%	20.3%	2.9%	.6%	100.0%
		% within Ethnicity	60.7%	69.4%	61.2%	57.9%	76.9%	87.7%	71.4%	40.0%	69.7%
		% of Total	20.3%	6.8%	6.0%	2.2%	17.9%	14.1%	2.0%	.4%	69.7%
	Don't know	Count	40	2	8	1	6	7	3	3	40
	% within Q17. Do you have the following certification: DBE?	25.0%	5.0%	20.0%	2.5%	15.0%	17.5%	7.5%	7.5%	100.0%	
	% within Ethnicity	6.0%	4.1%	16.3%	5.3%	5.1%	8.6%	21.4%	60.0%	8.0%	
	% of Total	2.0%	.4%	1.6%	.2%	1.2%	1.4%	.6%	.6%	8.0%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q17. Do you have the following certification: DBE?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q17. Do you have the following certification: WBE? * Ethnicity Crosstabulation

		Ethnicity								Total	
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know		
Q17. Do you have the following certification: WBE?	Yes	Count	24	12	11	2	80	0	2	2	133
		% within Q17. Do you have the following certification: WBE?	18.0%	9.0%	8.3%	1.5%	60.2%	.0%	1.5%	1.5%	100.0%
		% within Ethnicity	14.3%	24.5%	22.4%	10.5%	68.4%	.0%	14.3%	40.0%	26.5%
		% of Total	4.8%	2.4%	2.2%	.4%	15.9%	.0%	4.4%	.4%	26.5%
	No	Count	137	37	28	17	29	74	8	1	331
		% within Q17. Do you have the following certification: WBE?	41.4%	11.2%	8.5%	5.1%	8.8%	22.4%	2.4%	.3%	100.0%
		% within Ethnicity	81.5%	75.5%	57.1%	89.5%	24.8%	91.4%	57.1%	20.0%	65.9%
		% of Total	27.3%	7.4%	5.6%	3.4%	5.8%	14.7%	1.6%	.2%	65.9%
	Don't know	Count	7	0	10	0	8	7	4	2	38
	% within Q17. Do you have the following certification: WBE?	18.4%	.0%	26.3%	.0%	21.1%	18.4%	10.5%	5.3%	100.0%	
	% within Ethnicity	4.2%	.0%	20.4%	.0%	6.8%	8.6%	28.6%	40.0%	7.6%	
	% of Total	1.4%	.0%	2.0%	.0%	1.6%	1.4%	.8%	.4%	7.6%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q17. Do you have the following certification: WBE?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q17. Do you have the following certification: HUB? * Ethnicity Crosstabulation

		Ethnicity								Total	
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know		
Q17. Do you have the following certification: HUB?	Yes	Count	95	21	27	12	58	3	3	0	219
		% within Q17. Do you have the following certification: HUB?	43.4%	9.6%	12.3%	5.5%	26.5%	1.4%	1.4%	.0%	100.0%
		% within Ethnicity	56.5%	42.9%	55.1%	63.2%	49.6%	3.7%	21.4%	.0%	43.6%
		% of Total	18.9%	4.2%	5.4%	2.4%	11.6%	.6%	.6%	.0%	43.6%
	No	Count	63	26	12	6	54	71	7	2	241
		% within Q17. Do you have the following certification: HUB?	26.1%	10.8%	5.0%	2.5%	22.4%	29.5%	2.9%	.8%	100.0%
		% within Ethnicity	37.5%	53.1%	24.5%	31.6%	46.2%	87.7%	50.0%	40.0%	48.0%
		% of Total	12.5%	5.2%	2.4%	1.2%	10.8%	14.1%	1.4%	.4%	48.0%
	Don't know	Count	10	2	10	1	5	7	4	3	42
	% within Q17. Do you have the following certification: HUB?	23.8%	4.8%	23.8%	2.4%	11.9%	16.7%	9.5%	7.1%	100.0%	
	% within Ethnicity	6.0%	4.1%	20.4%	5.3%	4.3%	8.6%	28.6%	60.0%	8.4%	
	% of Total	2.0%	.4%	2.0%	.2%	1.0%	1.4%	.8%	.6%	8.4%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q17. Do you have the following certification: HUB?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q18. Is your business certified with any other agency? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q18. Is your business certified with any other agency?	Yes	Count	67	25	15	11	50	16	1	0	185
		% within Q18. Is your business certified with any other agency?	36.2%	13.5%	8.1%	5.9%	27.0%	8.6%	.5%	.0%	100.0%
		% within Ethnicity	39.9%	51.0%	30.6%	57.9%	42.7%	19.8%	7.1%	.0%	36.9%
	No	% of Total	13.3%	5.0%	3.0%	2.2%	10.0%	3.2%	.2%	.0%	36.9%
		Count	90	18	23	7	55	47	10	3	253
		% within Q18. Is your business certified with any other agency?	35.6%	7.1%	9.1%	2.8%	21.7%	18.6%	4.0%	1.2%	100.0%
	Don't know	% within Ethnicity	53.6%	36.7%	46.9%	36.8%	47.0%	58.0%	71.4%	60.0%	50.4%
		% of Total	17.9%	3.6%	4.6%	1.4%	11.0%	9.4%	2.0%	.6%	50.4%
		Count	11	6	11	1	12	18	3	2	64
Total	% within Q18. Is your business certified with any other agency?	17.2%	9.4%	17.2%	1.6%	18.8%	28.1%	4.7%	3.1%	100.0%	
	% within Ethnicity	6.5%	12.2%	22.4%	5.3%	10.3%	22.2%	21.4%	40.0%	12.7%	
	% of Total	2.2%	1.2%	2.2%	.2%	2.4%	3.6%	.6%	.4%	12.7%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q18. Is your business certified with any other agency?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation

		Ethnicity							No Response/ Don't Know	Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q19. If you are certified with another agency, please specify:	AGC; ESCO; EPA; Count	1	0	0	0	0	0	0	0	1
	ETA; BPI; NATE % within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
Approved Vendor-CMS, Fannie Mae	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
AS9100	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
Better Business Bureau, LetPan Certified	Count	0	1	0	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
CA Small Business Administration	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
CCR	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
CCR, ORCA	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
Charlotte Housing Authority	Count	1	0	0	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
Charlotte Housing Authority-Section 3	Count	1	0	0	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
City of Asheville	Count	1	0	0	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
City of Charlotte	Count	1	0	0	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
City of Durham	Count	2	0	0	0	1	0	0	0	3
	% within Q19. If you are certified with another agency, please specify:	66.7%	.0%	.0%	.0%	33.3%	.0%	.0%	.0%	100.0%
	% within Ethnicity	3.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	1.6%
	% of Total	1.1%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	1.6%
CMI, IICRC, USGBC	Count	0	0	0	1	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	9.1%	.0%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%
CMSDC	Count	2	2	0	0	0	0	0	0	4
	% within Q19. If you are certified with another agency, please specify:	50.0%	50.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	3.0%	8.0%	.0%	.0%	.0%	.0%	.0%	.0%	2.1%
	% of Total	1.1%	1.1%	.0%	.0%	.0%	.0%	.0%	.0%	2.1%

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q19. If you are certified with another agency, please specify:	CNSDC; City of Charleston; City of Columbia; SC	Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
CO; EPA; NY; TN; NC		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%
CSMBC		Count	0	0	0	1	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	9.1%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.5%
DBE-VA		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
DE; PA; VA,MO; OR		Count	0	1	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
DE; VA		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
DeKalb County		Count	0	0	1	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	7.1%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
Dept. of Defense		Count	0	1	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
DOT		Count	1	1	1	0	0	0	0	0	0	3
		% within Q19. If you are certified with another agency, please specify:	33.3%	33.3%	33.3%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	4.0%	7.1%	.0%	.0%	.0%	.0%	.0%	.0%	1.6%
		% of Total	.5%	.5%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	1.6%
FBE-Jackson, MS; WBE-Philadelphia; PA		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%
FBO		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
FedBiz		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%
Federal Government		Count	4	0	1	0	0	2	0	0	0	7
		% within Q19. If you are certified with another agency, please specify:	57.1%	.0%	14.3%	.0%	.0%	28.6%	.0%	.0%	.0%	100.0%
		% within Ethnicity	6.0%	.0%	7.1%	.0%	.0%	12.5%	.0%	.0%	.0%	3.7%
		% of Total	2.1%	.0%	.5%	.0%	.0%	1.1%	.0%	.0%	.0%	3.7%
Federal Government - CCR; NCDOT Small Business		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q19. If you are certified with another agency, please specify:	Federal Government - SBE	Count	0	0	0	0	0	0	2	0	2
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	12.5%	.0%	1.1%
		% of Total	.0%	.0%	.0%	.0%	.0%	.0%	1.1%	.0%	1.1%
Federal Government, USPS	Federal Government, USPS	Count	0	0	0	0	0	0	1	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	6.3%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.0%	.5%	.0%	.5%	
Federal Government; State Government	Federal Government; State Government	Count	2	0	0	0	0	0	0	0	2
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	3.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	1.1%
		% of Total	1.1%	.0%	.0%	.0%	.0%	.0%	.0%	1.1%	
Federal Government; WI; NC; PA; Cook County, IL; City of	Federal Government; WI; NC; PA; Cook County, IL; City of	Count	0	0	0	0	0	1	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	5.5%	.0%	.0%	.5%	
Fiber Optic Installation Certification	Fiber Optic Installation Certification	Count	0	1	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.5%	
Firestopping Certification	Firestopping Certification	Count	0	0	1	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	7.1%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%	
GDOT	GDOT	Count	1	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
GMSDC	GMSDC	Count	0	1	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.5%	
GSA	GSA	Count	0	0	0	0	1	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	5.5%	.0%	.0%	.5%	
Hispanic Small Business	Hispanic Small Business	Count	0	0	1	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	7.1%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%	
HNBE; SBE; HABE; ESBE - Texas Uniform Certification	HNBE; SBE; HABE; ESBE - Texas Uniform Certification	Count	0	0	1	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	7.1%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%	
HUBZone	HUBZone	Count	0	0	0	1	2	0	0	0	3
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	33.3%	66.7%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	9.1%	3.8%	.0%	.0%	.0%	1.6%
		% of Total	.0%	.0%	.0%	.5%	1.1%	.0%	.0%	1.6%	
HUBZone; SBA-8(a)	HUBZone; SBA-8(a)	Count	1	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
IICRC; General Contractors License	IICRC; General Contractors License	Count	0	0	0	0	0	1	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	6.3%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.0%	.5%	.0%	.5%	

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q19. If you are certified with another agency, please specify:	Illinois Central Management	Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
ISO 9001:2008		Count	0	1	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
MBE - City of Raleigh; City of Durham		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
MD; DC; NC; PA; OH; VA		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
MWBE - City of Greensboro; City of Durham		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
MWBE-Charlotte Mecklenburg Schools		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
National Government Contracts		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	
NAWBO		Count	0	1	0	0	2	0	0	0	0	3
		% within Q19. If you are certified with another agency, please specify:	.0%	33.3%	.0%	.0%	66.7%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	3.8%	.0%	.0%	.0%	.0%	1.6%
		% of Total	.0%	.5%	.0%	.0%	1.1%	.0%	.0%	.0%	1.6%	
NC		Count	6	0	0	0	7	2	0	0	0	15
		% within Q19. If you are certified with another agency, please specify:	40.0%	.0%	.0%	.0%	46.7%	13.3%	.0%	.0%	.0%	100.0%
		% within Ethnicity	9.0%	.0%	.0%	.0%	13.5%	12.5%	.0%	.0%	.0%	8.0%
		% of Total	3.2%	.0%	.0%	.0%	3.7%	1.1%	.0%	.0%	8.0%	
NC DOT		Count	0	0	0	1	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	9.1%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%	
NC-Dept. of Commerce		Count	0	1	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	
NC; SC		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	
NC; SC DOT		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q19. If you are certified with another agency, please specify:	NC; VA	Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	.5%
NC; VA, NAWBO		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	.5%
NC; VA; City of Raleigh, NC; City of Greenville NC		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	.5%
NCDOT		Count	2	1	1	0	3	0	0	0	0	7
		% within Q19. If you are certified with another agency, please specify:	28.6%	14.3%	14.3%	.0%	42.9%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	3.0%	4.0%	7.1%	.0%	5.8%	.0%	.0%	.0%	.0%	3.7%
		% of Total	1.1%	.5%	.5%	.0%	1.6%	.0%	.0%	.0%	3.7%	3.7%
NCDOT-DBE		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	.5%
NCDOT-SPSF		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	.5%
NCDOT; SCDOT; CCR; USACE		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	.5%
NCDOT; SCDOT; City of Charlotte		Count	0	1	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	.5%
NCDOT; SCDOT; TDOT; GDOT; City of Monroe		Count	0	0	1	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	7.1%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.5%	.5%
NJ, PA, DE, DOT		Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	.5%
NMSDC		Count	2	1	1	0	0	0	0	0	0	4
		% within Q19. If you are certified with another agency, please specify:	50.0%	25.0%	25.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	3.0%	4.0%	7.1%	.0%	.0%	.0%	.0%	.0%	.0%	2.1%
		% of Total	1.1%	.5%	.5%	.0%	.0%	.0%	.0%	.0%	2.1%	2.1%
NMSDC (11 Regions); 10 State and Local Agencies		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	.5%
NMSDC, CMSDC,		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	.5%
NMSDC, Fed 8 a		Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%	.5%

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation (Continued)

		Ethnicity							No Response/ Don't Know	Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q19. If you are certified with another agency, please specify:	NMSDC, WBENC, Count	0	1	0	0	0	0	0	0	1
	NCTRCA, TX-HUB, % within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	SWaM % within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
NMSDC; CMSDC; NC; City of Raleigh; GMSDC; FMSDC	Count	0	0	0	1	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	9.1%	.0%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%
Not Sure	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
NSMCD, FL	Count	1	0	0	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
Numerous State and Municipal governments	Count	0	0	0	1	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	9.1%	.0%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.5%
NWBOC	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
NYC Vendor	Count	1	0	0	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
OH; CA; City of Cleveland; Tennessee	Count	0	1	0	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
PA	Count	0	0	1	0	0	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	7.1%	.0%	.0%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.5%	.0%	.0%	.0%	.0%	.0%	.5%
Premier Group	Count	0	0	0	0	0	1	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	.0%	6.3%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.5%
SBA	Count	5	2	0	0	2	1	0	1	11
	% within Q19. If you are certified with another agency, please specify:	45.5%	18.2%	.0%	.0%	18.2%	9.1%	.0%	9.1%	100.0%
	% within Ethnicity	7.5%	8.0%	.0%	.0%	3.8%	6.3%	.0%	100.0%	5.9%
	% of Total	2.7%	1.1%	.0%	.0%	1.1%	.5%	.0%	.5%	5.9%
SBA WBE	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
SBA WBE - Self Certification	Count	0	0	0	0	1	0	0	0	1
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
SBA-8(a)	Count	3	2	0	1	0	0	0	0	6
	% within Q19. If you are certified with another agency, please specify:	50.0%	33.3%	.0%	16.7%	.0%	.0%	.0%	.0%	100.0%
	% within Ethnicity	4.5%	8.0%	.0%	9.1%	.0%	.0%	.0%	.0%	3.2%
	% of Total	1.6%	1.1%	.0%	.5%	.0%	.0%	.0%	.0%	3.2%

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q19. If you are certified with another agency, please specify:	SBA-8(a), City of Atlanta, Fulton County, DeKalb County, GDOT	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% 1.9% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% .5% .5%
	SBA-8(a); MBE, DBE - OH and Multiple States	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	1 100.0% 4.0% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% .5% .5%
	SBA-8(a); NCDOT; Multiple DOT's; Several NC Cities, and Others	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% 7.1% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%
SBA-8(a); NCDOT; SCDOT; VDOT	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	1 100.0% 1.5% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% .5% .5%
	SBA, Veterans Administration	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	1 100.0% 1.5% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 100.0% .5% .5%
	SBA; GMSDC; CPUC	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% 9.1% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 100.0% .5% .5%
SBE	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% 9.1% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% .5% .5%
	SBE - Federal Government; State Government	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% 6.3% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 100.0% .5% .5%
	SBE or WBE - NCTRCA, DeKalb County DBE - VA, GADOT,	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% 1.9% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% .5% .5%
SBE, SBE - Charlotte Douglas International Airport	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	1 100.0% 1.5% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% .5% .5%
	SCDOT	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	2 100.0% 3.0% 1.1%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	2 100.0% 1.1% 1.1%
	SCMBDC; CUCP	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	1 100.0% 4.0% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 100.0% .5% .5%
Section 3	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	2 100.0% 3.0% 1.1%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	2 100.0% 1.1% 1.1%
	State Procurement	Count % within Q19. If you are certified with another agency, please specify: % within Ethnicity % of Total	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	0 .0% .0% .0%	1 100.0% 6.3% .5%	0 .0% .0% .0%	0 .0% .0% .0%	0 100.0% .5% .5%

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q19. If you are certified with another agency, please specify:	SWAM	Count	0	0	0	0	1	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
SWaM - VA	Count	2	2	2	2	0	1	0	0	0	9
		% within Q19. If you are certified with another agency, please specify:	22.2%	22.2%	22.2%	22.2%	.0%	11.1%	.0%	.0%	100.0%
		% within Ethnicity	3.0%	8.0%	14.3%	18.2%	.0%	6.3%	.0%	.0%	4.8%
		% of Total	1.1%	1.1%	1.1%	1.1%	.0%	.5%	.0%	.0%	4.8%
SWaM - VA, GMSDC	Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
SWaM - VA, MBE - NC	Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
VA	Count	0	1	0	0	1	1	0	0	0	3
		% within Q19. If you are certified with another agency, please specify:	.0%	33.3%	.0%	.0%	33.3%	33.3%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	1.9%	6.3%	.0%	.0%	1.6%
		% of Total	.0%	.5%	.0%	.0%	.5%	.5%	.0%	.0%	1.6%
Veterans Administration	Count	2	0	0	0	1	0	0	0	0	3
		% within Q19. If you are certified with another agency, please specify:	66.7%	.0%	.0%	.0%	33.3%	.0%	.0%	.0%	100.0%
		% within Ethnicity	3.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	1.6%
		% of Total	1.1%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	1.6%
Veterans Administration, SDVOSB	Count	1	0	1	0	0	2	0	0	0	4
		% within Q19. If you are certified with another agency, please specify:	25.0%	.0%	25.0%	.0%	.0%	50.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	7.1%	.0%	.0%	12.5%	.0%	.0%	2.1%
		% of Total	.5%	.0%	.5%	.0%	.0%	1.1%	.0%	.0%	2.1%
Virginia Purchasing and City of Richmond	Count	1	0	0	0	0	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
		% of Total	.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.5%
WBE	Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
WBE - MI, PA, DE, NJ, CA, various cities	Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
WBENC	Count	0	0	0	0	2	0	0	0	0	2
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	3.8%	.0%	.0%	.0%	1.1%
		% of Total	.0%	.0%	.0%	.0%	1.1%	.0%	.0%	.0%	1.1%
WBENC, City of Atlanta, Fulton County, GA; NC	Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%
WBENC, SBA-8(a)	Count	0	0	0	0	0	0	1	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.5%
WEBANK	Count	0	0	0	0	1	0	0	0	0	1
		% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%
		% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%

Q19. If you are certified with another agency, please specify: * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q19. If you are certified with another agency, please specify:	Count	0	0	0	0	1	0	0	0	1	
	% within Q19. If you are certified with another agency, please specify:	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%	
	% within Ethnicity	.0%	.0%	.0%	.0%	1.9%	.0%	.0%	.0%	.5%	
	% of Total	.0%	.0%	.0%	.0%	.5%	.0%	.0%	.0%	.5%	
Total	Count	67	25	14	11	52	16	1	1	187	
	% within Q19. If you are certified with another agency, please specify:	35.8%	13.4%	7.5%	5.9%	27.8%	8.6%	.5%	.5%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	35.8%	13.4%	7.5%	5.9%	27.8%	8.6%	.5%	.5%	100.0%	

Q20. Is your company registered with the City's vendor registration system? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q20. Is your company registered with the City's vendor registration system?	Yes	Count	76	19	22	5	54	47	8	2	233
		% within Q20. Is your company registered with the City's vendor registration system?	32.6%	8.2%	9.4%	2.1%	23.2%	20.2%	3.4%	.9%	100.0%
		% within Ethnicity	45.2%	38.8%	44.9%	26.3%	46.2%	58.0%	57.1%	40.0%	46.4%
		% of Total	15.1%	3.8%	4.4%	1.0%	10.8%	9.4%	1.6%	.4%	46.4%
	No	Count	69	20	17	8	33	18	4	2	171
		% within Q20. Is your company registered with the City's vendor registration system?	40.4%	11.7%	9.9%	4.7%	19.3%	10.5%	2.3%	1.2%	100.0%
		% within Ethnicity	41.1%	40.8%	34.7%	42.1%	28.2%	22.2%	28.6%	40.0%	34.1%
		% of Total	13.7%	4.0%	3.4%	1.6%	6.6%	3.6%	.8%	.4%	34.1%
	Don't know	Count	23	10	10	6	30	16	2	1	98
		% within Q20. Is your company registered with the City's vendor registration system?	23.5%	10.2%	10.2%	6.1%	30.6%	16.3%	2.0%	1.0%	100.0%
		% within Ethnicity	13.7%	20.4%	20.4%	31.6%	25.6%	19.8%	14.3%	20.0%	19.5%
		% of Total	4.6%	2.0%	2.0%	1.2%	6.0%	3.2%	.4%	.2%	19.5%
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q20. Is your company registered with the City's vendor registration system?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

		Ethnicity								Total
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	
Q21. Using 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	16	4	1	0	7	7	1	1	37
	% within Q21. Using 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?	43.2%	10.8%	2.7%	.0%	18.9%	18.9%	2.7%	2.7%	100.0%
	how would you rate your ease of obtaining notification of business opportunities with the City?	21.3%	22.2%	4.5%	.0%	13.2%	14.9%	12.5%	50.0%	16.1%
	% of Total	7.0%	1.7%	.4%	.0%	3.0%	3.0%	.4%	.4%	16.1%
Somewhat easy	Count	9	2	6	0	13	12	1	1	44
	% within Q21. Using 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?	20.5%	4.5%	13.6%	.0%	29.5%	27.3%	2.3%	2.3%	100.0%
	% within Ethnicity	12.0%	11.1%	27.3%	.0%	24.5%	25.5%	12.5%	50.0%	19.1%
	% of Total	3.9%	.9%	2.6%	.0%	5.7%	5.2%	.4%	.4%	19.1%
Easy	Count	12	4	3	2	14	15	3	0	53
	% within Q21. Using 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?	22.6%	7.5%	5.7%	3.8%	26.4%	28.3%	5.7%	.0%	100.0%
	% within Ethnicity	16.0%	22.2%	13.6%	40.0%	26.4%	31.9%	37.5%	.0%	23.0%
	% of Total	5.2%	1.7%	1.3%	.9%	6.1%	6.5%	1.3%	.0%	23.0%
Difficult	Count	15	3	3	2	8	9	1	0	41
	% within Q21. Using 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?	36.6%	7.3%	7.3%	4.9%	19.5%	22.0%	2.4%	.0%	100.0%
	% within Ethnicity	20.0%	16.7%	13.6%	40.0%	15.1%	19.1%	12.5%	.0%	17.8%
	% of Total	6.5%	1.3%	1.3%	.9%	3.5%	3.9%	.4%	.0%	17.8%
Somewhat difficult	Count	10	4	3	0	6	3	1	0	27
	% within Q21. Using 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?	37.0%	14.8%	11.1%	.0%	22.2%	11.1%	3.7%	.0%	100.0%
	% within Ethnicity	13.3%	22.2%	13.6%	.0%	11.3%	6.4%	12.5%	.0%	11.7%
	% of Total	4.3%	1.7%	1.3%	.0%	2.6%	1.3%	.4%	.0%	11.7%
Extremely difficult	Count	13	1	6	1	5	1	1	0	28
	% within Q21. Using 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?	46.4%	3.6%	21.4%	3.6%	17.9%	3.6%	3.6%	.0%	100.0%
	% within Ethnicity	17.3%	5.6%	27.3%	20.0%	9.4%	2.1%	12.5%	.0%	12.2%
	% of Total	5.7%	.4%	2.6%	.4%	2.2%	.4%	.4%	.0%	12.2%
Total	Count	75	18	22	5	53	47	8	2	230
	% within Q21. Using 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?	32.6%	7.8%	9.6%	2.2%	23.0%	20.4%	3.5%	.9%	100.0%
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	32.6%	7.8%	9.6%	2.2%	23.0%	20.4%	3.5%	.9%	100.0%

Q22. 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: Prequalification Requirements * Ethnicity Crosstabulation											
			Ethnicity						No Response/Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Prequalification Requirements	Yes	Count	25	4	4	4	17	4	3	1	62
		% within Q22. 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: Prequalification Requirements	40.3%	6.5%	6.5%	6.5%	27.4%	6.5%	4.8%	1.6%	100.0%
		% within Ethnicity	14.9%	8.2%	8.2%	21.1%	14.5%	4.9%	21.4%	20.0%	12.4%
	No	% of Total	5.0%	.8%	.8%	.8%	3.4%	.8%	.6%	.2%	12.4%
		Count	76	32	25	8	58	51	4	2	256
		% within Q22. 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: Prequalification Requirements	29.7%	12.5%	9.8%	3.1%	22.7%	19.9%	1.6%	.8%	100.0%
	Don't Know	% within Ethnicity	45.2%	65.3%	51.0%	42.1%	49.6%	63.0%	28.6%	40.0%	51.0%
		% of Total	15.1%	6.4%	5.0%	1.6%	11.6%	10.2%	.8%	.4%	51.0%
		Count	19	3	7	4	10	11	0	0	54
	Not Applicable	% within Q22. 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: Prequalification Requirements	35.2%	5.6%	13.0%	7.4%	18.5%	20.4%	.0%	.0%	100.0%
		% within Ethnicity	11.3%	6.1%	14.3%	21.1%	8.5%	13.6%	.0%	.0%	10.8%
		% of Total	3.8%	.6%	1.4%	.8%	2.0%	2.2%	.0%	.0%	10.8%
Total	Count	48	10	13	3	32	15	7	2	130	
	% within Q22. 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: Prequalification Requirements	36.9%	7.7%	10.0%	2.3%	24.6%	11.5%	5.4%	1.5%	100.0%	
	% within Ethnicity	28.6%	20.4%	26.5%	15.8%	27.4%	18.5%	50.0%	40.0%	25.9%	
Total	% of Total	9.6%	2.0%	2.6%	.6%	6.4%	3.0%	1.4%	.4%	25.9%	
	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Prequalification Requirements	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
Total	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q22. 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: Bid Bond Requirement * Ethnicity Crosstabulation											
			Ethnicity								
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	Total
Q22. 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: Bid Bond Requirement	Yes	Count	26	3	7	4	8	5	3	0	56
		% within Q22. 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: Bid Bond Requirement	46.4%	5.4%	12.5%	7.1%	14.3%	8.9%	5.4%	.0%	100.0%
		% within Ethnicity	15.5%	6.1%	14.3%	21.1%	6.8%	6.2%	21.4%	.0%	11.2%
	No	% of Total	5.2%	.6%	1.4%	.8%	1.6%	1.0%	.6%	.0%	11.2%
		Count	61	30	19	8	48	47	3	3	219
		% within Q22. 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: Bid Bond Requirement	27.9%	13.7%	8.7%	3.7%	21.9%	21.5%	1.4%	1.4%	100.0%
	Don't Know	% within Ethnicity	36.3%	61.2%	38.8%	42.1%	41.0%	58.0%	21.4%	60.0%	43.6%
		% of Total	12.2%	6.0%	3.8%	1.6%	9.6%	9.4%	.6%	.6%	43.6%
		Count	16	3	6	3	15	10	0	0	53
	Not Applicable	% within Q22. 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: Bid Bond Requirement	30.2%	5.7%	11.3%	5.7%	28.3%	18.9%	.0%	.0%	100.0%
		% within Ethnicity	9.5%	6.1%	12.2%	15.8%	12.8%	12.3%	.0%	.0%	10.6%
		% of Total	3.2%	.6%	1.2%	.6%	3.0%	2.0%	.0%	.0%	10.6%
Total	Count	65	13	17	4	46	19	8	2	174	
	% within Q22. 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: Bid Bond Requirement	37.4%	7.5%	9.8%	2.3%	26.4%	10.9%	4.6%	1.1%	100.0%	
	% within Ethnicity	38.7%	26.5%	34.7%	21.1%	39.3%	23.5%	57.1%	40.0%	34.7%	
Total	% of Total	12.9%	2.6%	3.4%	.8%	9.2%	3.8%	1.6%	4%	34.7%	
	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Bid Bond Requirement	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
Total	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q22. 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: Performance Bond Requirement * Ethnicity Crosstabulation											
		Ethnicity							No Response/ Don't Know	Total	
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q22. 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: Performance Bond Requirement	Yes	Count	22	5	6	5	11	6	2	0	57
		% within Q22. 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: Performance Bond Requirement	38.6%	8.8%	10.5%	8.8%	19.3%	10.5%	3.5%	.0%	100.0%
		% within Ethnicity	13.1%	10.2%	12.2%	26.3%	9.4%	7.4%	14.3%	.0%	11.4%
		% of Total	4.4%	1.0%	1.2%	1.0%	2.2%	1.2%	.4%	.0%	11.4%
	No	Count	63	28	18	8	44	45	3	3	212
		% within Q22. 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: Performance Bond Requirement	29.7%	13.2%	8.5%	3.8%	20.8%	21.2%	1.4%	1.4%	100.0%
		% within Ethnicity	37.5%	57.1%	36.7%	42.1%	37.6%	55.6%	21.4%	60.0%	42.2%
		% of Total	12.5%	5.6%	3.6%	1.6%	8.8%	9.0%	.6%	.6%	42.2%
	Don't Know	Count	16	3	7	2	16	10	0	0	54
		% within Q22. 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: Performance Bond Requirement	29.6%	5.6%	13.0%	3.7%	29.6%	18.5%	.0%	.0%	100.0%
		% within Ethnicity	9.5%	6.1%	14.3%	10.5%	13.7%	12.3%	.0%	.0%	10.8%
		% of Total	3.2%	.6%	1.4%	.4%	3.2%	2.0%	.0%	.0%	10.8%
Not Applicable	Count	67	13	18	4	46	20	9	2	179	
	% within Q22. 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: Performance Bond Requirement	37.4%	7.3%	10.1%	2.2%	25.7%	11.2%	5.0%	1.1%	100.0%	
	% within Ethnicity	39.9%	26.5%	36.7%	21.1%	39.3%	24.7%	64.3%	40.0%	35.7%	
	% of Total	13.3%	2.6%	3.6%	.8%	9.2%	4.0%	1.8%	.4%	35.7%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Performance Bond Requirement	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q22. 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: Payment Bond Requirement * Ethnicity Crosstabulation											
			Ethnicity								
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	Total
Q22. 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: Payment Bond Requirement	Yes	Count	24	3	4	5	9	4	2	1	52
		% within Q22. 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: Payment Bond Requirement	46.2%	5.8%	7.7%	9.6%	17.3%	7.7%	3.8%	1.9%	100.0%
		% within Ethnicity	14.3%	6.1%	8.2%	26.3%	7.7%	4.9%	14.3%	20.0%	10.4%
	No	% of Total	4.8%	.6%	.8%	1.0%	1.8%	.8%	.4%	.2%	10.4%
		Count	58	30	21	7	46	48	4	2	216
		% within Q22. 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: Payment Bond Requirement	26.9%	13.9%	9.7%	3.2%	21.3%	22.2%	1.9%	.9%	100.0%
	Don't Know	% within Ethnicity	34.5%	61.2%	42.9%	36.8%	39.3%	59.3%	28.6%	40.0%	43.0%
		% of Total	11.6%	6.0%	4.2%	1.4%	9.2%	9.6%	.8%	.4%	43.0%
		Count	17	3	6	2	16	9	0	0	53
	Not Applicable	% within Q22. 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: Payment Bond Requirement	32.1%	5.7%	11.3%	3.8%	30.2%	17.0%	.0%	.0%	100.0%
		% within Ethnicity	10.1%	6.1%	12.2%	10.5%	13.7%	11.1%	.0%	.0%	10.6%
		% of Total	3.4%	.6%	1.2%	.4%	3.2%	1.8%	.0%	.0%	10.6%
Total	Count	69	13	18	5	46	20	8	2	181	
	% within Q22. 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: Payment Bond Requirement	38.1%	7.2%	9.9%	2.8%	25.4%	11.0%	4.4%	1.1%	100.0%	
	% within Ethnicity	41.1%	26.5%	36.7%	26.3%	39.3%	24.7%	57.1%	40.0%	36.1%	
Total	% of Total	13.7%	2.6%	3.6%	1.0%	9.2%	4.0%	1.6%	.4%	36.1%	
	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Payment Bond Requirement	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
Total	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q22. 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: Financing * Ethnicity Crosstabulation											
			Ethnicity						No Response/Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Financing	Yes	Count	45	3	2	2	7	0	1	1	61
		% within Q22. 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: Financing	73.8%	4.9%	3.3%	3.3%	11.5%	.0%	1.6%	1.6%	100.0%
		% within Ethnicity	26.8%	6.1%	4.1%	10.5%	6.0%	.0%	7.1%	20.0%	12.2%
		% of Total	9.0%	.6%	.4%	.4%	1.4%	.0%	.2%	.2%	12.2%
contractor/service provider or subcontractor on projects for the City: Financing	No	Count	63	31	26	11	58	54	5	2	250
		% within Q22. 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: Financing	25.2%	12.4%	10.4%	4.4%	23.2%	21.6%	2.0%	.8%	100.0%
		% within Ethnicity	37.5%	63.3%	53.1%	57.9%	49.6%	66.7%	35.7%	40.0%	49.8%
		% of Total	12.5%	6.2%	5.2%	2.2%	11.6%	10.8%	1.0%	.4%	49.8%
Don't Know	Count	10	1	7	3	13	7	0	0	0	41
		% within Q22. 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: Financing	24.4%	2.4%	17.1%	7.3%	31.7%	17.1%	.0%	.0%	100.0%
		% within Ethnicity	6.0%	2.0%	14.3%	15.8%	11.1%	8.6%	.0%	.0%	8.2%
		% of Total	2.0%	.2%	1.4%	.6%	2.6%	1.4%	.0%	.0%	8.2%
Not Applicable	Count	50	14	14	3	39	20	8	2	2	150
		% within Q22. 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: Financing	33.3%	9.3%	9.3%	2.0%	26.0%	13.3%	5.3%	1.3%	100.0%
		% within Ethnicity	29.8%	28.6%	28.6%	15.8%	33.3%	24.7%	57.1%	40.0%	29.9%
		% of Total	10.0%	2.8%	2.8%	.6%	7.8%	4.0%	1.6%	.4%	29.9%
Total	Count	168	49	49	19	117	81	14	5	502	
		% within Q22. 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: Financing	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q22. 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: Insurance * Ethnicity Crosstabulation											
			Ethnicity						No Response/Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Insurance	Yes	Count	16	4	1	3	9	2	1	0	36
		% within Q22. 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: Insurance	44.4%	11.1%	2.8%	8.3%	25.0%	5.6%	2.8%	.0%	100.0%
		% within Ethnicity	9.5%	8.2%	2.0%	15.8%	7.7%	2.5%	7.1%	.0%	7.2%
		% of Total	3.2%	.8%	.2%	.6%	1.8%	.4%	.2%	.0%	7.2%
contractor/service provider or subcontractor on projects for the City: Insurance	No	Count	96	33	31	11	69	56	6	3	305
		% within Q22. 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: Insurance	31.5%	10.8%	10.2%	3.6%	22.6%	18.4%	2.0%	1.0%	100.0%
		% within Ethnicity	57.1%	67.3%	63.3%	57.9%	59.0%	69.1%	42.9%	60.0%	60.8%
		% of Total	19.1%	6.6%	6.2%	2.2%	13.7%	11.2%	1.2%	.6%	60.8%
Don't Know	Count	11	1	4	3	9	7	0	0	0	35
		% within Q22. 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: Insurance	31.4%	2.9%	11.4%	8.6%	25.7%	20.0%	.0%	.0%	100.0%
		% within Ethnicity	6.5%	2.0%	8.2%	15.8%	7.7%	8.6%	.0%	.0%	7.0%
		% of Total	2.2%	.2%	.8%	.6%	1.8%	1.4%	.0%	.0%	7.0%
Not Applicable	Count	45	11	13	2	30	16	7	2	2	126
		% within Q22. 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: Insurance	35.7%	8.7%	10.3%	1.6%	23.8%	12.7%	5.6%	1.6%	100.0%
		% within Ethnicity	26.8%	22.4%	26.5%	10.5%	25.6%	19.8%	50.0%	40.0%	25.1%
		% of Total	9.0%	2.2%	2.6%	.4%	6.0%	3.2%	1.4%	.4%	25.1%
Total	Count	168	49	49	19	117	81	14	5	502	
		% within Q22. 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: Insurance	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q22. 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: Proposal/ Bid Specifications * Ethnicity Crosstabulation			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Proposal/ Bid Specifications	Yes	Count	21	5	3	4	26	6	2	0	67
		% within Q22. 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: Proposal/ Bid Specifications	31.3%	7.5%	4.5%	6.0%	38.8%	9.0%	3.0%	.0%	100.0%
		% within Ethnicity	12.5%	10.2%	6.1%	21.1%	22.2%	7.4%	14.3%	.0%	13.3%
	No	% of Total	4.2%	1.0%	.6%	.8%	5.2%	1.2%	.4%	.0%	13.3%
		Count	85	29	27	9	47	51	5	3	256
		% within Q22. 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: Proposal/ Bid Specifications	33.2%	11.3%	10.5%	3.5%	18.4%	19.9%	2.0%	1.2%	100.0%
	Don't Know	% within Ethnicity	50.6%	59.2%	55.1%	47.4%	40.2%	63.0%	35.7%	60.0%	51.0%
		% of Total	16.9%	5.8%	5.4%	1.8%	9.4%	10.2%	1.0%	.6%	51.0%
		Count	15	4	5	4	14	8	0	0	50
	Not Applicable	% within Q22. 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: Proposal/ Bid Specifications	30.0%	8.0%	10.0%	8.0%	28.0%	16.0%	.0%	.0%	100.0%
		% within Ethnicity	8.9%	8.2%	10.2%	21.1%	12.0%	9.9%	.0%	.0%	10.0%
		% of Total	3.0%	.8%	1.0%	.8%	2.8%	1.6%	.0%	.0%	10.0%
Total	Count	47	11	14	2	30	16	7	2	129	
	% within Q22. 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: Proposal/ Bid Specifications	36.4%	8.5%	10.9%	1.6%	23.3%	12.4%	5.4%	1.6%	100.0%	
	% within Ethnicity	28.0%	22.4%	28.6%	10.5%	25.6%	19.8%	50.0%	40.0%	25.7%	
Total	% of Total	9.4%	2.2%	2.8%	.4%	6.0%	3.2%	1.4%	.4%	25.7%	
	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Proposal/ Bid Specifications	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
Total	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q22. 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: Time to Prepare * Ethnicity Crosstabulation			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Time to Prepare	Yes	Count	32	8	6	2	24	8	1	0	81
		% within Q22. 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: Time to Prepare	39.5%	9.9%	7.4%	2.5%	29.6%	9.9%	1.2%	.0%	100.0%
		% within Ethnicity	19.0%	16.3%	12.2%	10.5%	20.5%	9.9%	7.1%	.0%	16.1%
		% of Total	6.4%	1.6%	1.2%	.4%	4.8%	1.6%	.2%	.0%	16.1%
contractor/service provider or subcontractor on projects for the City: Time to Prepare	No	Count	71	26	24	11	48	49	5	3	237
		% within Q22. 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: Time to Prepare	30.0%	11.0%	10.1%	4.6%	20.3%	20.7%	2.1%	1.3%	100.0%
		% within Ethnicity	42.3%	53.1%	49.0%	57.9%	41.0%	60.5%	35.7%	60.0%	47.2%
		% of Total	14.1%	5.2%	4.8%	2.2%	9.6%	9.8%	1.0%	.6%	47.2%
Don't Know	Count	15	3	6	4	16	9	1	0	54	
		% within Q22. 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: Time to Prepare	27.8%	5.6%	11.1%	7.4%	29.6%	16.7%	1.9%	.0%	100.0%
		% within Ethnicity	8.9%	6.1%	12.2%	21.1%	13.7%	11.1%	7.1%	.0%	10.8%
		% of Total	3.0%	.6%	1.2%	.8%	3.2%	1.8%	.2%	.0%	10.8%
Not Applicable	Count	50	12	13	2	29	15	7	2	130	
		% within Q22. 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: Time to Prepare	38.5%	9.2%	10.0%	1.5%	22.3%	11.5%	5.4%	1.5%	100.0%
		% within Ethnicity	29.8%	24.5%	26.5%	10.5%	24.8%	18.5%	50.0%	40.0%	25.9%
		% of Total	10.0%	2.4%	2.6%	.4%	5.8%	3.0%	1.4%	.4%	25.9%
Total	Count	168	49	49	19	117	81	14	5	502	
		% within Q22. 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: Time to Prepare	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q22. 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: Limited Knowledge of Contracting Policies * Ethnicity Crosstabulation			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Limited Knowledge of Contracting Policies	Yes	Count	43	9	7	3	18	9	1	0	90
		% within Q22. 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: Limited Knowledge of Contracting Policies	47.8%	10.0%	7.8%	3.3%	20.0%	10.0%	1.1%	.0%	100.0%
		% within Ethnicity	25.6%	18.4%	14.3%	15.8%	15.4%	11.1%	7.1%	.0%	17.9%
	No	% of Total	8.6%	1.8%	1.4%	.6%	3.6%	1.8%	.2%	.0%	17.9%
		Count	69	26	24	10	54	49	6	3	241
		% within Q22. 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: Limited Knowledge of Contracting Policies	28.6%	10.8%	10.0%	4.1%	22.4%	20.3%	2.5%	1.2%	100.0%
	Don't Know	% within Ethnicity	41.1%	53.1%	49.0%	52.6%	46.2%	60.5%	42.9%	60.0%	48.0%
		% of Total	13.7%	5.2%	4.8%	2.0%	10.8%	9.8%	1.2%	.6%	48.0%
		Count	13	2	5	4	15	9	0	0	48
	Not Applicable	% within Q22. 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: Limited Knowledge of Contracting Policies	27.1%	4.2%	10.4%	8.3%	31.3%	18.8%	.0%	.0%	100.0%
		% within Ethnicity	7.7%	4.1%	10.2%	21.1%	12.8%	11.1%	.0%	.0%	9.6%
		% of Total	2.6%	.4%	1.0%	.8%	3.0%	1.8%	.0%	.0%	9.6%
Total	Count	43	12	13	2	30	14	7	2	123	
	% within Q22. 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: Limited Knowledge of Contracting Policies	35.0%	9.8%	10.6%	1.6%	24.4%	11.4%	5.7%	1.6%	100.0%	
	% within Ethnicity	25.6%	24.5%	26.5%	10.5%	25.6%	17.3%	50.0%	40.0%	24.5%	
Total	% of Total	8.6%	2.4%	2.6%	.4%	6.0%	2.8%	1.4%	4%	24.5%	
	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Limited Knowledge of Contracting Policies	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
Total	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q22. 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: Lack of Experience * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Lack of Experience	Yes	Count	20	1	0	1	3	5	2	0	32
		% within Q22. 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: Lack of Experience	62.5%	3.1%	.0%	3.1%	9.4%	15.6%	6.3%	.0%	100.0%
		% within Ethnicity	11.9%	2.0%	.0%	5.3%	2.6%	6.2%	14.3%	.0%	6.4%
		% of Total	4.0%	.2%	.0%	.2%	.6%	1.0%	.4%	.0%	6.4%
contractor/service provider or subcontractor on projects for the City: Lack of Experience	No	Count	94	34	31	14	74	56	5	4	312
		% within Q22. 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: Lack of Experience	30.1%	10.9%	9.9%	4.5%	23.7%	17.9%	1.6%	1.3%	100.0%
		% within Ethnicity	56.0%	69.4%	63.3%	73.7%	63.2%	69.1%	35.7%	80.0%	62.2%
		% of Total	18.7%	6.8%	6.2%	2.8%	14.7%	11.2%	1.0%	.8%	62.2%
Don't Know	Count	11	2	5	2	10	5	0	0	0	35
		% within Q22. 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: Lack of Experience	31.4%	5.7%	14.3%	5.7%	28.6%	14.3%	.0%	.0%	100.0%
		% within Ethnicity	6.5%	4.1%	10.2%	10.5%	8.5%	6.2%	.0%	.0%	7.0%
		% of Total	2.2%	.4%	1.0%	.4%	2.0%	1.0%	.0%	.0%	7.0%
Not Applicable	Count	43	12	13	2	30	15	7	1	1	123
		% within Q22. 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: Lack of Experience	35.0%	9.8%	10.6%	1.6%	24.4%	12.2%	5.7%	.8%	100.0%
		% within Ethnicity	25.6%	24.5%	26.5%	10.5%	25.6%	18.5%	50.0%	20.0%	24.5%
		% of Total	8.6%	2.4%	2.6%	.4%	6.0%	3.0%	1.4%	.2%	24.5%
Total	Count	168	49	49	19	117	81	14	5	5	502
		% within Q22. 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: Lack of Experience	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q22. 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: Lack of Personnel * Ethnicity Crosstabulation			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Lack of Personnel	Yes	Count	17	4	1	1	6	6	0	0	35
		% within Q22. 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: Lack of Personnel	48.6%	11.4%	2.9%	2.9%	17.1%	17.1%	.0%	.0%	100.0%
		% within Ethnicity	10.1%	8.2%	2.0%	5.3%	5.1%	7.4%	.0%	.0%	7.0%
		% of Total	3.4%	.8%	.2%	.2%	1.2%	1.2%	.0%	.0%	7.0%
contractor/service provider or subcontractor on projects for the City: Lack of Personnel	No	Count	96	31	31	14	71	54	7	4	308
		% within Q22. 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: Lack of Personnel	31.2%	10.1%	10.1%	4.5%	23.1%	17.5%	2.3%	1.3%	100.0%
		% within Ethnicity	57.1%	63.3%	63.3%	73.7%	60.7%	66.7%	50.0%	80.0%	61.4%
		% of Total	19.1%	6.2%	6.2%	2.8%	14.1%	10.8%	1.4%	.8%	61.4%
Don't Know	Count	11	2	4	2	10	6	0	0	0	35
		% within Q22. 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: Lack of Personnel	31.4%	5.7%	11.4%	5.7%	28.6%	17.1%	.0%	.0%	100.0%
		% within Ethnicity	6.5%	4.1%	8.2%	10.5%	8.5%	7.4%	.0%	.0%	7.0%
		% of Total	2.2%	.4%	.8%	.4%	2.0%	1.2%	.0%	.0%	7.0%
Not Applicable	Count	44	12	13	2	30	15	7	1	1	124
		% within Q22. 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: Lack of Personnel	35.5%	9.7%	10.5%	1.6%	24.2%	12.1%	5.6%	.8%	100.0%
		% within Ethnicity	26.2%	24.5%	26.5%	10.5%	25.6%	18.5%	50.0%	20.0%	24.7%
		% of Total	8.8%	2.4%	2.6%	.4%	6.0%	3.0%	1.4%	.2%	24.7%
Total	Count	168	49	49	19	117	81	14	5	502	
		% within Q22. 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: Lack of Personnel	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q22. 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: Contract Too Large * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Contract Too Large	Yes	Count	19	5	5	2	16	3	1	0	51
		% within Q22. 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: Contract Too Large	37.3%	9.8%	9.8%	3.9%	31.4%	5.9%	2.0%	.0%	100.0%
		% within Ethnicity	11.3%	10.2%	10.2%	10.5%	13.7%	3.7%	7.1%	.0%	10.2%
		% of Total	3.8%	1.0%	1.0%	4%	3.2%	.6%	.2%	.0%	10.2%
contractor/service provider or subcontractor on projects for the City: Contract Too Large	No	Count	94	31	25	11	62	56	6	4	289
		% within Q22. 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: Contract Too Large	32.5%	10.7%	8.7%	3.8%	21.5%	19.4%	2.1%	1.4%	100.0%
		% within Ethnicity	56.0%	63.3%	51.0%	57.9%	53.0%	69.1%	42.9%	80.0%	57.6%
		% of Total	18.7%	6.2%	5.0%	2.2%	12.4%	11.2%	1.2%	.8%	57.6%
Don't Know	Count	11	2	5	3	10	7	0	0	0	38
		% within Q22. 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: Contract Too Large	28.9%	5.3%	13.2%	7.9%	26.3%	18.4%	.0%	.0%	100.0%
		% within Ethnicity	6.5%	4.1%	10.2%	15.8%	8.5%	8.6%	.0%	.0%	7.6%
		% of Total	2.2%	.4%	1.0%	.6%	2.0%	1.4%	.0%	.0%	7.6%
Not Applicable	Count	44	11	14	3	29	15	7	1	1	124
		% within Q22. 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: Contract Too Large	35.5%	8.9%	11.3%	2.4%	23.4%	12.1%	5.6%	.8%	100.0%
		% within Ethnicity	26.2%	22.4%	28.6%	15.8%	24.8%	18.5%	50.0%	20.0%	24.7%
		% of Total	8.8%	2.2%	2.8%	.6%	5.8%	3.0%	1.4%	.2%	24.7%
Total	Count	168	49	49	19	117	81	14	5	5	502
		% within Q22. 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: Contract Too Large	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q22. 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: Unnecessary Restrictive Contract Specification * Ethnicity Crosstabulation			Ethnicity							Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		No Response/ Don't Know
Q22. 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: Unnecessary Restrictive Contract Specification	Yes	Count	32	7	3	3	25	9	4	1	84
		% within Q22. 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: Unnecessary Restrictive Contract Specification	38.1%	8.3%	3.6%	3.6%	29.8%	10.7%	4.8%	1.2%	100.0%
		% within Ethnicity	19.0%	14.3%	6.1%	15.8%	21.4%	11.1%	28.6%	20.0%	16.7%
	No	% of Total	6.4%	1.4%	.6%	.6%	5.0%	1.8%	.8%	.2%	16.7%
		Count	70	28	25	10	42	44	2	3	224
		% within Q22. 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: Unnecessary Restrictive Contract Specification	31.3%	12.5%	11.2%	4.5%	18.8%	19.6%	.9%	1.3%	100.0%
	Don't Know	% within Ethnicity	41.7%	57.1%	51.0%	52.6%	35.9%	54.3%	14.3%	60.0%	44.6%
		% of Total	13.9%	5.6%	5.0%	2.0%	8.4%	8.8%	.4%	.6%	44.6%
		Count	18	3	7	4	20	14	1	0	67
	Not Applicable	% within Q22. 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: Unnecessary Restrictive Contract Specification	26.9%	4.5%	10.4%	6.0%	29.9%	20.9%	1.5%	.0%	100.0%
		% within Ethnicity	10.7%	6.1%	14.3%	21.1%	17.1%	17.3%	7.1%	.0%	13.3%
		% of Total	3.6%	.6%	1.4%	.8%	4.0%	2.8%	.2%	.0%	13.3%
Total	Count	48	11	14	2	30	14	7	1	127	
	% within Q22. 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: Unnecessary Restrictive Contract Specification	37.8%	8.7%	11.0%	1.6%	23.6%	11.0%	5.5%	.8%	100.0%	
	% within Ethnicity	28.6%	22.4%	28.6%	10.5%	25.6%	17.3%	50.0%	20.0%	25.3%	
Total	% of Total	9.6%	2.2%	2.8%	.4%	6.0%	2.8%	1.4%	.2%	25.3%	
	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Unnecessary Restrictive Contract Specification	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
Total	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q22. 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: Slow Payment or Non-Payment * Ethnicity Crosstabulation											
			Ethnicity						No Response/Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q22. 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: Slow Payment or Non-Payment	Yes	Count	25	5	2	1	8	7	1	1	50
		% within Q22. 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: Slow Payment or Non-Payment	50.0%	10.0%	4.0%	2.0%	16.0%	14.0%	2.0%	2.0%	100.0%
		% within Ethnicity	14.9%	10.2%	4.1%	5.3%	6.8%	8.6%	7.1%	20.0%	10.0%
	No	% of Total	5.0%	1.0%	4%	2%	1.6%	1.4%	2%	2%	10.0%
		Count	77	30	26	11	56	53	5	3	261
		% within Q22. 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: Slow Payment or Non-Payment	29.5%	11.5%	10.0%	4.2%	21.5%	20.3%	1.9%	1.1%	100.0%
	Don't Know	% within Ethnicity	45.8%	61.2%	53.1%	57.9%	47.9%	65.4%	35.7%	60.0%	52.0%
		% of Total	15.3%	6.0%	5.2%	2.2%	11.2%	10.6%	1.0%	6%	52.0%
		Count	13	3	7	2	17	9	1	0	52
	Not Applicable	% within Q22. 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: Slow Payment or Non-Payment	25.0%	5.8%	13.5%	3.8%	32.7%	17.3%	1.9%	0%	100.0%
		% within Ethnicity	7.7%	6.1%	14.3%	10.5%	14.5%	11.1%	7.1%	0%	10.4%
		% of Total	2.6%	6%	1.4%	4%	3.4%	1.8%	2%	0%	10.4%
Total	Count	53	11	14	5	36	12	7	1	139	
	% within Q22. 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: Slow Payment or Non-Payment	38.1%	7.9%	10.1%	3.6%	25.9%	8.6%	5.0%	7%	100.0%	
	% within Ethnicity	31.5%	22.4%	28.6%	26.3%	30.8%	14.8%	50.0%	20.0%	27.7%	
Total	% of Total	10.6%	2.2%	2.8%	1.0%	7.2%	2.4%	1.4%	2%	27.7%	
	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Slow Payment or Non-Payment	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
Total	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q22. 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: Competing with Large Companies * Ethnicity Crosstabulation											
			Ethnicity								
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	Total
Q22. 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: Competing with Large Companies	Yes	Count	78	17	12	8	39	14	3	1	172
		% within Q22. 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: Competing with Large Companies	45.3%	9.9%	7.0%	4.7%	22.7%	8.1%	1.7%	.6%	100.0%
		% within Ethnicity	46.4%	34.7%	24.5%	42.1%	33.3%	17.3%	21.4%	20.0%	34.3%
	No	% of Total	15.5%	3.4%	2.4%	1.6%	7.8%	2.8%	.6%	.2%	34.3%
		Count	36	21	18	6	36	47	4	3	171
		% within Q22. 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: Competing with Large Companies	21.1%	12.3%	10.5%	3.5%	21.1%	27.5%	2.3%	1.8%	100.0%
	Don't Know	% within Ethnicity	21.4%	42.9%	36.7%	31.6%	30.8%	58.0%	28.6%	60.0%	34.1%
		% of Total	7.2%	4.2%	3.6%	1.2%	7.2%	9.4%	.8%	.6%	34.1%
		Count	11	1	5	3	13	7	0	0	40
	Not Applicable	% within Q22. 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: Competing with Large Companies	27.5%	2.5%	12.5%	7.5%	32.5%	17.5%	.0%	.0%	100.0%
		% within Ethnicity	6.5%	2.0%	10.2%	15.8%	11.1%	8.6%	.0%	.0%	8.0%
		% of Total	2.2%	.2%	1.0%	.6%	2.6%	1.4%	.0%	.0%	8.0%
Total	Count	43	10	14	2	29	13	7	1	119	
	% within Q22. 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: Competing with Large Companies	36.1%	8.4%	11.8%	1.7%	24.4%	10.9%	5.9%	.8%	100.0%	
	% within Ethnicity	25.6%	20.4%	28.6%	10.5%	24.8%	16.0%	50.0%	20.0%	23.7%	
Total	% of Total	8.6%	2.0%	2.8%	.4%	5.8%	2.6%	1.4%	.2%	23.7%	
	Count	168	49	49	19	117	81	14	5	502	
	% within Q22. 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: Competing with Large Companies	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
Total	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City? * Ethnicity Crosstabulation

			Ethnicity								
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know	Total
Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?	None	Count	104	28	32	14	66	32	9	3	288
		% within Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?	36.1%	9.7%	11.1%	4.9%	22.9%	11.1%	3.1%	1.0%	100.0%
		% within Ethnicity	61.9%	57.1%	65.3%	73.7%	56.4%	39.5%	64.3%	60.0%	57.4%
		% of Total	20.7%	5.6%	6.4%	2.8%	13.1%	6.4%	1.8%	.6%	
1-10 times	Count	56	18	16	5	38	42	4	1	180	
	% within Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?	31.1%	10.0%	8.9%	2.8%	21.1%	23.3%	2.2%	.6%	100.0%	
	% within Ethnicity	33.3%	36.7%	32.7%	26.3%	32.5%	51.9%	28.6%	20.0%	35.9%	
		% of Total	11.2%	3.6%	3.2%	1.0%	7.6%	8.4%	.8%	.2%	
11-25 times	Count	3	1	1	0	6	5	1	0	17	
	% within Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?	17.6%	5.9%	5.9%	.0%	35.3%	29.4%	5.9%	.0%	100.0%	
	% within Ethnicity	1.8%	2.0%	2.0%	.0%	5.1%	6.2%	7.1%	.0%	3.4%	
		% of Total	.6%	.2%	.2%	.0%	1.2%	1.0%	.2%	.0%	
26-50 times	Count	3	0	0	0	4	1	0	0	8	
	% within Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?	37.5%	.0%	.0%	.0%	50.0%	12.5%	.0%	.0%	100.0%	
	% within Ethnicity	1.8%	.0%	.0%	.0%	3.4%	1.2%	.0%	.0%	1.6%	
		% of Total	.6%	.0%	.0%	.0%	.8%	.2%	.0%	.0%	
51-100 times	Count	1	0	0	0	1	0	0	0	2	
	% within Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?	50.0%	.0%	.0%	.0%	50.0%	.0%	.0%	.0%	100.0%	
	% within Ethnicity	.6%	.0%	.0%	.0%	.9%	.0%	.0%	.0%	.4%	
		% of Total	.2%	.0%	.0%	.0%	.2%	.0%	.0%	.0%	
Over 100 times	Count	1	2	0	0	2	1	0	1	7	
	% within Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?	14.3%	28.6%	.0%	.0%	28.6%	14.3%	.0%	14.3%	100.0%	
	% within Ethnicity	.6%	4.1%	.0%	.0%	1.7%	1.2%	.0%	20.0%	1.4%	
		% of Total	.2%	.4%	.0%	.0%	.4%	.2%	.2%	.1%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q23. Between 2006 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?	1-10 times	Count	14	9	7	3	20	28	4	1	86
		% within Q24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?	16.3%	10.5%	8.1%	3.5%	23.3%	32.6%	4.7%	1.2%	100.0%
		% within Ethnicity	8.3%	18.4%	14.3%	15.8%	17.1%	34.6%	28.6%	20.0%	17.1%
		% of Total	2.8%	1.8%	1.4%	.6%	4.0%	5.6%	.8%	2%	17.1%
contractor/service provider by the City?	11-25 times	Count	1	0	1	0	5	2	0	1	10
		% within Q24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?	10.0%	.0%	10.0%	.0%	50.0%	20.0%	.0%	10.0%	100.0%
		% within Ethnicity	.6%	.0%	2.0%	.0%	4.3%	2.5%	.0%	20.0%	2.0%
		% of Total	.2%	.0%	.2%	.0%	1.0%	.4%	.0%	2%	2.0%
	26-50 times	Count	1	0	0	0	0	0	0	0	1
		% within Q24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.6%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.2%
		% of Total	.2%	.0%	.0%	.0%	.0%	.0%	.0%	.2%	
	51-100 times	Count	0	0	0	0	1	0	0	0	1
		% within Q24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	9%	.0%	.0%	.0%	.2%
		% of Total	.0%	.0%	.0%	.0%	2%	.0%	.0%	.2%	
None	None	Count	152	40	41	16	91	51	10	3	404
		% within Q24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?	37.6%	9.9%	10.1%	4.0%	22.5%	12.6%	2.5%	.7%	100.0%
		% within Ethnicity	90.5%	81.6%	83.7%	84.2%	77.8%	63.0%	71.4%	60.0%	80.5%
		% of Total	30.3%	8.0%	8.2%	3.2%	18.1%	10.2%	2.0%	.6%	80.5%
Total	Total	Count	168	49	49	19	117	81	14	5	502
		% within Q24. Between 2006 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q25. 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 projects funded by the City? * Ethnicity Crosstabulation			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q25. 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 projects funded by the City?	Less than 30 days	Count	6	1	2	1	8	15	1	0	34
		% within Q25. 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 projects funded by the City?	17.6%	2.9%	5.9%	2.9%	23.5%	44.1%	2.9%	.0%	100.0%
		% within Ethnicity	37.5%	10.0%	20.0%	33.3%	28.6%	50.0%	25.0%	.0%	33.0%
		% of Total	5.8%	1.0%	1.9%	1.0%	7.8%	14.6%	1.0%	.0%	33.0%
	31-60 days	Count	9	5	6	1	15	13	2	1	52
		% within Q25. 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 projects funded by the City?	17.3%	9.6%	11.5%	1.9%	28.8%	25.0%	3.8%	1.9%	100.0%
		% within Ethnicity	56.3%	50.0%	60.0%	33.3%	53.6%	43.3%	50.0%	50.0%	50.5%
		% of Total	8.7%	4.9%	5.8%	1.0%	14.6%	12.6%	1.9%	1.0%	50.5%
	61-90 days	Count	0	2	0	0	3	2	0	0	7
		% within Q25. 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 projects funded by the City?	.0%	28.6%	.0%	.0%	42.9%	28.6%	.0%	.0%	100.0%
		% within Ethnicity	.0%	20.0%	.0%	.0%	10.7%	6.7%	.0%	.0%	6.8%
		% of Total	.0%	1.9%	.0%	.0%	2.9%	1.9%	.0%	.0%	6.8%
	Over 120 days	Count	0	1	0	0	0	0	0	0	1
		% within Q25. 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 projects funded by the City?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	10.0%	.0%	.0%	.0%	.0%	.0%	.0%	1.0%
		% of Total	.0%	1.0%	.0%	.0%	.0%	.0%	.0%	.0%	1.0%
	Not applicable	Count	1	1	2	1	2	0	1	1	9
		% within Q25. 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 projects funded by the City?	11.1%	11.1%	22.2%	11.1%	22.2%	.0%	11.1%	11.1%	100.0%
		% within Ethnicity	6.3%	10.0%	20.0%	33.3%	7.1%	.0%	25.0%	50.0%	8.7%
		% of Total	1.0%	1.0%	1.9%	1.0%	1.9%	.0%	1.0%	1.0%	8.7%
Total		Count	16	10	10	3	28	30	4	2	103
		% within Q25. 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 projects funded by the City?	15.5%	9.7%	9.7%	2.9%	27.2%	29.1%	3.9%	1.9%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	15.5%	9.7%	9.7%	2.9%	27.2%	29.1%	3.9%	1.9%	100.0%

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q26. Between 2006 and 2010, have you ever submitted a bid 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:Q26.	Yes	Count	4	1	1	1	2	0	1	1	11
		% within Q26. Between 2006 and 2010, have you ever submitted a bid 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:Q26.	36.4%	9.1%	9.1%	9.1%	18.2%	.0%	9.1%	9.1%	100.0%
		% within Ethnicity	25.0%	11.1%	11.1%	33.3%	7.1%	.0%	25.0%	50.0%	10.9%
Q26. Between 2006 and 2010, have you ever submitted a bid 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:Q26.	No	% of Total	4.0%	1.0%	1.0%	1.0%	2.0%	.0%	1.0%	1.0%	10.9%
		Count	11	6	8	2	23	24	2	1	77
		% within Q26. Between 2006 and 2010, have you ever submitted a bid 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:Q26.	14.3%	7.8%	10.4%	2.6%	29.9%	31.2%	2.6%	1.3%	100.0%
Q26. Between 2006 and 2010, have you ever submitted a bid 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:Q26.	Don't Know	% within Ethnicity	68.8%	66.7%	88.9%	66.7%	82.1%	80.0%	50.0%	50.0%	76.2%
		% of Total	10.9%	5.9%	7.9%	2.0%	22.8%	23.8%	2.0%	1.0%	76.2%
		Count	1	2	0	0	3	6	1	0	13
Q26. Between 2006 and 2010, have you ever submitted a bid 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:Q26.	Total	% within Q26. Between 2006 and 2010, have you ever submitted a bid 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:Q26.	7.7%	15.4%	.0%	.0%	23.1%	46.2%	7.7%	.0%	100.0%
		% within Ethnicity	6.3%	22.2%	.0%	.0%	10.7%	20.0%	25.0%	.0%	12.9%
		% of Total	1.0%	2.0%	.0%	.0%	3.0%	5.9%	1.0%	.0%	12.9%
Total	Total	Count	16	9	9	3	28	30	4	2	101
		% within Q26. Between 2006 and 2010, have you ever submitted a bid 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:Q26.	15.8%	8.9%	8.9%	3.0%	27.7%	29.7%	4.0%	2.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total	Total	% of Total	15.8%	8.9%	8.9%	3.0%	27.7%	29.7%	4.0%	2.0%	100.0%

Q27. Between 2006 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? * Ethnicity Crosstabulation			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q27. Between 2006 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	126	41	33	15	84	47	12	5	363
		% within Q27. Between 2006 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?	34.7%	11.3%	9.1%	4.1%	23.1%	12.9%	3.3%	1.4%	100.0%
		% within Ethnicity	75.0%	83.7%	67.3%	78.9%	71.8%	58.0%	85.7%	100.0%	72.3%
		% of Total	25.1%	8.2%	6.6%	3.0%	16.7%	9.4%	2.4%	1.0%	72.3%
1-10 times		Count	35	5	12	4	21	24	2	0	103
		% within Q27. Between 2006 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?	34.0%	4.9%	11.7%	3.9%	20.4%	23.3%	1.9%	.0%	100.0%
		% within Ethnicity	20.8%	10.2%	24.5%	21.1%	17.9%	29.6%	14.3%	.0%	20.5%
		% of Total	7.0%	1.0%	2.4%	.8%	4.2%	4.8%	.4%	.0%	20.5%
11-25 times		Count	4	1	3	0	3	5	0	0	16
		% within Q27. Between 2006 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?	25.0%	6.3%	18.8%	.0%	18.8%	31.3%	.0%	.0%	100.0%
		% within Ethnicity	2.4%	2.0%	6.1%	.0%	2.6%	6.2%	.0%	.0%	3.2%
		% of Total	.8%	.2%	.6%	.0%	.6%	1.0%	.0%	.0%	3.2%
26-50 times		Count	0	1	0	0	9	4	0	0	14
		% within Q27. Between 2006 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?	.0%	7.1%	.0%	.0%	64.3%	28.6%	.0%	.0%	100.0%
		% within Ethnicity	.0%	2.0%	.0%	.0%	7.7%	4.9%	.0%	.0%	2.8%
		% of Total	.0%	.2%	.0%	.0%	1.8%	.8%	.0%	.0%	2.8%
51-100 times		Count	2	0	0	0	0	0	0	0	2
		% within Q27. Between 2006 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?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.2%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Over 100 times		Count	1	1	1	0	0	1	0	0	4
		% within Q27. Between 2006 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?	25.0%	25.0%	25.0%	.0%	.0%	25.0%	.0%	.0%	100.0%
		% within Ethnicity	.6%	2.0%	2.0%	.0%	.0%	1.2%	.0%	.0%	.8%
		% of Total	.2%	.2%	.2%	.0%	.0%	.2%	.0%	.0%	.8%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q27. Between 2006 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?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q28. Between 2006 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City? * Ethnicity Crosstabulation

			Ethnicity					Total			
			African American	Asian American	Hispanic American	Native American	Nonminority Female		Nonminority Male	Other	
Q28. Between 2006 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	24	5	7	2	12	7	1	58	
		% within Q28. Between 2006 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	41.4%	8.6%	12.1%	3.4%	20.7%	12.1%	1.7%	100.0%	
		% within Ethnicity	55.8%	62.5%	43.8%	50.0%	35.3%	20.6%	50.0%	41.1%	
			% of Total	17.0%	3.5%	5.0%	1.4%	8.5%	5.0%	7.7%	41.1%
1-10 times	Count	Count	18	2	5	2	16	24	1	68	
		% within Q28. Between 2006 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	26.5%	2.9%	7.4%	2.9%	23.5%	35.3%	1.5%	100.0%	
		% within Ethnicity	41.9%	25.0%	31.3%	50.0%	47.1%	70.6%	50.0%	48.2%	
			% of Total	12.8%	1.4%	3.5%	1.4%	11.3%	17.0%	7.7%	48.2%
11-25 times	Count	Count	0	0	3	0	6	2	0	11	
		% within Q28. Between 2006 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%	27.3%	.0%	54.5%	18.2%	.0%	100.0%	
		% within Ethnicity	.0%	.0%	18.8%	.0%	17.6%	5.9%	.0%	7.8%	
			% of Total	.0%	.0%	2.1%	.0%	4.3%	1.4%	.0%	7.8%
26-50 times	Count	Count	1	0	0	0	0	1	0	2	
		% within Q28. Between 2006 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%	.0%	.0%	.0%	.0%	50.0%	.0%	100.0%	
		% within Ethnicity	2.3%	.0%	.0%	.0%	.0%	2.9%	.0%	1.4%	
			% of Total	.7%	.0%	.0%	.0%	.0%	.7%	.0%	1.4%
51-100 times	Count	Count	0	1	0	0	0	0	0	1	
		% within Q28. Between 2006 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%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%	
		% within Ethnicity	.0%	12.5%	.0%	.0%	.0%	.0%	.0%	.7%	
			% of Total	.0%	.7%	.0%	.0%	.0%	.0%	.0%	.7%
Over 100 times	Count	Count	0	0	1	0	0	0	0	1	
		% within Q28. Between 2006 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%	100.0%	.0%	.0%	.0%	.0%	100.0%	
		% within Ethnicity	.0%	.0%	6.3%	.0%	.0%	.0%	.0%	.7%	
			% of Total	.0%	.0%	.7%	.0%	.0%	.0%	.0%	.7%
Total	Count	Count	43	8	16	4	34	34	2	141	
		% within Q28. Between 2006 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?	30.5%	5.7%	11.3%	2.8%	24.1%	24.1%	1.4%	100.0%	
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
			% of Total	30.5%	5.7%	11.3%	2.8%	24.1%	24.1%	1.4%	100.0%

Q29. Between 2006 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: * Ethnicity Crosstabulation			Ethnicity						Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male		Other
Q29. Between 2006 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	6	0	1	0	3	6	0	16
		% within Q29. Between 2006 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:	37.5%	.0%	6.3%	.0%	18.8%	37.5%	.0%	100.0%
		% within Ethnicity	31.6%	.0%	11.1%	.0%	13.6%	22.2%	.0%	19.3%
		% of Total	7.2%	.0%	1.2%	.0%	3.6%	7.2%	.0%	19.3%
31-60 days	Count	9	0	5	2	11	14	1	42	
	% within Q29. Between 2006 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:	21.4%	.0%	11.9%	4.8%	26.2%	33.3%	2.4%	100.0%	
	% within Ethnicity	47.4%	.0%	55.6%	100.0%	50.0%	51.9%	100.0%	50.6%	
		% of Total	10.8%	.0%	6.0%	2.4%	13.3%	16.9%	1.2%	50.6%
61-90 days	Count	1	1	2	0	7	6	0	17	
	% within Q29. Between 2006 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:	5.9%	5.9%	11.8%	.0%	41.2%	35.3%	.0%	100.0%	
	% within Ethnicity	5.3%	33.3%	22.2%	.0%	31.8%	22.2%	.0%	20.5%	
		% of Total	1.2%	1.2%	2.4%	.0%	8.4%	7.2%	.0%	20.5%
91-120 days	Count	0	0	1	0	1	0	0	2	
	% within Q29. Between 2006 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:	.0%	.0%	50.0%	.0%	50.0%	.0%	.0%	100.0%	
	% within Ethnicity	.0%	.0%	11.1%	.0%	4.5%	.0%	.0%	2.4%	
		% of Total	.0%	.0%	1.2%	.0%	1.2%	.0%	.0%	2.4%
Over 120 days	Count	1	1	0	0	0	0	0	2	
	% within Q29. Between 2006 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:	50.0%	50.0%	.0%	.0%	.0%	.0%	.0%	100.0%	
	% within Ethnicity	5.3%	33.3%	.0%	.0%	.0%	.0%	.0%	2.4%	
		% of Total	1.2%	1.2%	.0%	.0%	.0%	.0%	.0%	2.4%
Not applicable	Count	2	1	0	0	0	1	0	4	
	% within Q29. Between 2006 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:	50.0%	25.0%	.0%	.0%	.0%	25.0%	.0%	100.0%	
	% within Ethnicity	10.5%	33.3%	.0%	.0%	.0%	3.7%	.0%	4.8%	
		% of Total	2.4%	1.2%	.0%	.0%	.0%	1.2%	.0%	4.8%
Total	Count	19	3	9	2	22	27	1	83	
	% within Q29. Between 2006 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:	22.9%	3.6%	10.8%	2.4%	26.5%	32.5%	1.2%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	22.9%	3.6%	10.8%	2.4%	26.5%	32.5%	1.2%	100.0%

Q30. 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? * Ethnicity Crosstabulation			Ethnicity							Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q30. 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	1	1	1	3	3	0	10	
		% within Q30. 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?	10.0%	10.0%	10.0%	10.0%	30.0%	30.0%	.0%	100.0%	
		% within Ethnicity	5.3%	33.3%	11.1%	50.0%	13.6%	11.1%	.0%	12.0%	
			% of Total	1.2%	1.2%	1.2%	1.2%	3.6%	3.6%	.0%	12.0%
	Often	Count	1	1	0	0	1	1	0	4	
		% within Q30. 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?	25.0%	25.0%	.0%	.0%	25.0%	25.0%	.0%	100.0%	
		% within Ethnicity	5.3%	33.3%	.0%	.0%	4.5%	3.7%	.0%	4.8%	
			% of Total	1.2%	1.2%	.0%	.0%	1.2%	1.2%	.0%	4.8%
	Sometimes	Count	5	1	4	1	4	5	0	20	
		% within Q30. 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?	25.0%	5.0%	20.0%	5.0%	20.0%	25.0%	.0%	100.0%	
		% within Ethnicity	26.3%	33.3%	44.4%	50.0%	18.2%	18.5%	.0%	24.1%	
			% of Total	6.0%	1.2%	4.8%	1.2%	4.8%	6.0%	.0%	24.1%
	Seldom	Count	3	0	0	0	4	6	0	13	
		% within Q30. 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?	23.1%	.0%	.0%	.0%	30.8%	46.2%	.0%	100.0%	
		% within Ethnicity	15.8%	.0%	.0%	.0%	18.2%	22.2%	.0%	15.7%	
			% of Total	3.6%	.0%	.0%	.0%	4.8%	7.2%	.0%	15.7%
	Never	Count	7	0	4	0	7	4	1	23	
		% within Q30. 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?	30.4%	.0%	17.4%	.0%	30.4%	17.4%	4.3%	100.0%	
		% within Ethnicity	36.8%	.0%	44.4%	.0%	31.8%	14.8%	100.0%	27.7%	
			% of Total	8.4%	.0%	4.8%	.0%	8.4%	4.8%	1.2%	27.7%
	Don't know	Count	1	0	0	0	1	7	0	9	
		% within Q30. 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?	11.1%	.0%	.0%	.0%	11.1%	77.8%	.0%	100.0%	
		% within Ethnicity	5.3%	.0%	.0%	.0%	4.5%	25.9%	.0%	10.8%	
			% of Total	1.2%	.0%	.0%	.0%	1.2%	8.4%	.0%	10.8%
Not applicable	Count	1	0	0	0	2	1	0	4		
	% within Q30. 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?	25.0%	.0%	.0%	.0%	50.0%	25.0%	.0%	100.0%		
	% within Ethnicity	5.3%	.0%	.0%	.0%	9.1%	3.7%	.0%	4.8%		
		% of Total	1.2%	.0%	.0%	.0%	2.4%	1.2%	.0%	4.8%	
Total	Count	19	3	9	2	22	27	1	83		
	% within Q30. 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?	22.9%	3.6%	10.8%	2.4%	26.5%	32.5%	1.2%	100.0%		
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
		% of Total	22.9%	3.6%	10.8%	2.4%	26.5%	32.5%	1.2%	100.0%	

Q31. As a subcontractor, your working experience with prime contractors/service providers has been? * Ethnicity Crosstabulation

			Ethnicity							Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	
Q31. As a subcontractor, your working experience with prime contractors/service providers has been?	Excellent	Count	1	1	3	1	3	6	0	15
		% within Q31. As a subcontractor, your working experience with prime contractors/service providers has been?	6.7%	6.7%	20.0%	6.7%	20.0%	40.0%	.0%	100.0%
		% within Ethnicity	5.3%	33.3%	33.3%	50.0%	13.6%	22.2%	.0%	18.1%
		% of Total	1.2%	1.2%	3.6%	1.2%	3.6%	7.2%	.0%	18.1%
	Good	Count	16	1	6	1	15	18	1	58
		% within Q31. As a subcontractor, your working experience with prime contractors/service providers has been?	27.6%	1.7%	10.3%	1.7%	25.9%	31.0%	1.7%	100.0%
		% within Ethnicity	84.2%	33.3%	66.7%	50.0%	68.2%	66.7%	100.0%	69.9%
		% of Total	19.3%	1.2%	7.2%	1.2%	18.1%	21.7%	1.2%	69.9%
	Fair	Count	2	1	0	0	3	3	0	9
		% within Q31. As a subcontractor, your working experience with prime contractors/service providers has been?	22.2%	11.1%	.0%	.0%	33.3%	33.3%	.0%	100.0%
		% within Ethnicity	10.5%	33.3%	.0%	.0%	13.6%	11.1%	.0%	10.8%
		% of Total	2.4%	1.2%	.0%	.0%	3.6%	3.6%	.0%	10.8%
Poor	Count	0	0	0	0	1	0	0	1	
	% within Q31. As a subcontractor, your working experience with prime contractors/service providers has been?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%	
	% within Ethnicity	.0%	.0%	.0%	.0%	4.5%	.0%	.0%	1.2%	
	% of Total	.0%	.0%	.0%	.0%	1.2%	.0%	.0%	1.2%	
Total	Count	19	3	9	2	22	27	1	83	
	% within Q31. As a subcontractor, your working experience with prime contractors/service providers has been?	22.9%	3.6%	10.8%	2.4%	26.5%	32.5%	1.2%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	22.9%	3.6%	10.8%	2.4%	26.5%	32.5%	1.2%	100.0%	

Q32. Are you required to have bonding for the type of work that your company bids? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q32. Are you required to have bonding for the type of work that your company bids?	Yes	Count	35	4	10	4	19	19	1	2	94
		% within Q32. Are you required to have bonding for the type of work that your company bids?	37.2%	4.3%	10.6%	4.3%	20.2%	20.2%	1.1%	2.1%	100.0%
		% within Ethnicity	20.8%	8.2%	20.4%	21.1%	16.2%	23.5%	7.1%	40.0%	18.7%
		% of Total	7.0%	.8%	2.0%	.8%	3.8%	3.8%	.2%	.4%	18.7%
	No	Count	125	38	30	13	84	54	12	3	359
		% within Q32. Are you required to have bonding for the type of work that your company bids?	34.8%	10.6%	8.4%	3.6%	23.4%	15.0%	3.3%	.8%	100.0%
		% within Ethnicity	74.4%	77.6%	61.2%	68.4%	71.8%	66.7%	85.7%	60.0%	71.5%
		% of Total	24.9%	7.6%	6.0%	2.6%	16.7%	10.8%	2.4%	.6%	71.5%
	Don't know	Count	8	7	9	2	14	8	1	0	49
		% within Q32. Are you required to have bonding for the type of work that your company bids?	16.3%	14.3%	18.4%	4.1%	28.6%	16.3%	2.0%	.0%	100.0%
		% within Ethnicity	4.8%	14.3%	18.4%	10.5%	12.0%	9.9%	7.1%	.0%	9.8%
		% of Total	1.6%	1.4%	1.8%	.4%	2.8%	1.6%	.2%	.0%	9.8%
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q32. Are you required to have bonding for the type of work that your company bids?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q33. What is your current aggregate bonding limit? * Ethnicity Crosstabulation

		Ethnicity								Total	
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other	No Response/ Don't Know		
Q33. What is your current aggregate bonding limit?	Below \$100,000	Count	5	1	0	0	1	0	0	0	7
	% within Q33. What is your current aggregate bonding limit?		71.4%	14.3%	.0%	.0%	14.3%	.0%	.0%	.0%	100.0%
	% within Ethnicity		14.3%	25.0%	.0%	.0%	5.3%	.0%	.0%	.0%	7.4%
	% of Total		5.3%	1.1%	.0%	1.1%	.0%	.0%	.0%	.0%	7.4%
\$100,001 to \$250,000	Count	4	0	1	0	2	0	1	1	1	9
	% within Q33. What is your current aggregate bonding limit?		44.4%	.0%	11.1%	.0%	22.2%	.0%	11.1%	11.1%	100.0%
	% within Ethnicity		11.4%	.0%	10.0%	.0%	10.5%	.0%	100.0%	50.0%	9.5%
	% of Total		4.2%	.0%	1.1%	.0%	2.1%	.0%	1.1%	1.1%	9.5%
\$250,001 to \$500,000	Count	5	0	0	1	0	3	0	0	0	9
	% within Q33. What is your current aggregate bonding limit?		55.6%	.0%	.0%	11.1%	.0%	33.3%	.0%	.0%	100.0%
	% within Ethnicity		14.3%	.0%	.0%	20.0%	.0%	15.8%	.0%	.0%	9.5%
	% of Total		5.3%	.0%	.0%	1.1%	.0%	3.2%	.0%	.0%	9.5%
\$500,001 to \$1 million	Count	3	2	4	1	2	1	0	0	0	13
	% within Q33. What is your current aggregate bonding limit?		23.1%	15.4%	30.8%	7.7%	15.4%	7.7%	.0%	.0%	100.0%
	% within Ethnicity		8.6%	50.0%	40.0%	20.0%	10.5%	5.3%	.0%	.0%	13.7%
	% of Total		3.2%	2.1%	4.2%	1.1%	2.1%	.0%	.0%	13.7%	
\$1,000,001 to \$1,500,000	Count	5	0	2	1	1	0	0	0	0	9
	% within Q33. What is your current aggregate bonding limit?		55.6%	.0%	22.2%	11.1%	11.1%	.0%	.0%	.0%	100.0%
	% within Ethnicity		14.3%	.0%	20.0%	20.0%	5.3%	.0%	.0%	.0%	9.5%
	% of Total		5.3%	.0%	2.1%	1.1%	.0%	.0%	.0%	.0%	9.5%
\$1,500,001 to \$3 million	Count	4	0	0	0	4	1	0	0	0	9
	% within Q33. What is your current aggregate bonding limit?		44.4%	.0%	.0%	.0%	44.4%	11.1%	.0%	.0%	100.0%
	% within Ethnicity		11.4%	.0%	.0%	.0%	21.1%	5.3%	.0%	.0%	9.5%
	% of Total		4.2%	.0%	.0%	.0%	4.2%	1.1%	.0%	.0%	9.5%
\$3,000,001 to \$5 million	Count	0	0	1	0	3	1	0	0	0	5
	% within Q33. What is your current aggregate bonding limit?		.0%	.0%	20.0%	.0%	60.0%	20.0%	.0%	.0%	100.0%
	% within Ethnicity		.0%	.0%	10.0%	.0%	15.8%	5.3%	.0%	.0%	5.3%
	% of Total		.0%	.0%	1.1%	.0%	3.2%	1.1%	.0%	.0%	5.3%
Over \$5 million	Count	2	0	0	2	0	8	0	0	0	12
	% within Q33. What is your current aggregate bonding limit?		16.7%	.0%	.0%	16.7%	.0%	66.7%	.0%	.0%	100.0%
	% within Ethnicity		5.7%	.0%	.0%	40.0%	.0%	42.1%	.0%	.0%	12.6%
	% of Total		2.1%	.0%	.0%	2.1%	.0%	8.4%	.0%	.0%	12.6%
Don't know	Count	7	1	2	0	6	5	0	1	1	22
	% within Q33. What is your current aggregate bonding limit?		31.8%	4.5%	9.1%	.0%	27.3%	22.7%	.0%	4.5%	100.0%
	% within Ethnicity		20.0%	25.0%	20.0%	.0%	31.6%	26.3%	.0%	50.0%	23.2%
	% of Total		7.4%	1.1%	2.1%	.0%	6.3%	5.3%	.0%	1.1%	23.2%
Total	Count	35	4	10	5	19	19	1	2	2	95
	% within Q33. What is your current aggregate bonding limit?		36.8%	4.2%	10.5%	5.3%	20.0%	20.0%	1.1%	2.1%	100.0%
	% within Ethnicity		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		36.8%	4.2%	10.5%	5.3%	20.0%	20.0%	1.1%	2.1%	100.0%

Q34. What is your current single project bonding limit? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q34. What is your current single project bonding limit?	Below \$100,000	Count	3	0	0	0	2	0	0	0	5
		% within Q34. What is your current single project bonding limit?	60.0%	.0%	.0%	.0%	40.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	8.6%	.0%	.0%	.0%	10.5%	.0%	.0%	.0%	5.3%
		% of Total	3.2%	.0%	.0%	.0%	2.1%	.0%	.0%	.0%	5.3%
\$100,001 to \$250,000		Count	4	0	1	0	2	2	0	1	10
		% within Q34. What is your current single project bonding limit?	40.0%	.0%	10.0%	.0%	20.0%	20.0%	.0%	10.0%	100.0%
		% within Ethnicity	11.4%	.0%	10.0%	.0%	10.5%	10.5%	.0%	50.0%	10.5%
		% of Total	4.2%	.0%	1.1%	.0%	2.1%	2.1%	.0%	1.1%	10.5%
\$250,001 to \$500,000		Count	2	0	1	0	1	1	0	0	5
		% within Q34. What is your current single project bonding limit?	40.0%	.0%	20.0%	.0%	20.0%	20.0%	.0%	.0%	100.0%
		% within Ethnicity	5.7%	.0%	10.0%	.0%	5.3%	5.3%	.0%	.0%	5.3%
		% of Total	2.1%	.0%	1.1%	.0%	1.1%	1.1%	.0%	.0%	5.3%
\$500,001 to \$1 million		Count	4	0	1	1	1	3	0	0	10
		% within Q34. What is your current single project bonding limit?	40.0%	.0%	10.0%	10.0%	10.0%	30.0%	.0%	.0%	100.0%
		% within Ethnicity	11.4%	.0%	10.0%	20.0%	5.3%	15.8%	.0%	.0%	10.5%
		% of Total	4.2%	.0%	1.1%	1.1%	3.2%	.0%	.0%	10.5%	
\$1,000,001 to \$1,500,000		Count	2	0	1	1	0	0	0	0	4
		% within Q34. What is your current single project bonding limit?	50.0%	.0%	25.0%	25.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	5.7%	.0%	10.0%	20.0%	.0%	.0%	.0%	.0%	4.2%
		% of Total	2.1%	.0%	1.1%	1.1%	.0%	.0%	.0%	.0%	4.2%
\$1,500,001 to \$3 million		Count	1	0	1	1	4	1	0	0	8
		% within Q34. What is your current single project bonding limit?	12.5%	.0%	12.5%	12.5%	50.0%	12.5%	.0%	.0%	100.0%
		% within Ethnicity	2.9%	.0%	10.0%	20.0%	21.1%	5.3%	.0%	.0%	8.4%
		% of Total	1.1%	.0%	1.1%	1.1%	4.2%	1.1%	.0%	.0%	8.4%
\$3,000,001 to \$5 million		Count	0	0	0	0	2	1	0	0	3
		% within Q34. What is your current single project bonding limit?	.0%	.0%	.0%	.0%	66.7%	33.3%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	10.5%	5.3%	.0%	.0%	3.2%
		% of Total	.0%	.0%	.0%	2.1%	1.1%	.0%	.0%	3.2%	
Over \$5 million		Count	0	0	0	0	0	6	0	0	6
		% within Q34. What is your current single project bonding limit?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	31.6%	.0%	.0%	6.3%
		% of Total	.0%	.0%	.0%	.0%	.0%	6.3%	.0%	.0%	6.3%
Don't know/ Not applicable		Count	19	4	5	2	7	5	1	1	44
		% within Q34. What is your current single project bonding limit?	43.2%	9.1%	11.4%	4.5%	15.9%	11.4%	2.3%	2.3%	100.0%
		% within Ethnicity	54.3%	100.0%	50.0%	40.0%	36.8%	26.3%	100.0%	50.0%	46.3%
		% of Total	20.0%	4.2%	5.3%	2.1%	7.4%	5.3%	1.1%	1.1%	46.3%
Total		Count	35	4	10	5	19	19	1	2	95
		% within Q34. What is your current single project bonding limit?	36.8%	4.2%	10.5%	5.3%	20.0%	20.0%	1.1%	2.1%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	36.8%	4.2%	10.5%	5.3%	20.0%	20.0%	1.1%	2.1%	100.0%

Q35. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2010 by the City when bidding or proposing on a project? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q35. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2010 by the City when bidding or proposing on a project?	Yes	Count	13	2	1	0	6	2	0	0	24
		% within Q35. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2010 by the City when bidding or proposing on a project?	54.2%	8.3%	4.2%	.0%	25.0%	8.3%	.0%	.0%	100.0%
		% within Ethnicity	7.7%	4.1%	2.0%	.0%	5.1%	2.5%	.0%	.0%	4.8%
		% of Total	2.6%	.4%	.2%	.0%	1.2%	.4%	.0%	.0%	4.8%
2006 and 2010 by the City when bidding or proposing on a project?	No	Count	53	19	22	8	50	53	5	4	214
		% within Q35. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2010 by the City when bidding or proposing on a project?	24.8%	8.9%	10.3%	3.7%	23.4%	24.8%	2.3%	1.9%	100.0%
		% within Ethnicity	31.5%	38.8%	44.9%	42.1%	42.7%	65.4%	35.7%	80.0%	42.6%
		% of Total	10.6%	3.8%	4.4%	1.6%	10.0%	10.6%	1.0%	.8%	42.6%
	Don't know	Count	24	2	6	1	10	11	0	0	54
		% within Q35. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2010 by the City when bidding or proposing on a project?	44.4%	3.7%	11.1%	1.9%	18.5%	20.4%	.0%	.0%	100.0%
		% within Ethnicity	14.3%	4.1%	12.2%	5.3%	8.5%	13.6%	.0%	.0%	10.8%
		% of Total	4.8%	.4%	1.2%	.2%	2.0%	2.2%	.0%	.0%	10.8%
	Not applicable	Count	78	26	20	10	51	15	9	1	210
		% within Q35. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2010 by the City when bidding or proposing on a project?	37.1%	12.4%	9.5%	4.8%	24.3%	7.1%	4.3%	.5%	100.0%
		% within Ethnicity	46.4%	53.1%	40.8%	52.6%	43.6%	18.5%	64.3%	20.0%	41.8%
		% of Total	15.5%	5.2%	4.0%	2.0%	10.2%	3.0%	1.8%	.2%	41.8%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q35. As a prime contractor/service provider did you experience discriminatory behavior between 2006 and 2010 by the City when bidding or proposing on a project?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q36. What was the most noticeable way you became aware of the discrimination against your company? * Ethnicity Crosstabulation

			Ethnicity					Total
			African American	Asian American	Hispanic American	Nonminority Female	Nonminority Male	
Q36. What was the most noticeable way you became aware of the discrimination against your company?	Verbal Comment	Count	4	0	0	3	1	8
		% within Q36. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	.0%	.0%	37.5%	12.5%	100.0%
		% within Ethnicity	28.6%	.0%	.0%	50.0%	50.0%	32.0%
	Written Statement	Count	0	0	1	1	0	2
		% within Q36. What was the most noticeable way you became aware of the discrimination against your company?	.0%	.0%	50.0%	50.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	100.0%	16.7%	.0%	8.0%
	Action taken against the company	Count	8	1	0	1	1	11
		% within Q36. What was the most noticeable way you became aware of the discrimination against your company?	72.7%	9.1%	.0%	9.1%	9.1%	100.0%
		% within Ethnicity	57.1%	50.0%	.0%	16.7%	50.0%	44.0%
	Don't Know	Count	2	1	0	1	0	4
		% within Q36. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	25.0%	.0%	25.0%	.0%	100.0%
		% within Ethnicity	14.3%	50.0%	.0%	16.7%	.0%	16.0%
Total	Count	14	2	1	6	2	25	
	% within Q36. What was the most noticeable way you became aware of the discrimination against your company?	56.0%	8.0%	4.0%	24.0%	8.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	56.0%	8.0%	4.0%	24.0%	8.0%	100.0%	

Q37. Which of the following do you consider the primary reason for your company being discriminated against: * Ethnicity Crosstabulation

			Ethnicity					Total
			African American	Asian American	Hispanic American	Nonminority Female	Nonminority Male	
Q37. Which of the following do you consider the primary reason for your company being discriminated against:	Owner's race or ethnicity	Count	11	0	0	0	1	12
		% within Q37. Which of the following do you consider the primary reason for your company being discriminated against:	91.7%	.0%	.0%	.0%	8.3%	100.0%
		% within Ethnicity	78.6%	.0%	.0%	.0%	50.0%	48.0%
	Owner's sex	Count	0	0	0	4	0	4
		% within Q37. Which of the following do you consider the primary reason for your company being discriminated against:	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	66.7%	.0%	16.0%
	Don't know	Count	3	2	1	2	1	9
		% within Q37. Which of the following do you consider the primary reason for your company being discriminated against:	33.3%	22.2%	11.1%	22.2%	11.1%	100.0%
		% within Ethnicity	21.4%	100.0%	100.0%	33.3%	50.0%	36.0%
	Total	Count	14	2	1	6	2	25
		% within Q37. Which of the following do you consider the primary reason for your company being discriminated against:	56.0%	8.0%	4.0%	24.0%	8.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of Total		56.0%	8.0%	4.0%	24.0%	8.0%	100.0%	

Q38. When did the discrimination first occur? * Ethnicity Crosstabulation

			Ethnicity					Total
			African American	Asian American	Hispanic American	Nonminority Female	Nonminority Male	
Q38. When did the discrimination first occur?	After contract award	Count	6	0	0	1	0	7
		% within Q38. When did the discrimination first occur?	85.7%	.0%	.0%	14.3%	.0%	100.0%
		% within Ethnicity	42.9%	.0%	.0%	16.7%	.0%	28.0%
		% of Total	24.0%	.0%	.0%	4.0%	.0%	28.0%
	Don't know	Count	1	0	1	0	0	2
		% within Q38. When did the discrimination first occur?	50.0%	.0%	50.0%	.0%	.0%	100.0%
		% within Ethnicity	7.1%	.0%	100.0%	.0%	.0%	8.0%
		% of Total	4.0%	.0%	4.0%	.0%	.0%	8.0%
	During bidding process	Count	7	2	0	5	2	16
% within Q38. When did the discrimination first occur?		43.8%	12.5%	.0%	31.3%	12.5%	100.0%	
% within Ethnicity		50.0%	100.0%	.0%	83.3%	100.0%	64.0%	
	% of Total	28.0%	8.0%	.0%	20.0%	8.0%	64.0%	
Total	Count	14	2	1	6	2	25	
	% within Q38. When did the discrimination first occur?	56.0%	8.0%	4.0%	24.0%	8.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	56.0%	8.0%	4.0%	24.0%	8.0%	100.0%	

Q39. Did you file a complaint? * Ethnicity Crosstabulation

			Ethnicity					Total
			African American	Asian American	Hispanic American	Nonminority Female	Nonminority Male	
Q39. Did you file a complaint?	Yes	Count	3	1	0	0	0	4
		% within Q39. Did you file a complaint?	75.0%	25.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	21.4%	50.0%	.0%	.0%	.0%	16.0%
		% of Total	12.0%	4.0%	.0%	.0%	.0%	16.0%
	No	Count	11	1	1	6	2	21
		% within Q39. Did you file a complaint?	52.4%	4.8%	4.8%	28.6%	9.5%	100.0%
		% within Ethnicity	78.6%	50.0%	100.0%	100.0%	100.0%	84.0%
		% of Total	44.0%	4.0%	4.0%	24.0%	8.0%	84.0%
	Total	Count	14	2	1	6	2	25
% within Q39. Did you file a complaint?		56.0%	8.0%	4.0%	24.0%	8.0%	100.0%	
% within Ethnicity		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		56.0%	8.0%	4.0%	24.0%	8.0%	100.0%	

Q40. As a subcontractor did you experience discriminatory behavior between 2006 and 2010 from a prime contractor/service provider working or bidding on a City project? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q40. As a subcontractor did you experience discriminatory behavior between 2006 and 2010 from a prime contractor/service provider working or bidding on a City project?	Yes	Count	6	2	0	0	4	0	0	0	12
		% within Q40. As a subcontractor did you experience discriminatory behavior between 2006 and 2010 from a prime contractor/service provider working or bidding on a City project?	50.0%	16.7%	.0%	.0%	33.3%	.0%	.0%	.0%	100.0%
		% within Ethnicity	3.6%	4.1%	.0%	.0%	3.4%	.0%	.0%	.0%	2.4%
			% of Total	1.2%	.4%	.0%	.0%	.8%	.0%	.0%	2.4%
	No	Count	50	13	19	7	51	38	6	2	186
		% within Q40. As a subcontractor did you experience discriminatory behavior between 2006 and 2010 from a prime contractor/service provider working or bidding on a City project?	26.9%	7.0%	10.2%	3.8%	27.4%	20.4%	3.2%	1.1%	100.0%
		% within Ethnicity	29.8%	26.5%	38.8%	36.8%	43.6%	46.9%	42.9%	40.0%	37.1%
			% of Total	10.0%	2.6%	3.8%	1.4%	10.2%	7.6%	1.2%	37.1%
	Don't know	Count	23	2	7	3	10	11	0	0	56
		% within Q40. As a subcontractor did you experience discriminatory behavior between 2006 and 2010 from a prime contractor/service provider working or bidding on a City project?	41.1%	3.6%	12.5%	5.4%	17.9%	19.6%	.0%	.0%	100.0%
		% within Ethnicity	13.7%	4.1%	14.3%	15.8%	8.5%	13.6%	.0%	.0%	11.2%
			% of Total	4.6%	.4%	1.4%	.6%	2.0%	2.2%	.0%	11.2%
Not applicable	Count	89	32	23	9	52	32	8	3	248	
	% within Q40. As a subcontractor did you experience discriminatory behavior between 2006 and 2010 from a prime contractor/service provider working or bidding on a City project?	35.9%	12.9%	9.3%	3.6%	21.0%	12.9%	3.2%	1.2%	100.0%	
	% within Ethnicity	53.0%	65.3%	46.9%	47.4%	44.4%	39.5%	57.1%	60.0%	49.4%	
		% of Total	17.7%	6.4%	4.6%	1.8%	10.4%	6.4%	1.6%	49.4%	
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q40. As a subcontractor did you experience discriminatory behavior between 2006 and 2010 from a prime contractor/service provider working or bidding on a City project?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	1.0%	100.0%	

Q41. What was the most noticeable way you became aware of the discrimination against your company? * Ethnicity Crosstabulation

			Ethnicity			Total	
			African American	Asian American	Nonminority Female		
Q41. What was the most noticeable way you became aware of the discrimination against your company?	Verbal Comment	Count	3	0	3	6	
		% within Q41. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	.0%	50.0%	100.0%	
		% within Ethnicity	50.0%	.0%	75.0%	50.0%	
			% of Total	25.0%	.0%	25.0%	50.0%
	Action taken against the company	Count	2	1	0	3	
		% within Q41. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	33.3%	.0%	100.0%	
		% within Ethnicity	33.3%	50.0%	.0%	25.0%	
			% of Total	16.7%	8.3%	.0%	25.0%
	Don't Know	Count	0	1	1	2	
		% within Q41. What was the most noticeable way you became aware of the discrimination against your company?	.0%	50.0%	50.0%	100.0%	
		% within Ethnicity	.0%	50.0%	25.0%	16.7%	
			% of Total	.0%	8.3%	8.3%	16.7%
Action taken against the company	Count	1	0	0	1		
	% within Q41. What was the most noticeable way you became aware of the discrimination against your company?	100.0%	.0%	.0%	100.0%		
	% within Ethnicity	16.7%	.0%	.0%	8.3%		
		% of Total	8.3%	.0%	.0%	8.3%	
Total	Count	6	2	4	12		
	% within Q41. What was the most noticeable way you became aware of the discrimination against your company?	50.0%	16.7%	33.3%	100.0%		
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%		
		% of Total	50.0%	16.7%	33.3%	100.0%	

Q42. Which of the following do you consider the primary reason for your company discriminated against? * Ethnicity Crosstabulation

			Ethnicity			Total
			African American	Asian American	Nonminority Female	
Q42. Which of the following do you consider the primary reason for your company discriminated against:	Owner's race or ethnicity	Count	6	0	0	6
		% within Q42. Which of the following do you consider the primary reason for your company discriminated against:	100.0%	.0%	.0%	100.0%
		% within Ethnicity	100.0%	.0%	.0%	50.0%
		% of Total	50.0%	.0%	.0%	50.0%
	Owner's sex	Count	0	0	4	4
		% within Q42. Which of the following do you consider the primary reason for your company discriminated against:	.0%	.0%	100.0%	100.0%
		% within Ethnicity	.0%	.0%	100.0%	33.3%
		% of Total	.0%	.0%	33.3%	33.3%
	Don't know	Count	0	2	0	2
% within Q42. Which of the following do you consider the primary reason for your company discriminated against:		.0%	100.0%	.0%	100.0%	
% within Ethnicity		.0%	100.0%	.0%	16.7%	
	% of Total	.0%	16.7%	.0%	16.7%	
Total	Count	6	2	4	12	
	% within Q42. Which of the following do you consider the primary reason for your company discriminated against:	50.0%	16.7%	33.3%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	
	% of Total	50.0%	16.7%	33.3%	100.0%	

Q43. When did the discrimination first occur? * Ethnicity Crosstabulation

			Ethnicity			Total
			African American	Asian American	Nonminority Female	
Q43. When did the discrimination first occur?	After contract award	Count	3	0	0	3
		% within Q43. When did the discrimination first occur?	100.0%	.0%	.0%	100.0%
		% within Ethnicity	50.0%	.0%	.0%	25.0%
		% of Total	25.0%	.0%	.0%	25.0%
	Don't know	Count	0	1	0	1
		% within Q43. When did the discrimination first occur?	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	50.0%	.0%	8.3%
		% of Total	.0%	8.3%	.0%	8.3%
	During bidding process	Count	3	1	4	8
% within Q43. When did the discrimination first occur?		37.5%	12.5%	50.0%	100.0%	
% within Ethnicity		50.0%	50.0%	100.0%	66.7%	
	% of Total	25.0%	8.3%	33.3%	66.7%	
Total	Count	6	2	4	12	
	% within Q43. When did the discrimination first occur?	50.0%	16.7%	33.3%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	
	% of Total	50.0%	16.7%	33.3%	100.0%	

Q44. Did you file a complaint? * Ethnicity Crosstabulation

			Ethnicity			Total
			African American	Asian American	Nonminority Female	
Q44. Did you file a complaint?	Yes	Count	1	1	0	2
		% within Q44. Did you file a complaint?	50.0%	50.0%	.0%	100.0%
		% within Ethnicity	16.7%	50.0%	.0%	16.7%
		% of Total	8.3%	8.3%	.0%	16.7%
	No	Count	5	1	4	10
		% within Q44. Did you file a complaint?	50.0%	10.0%	40.0%	100.0%
		% within Ethnicity	83.3%	50.0%	100.0%	83.3%
		% of Total	41.7%	8.3%	33.3%	83.3%
	Total	Count	6	2	4	12
% within Q44. Did you file a complaint?		50.0%	16.7%	33.3%	100.0%	
% within Ethnicity		100.0%	100.0%	100.0%	100.0%	
% of Total		50.0%	16.7%	33.3%	100.0%	

Q45. While doing business or attempting to do business, have you experienced: Harassment * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q45. While doing business or attempting to do business, have you experienced: Harassment	Yes	Count	3	1	0	0	2	0	0	0	6	
		% within Q45. While doing business or attempting to do business, have you experienced: Harassment	50.0%	16.7%	.0%	.0%	33.3%	.0%	.0%	.0%	100.0%	
		% within Ethnicity	1.8%	2.0%	.0%	.0%	1.7%	.0%	.0%	.0%	1.2%	
			% of Total	.6%	.2%	.0%	.0%	.4%	.0%	.0%	1.2%	
Harassment	No	Count	94	25	30	9	67	62	6	3	296	
		% within Q45. While doing business or attempting to do business, have you experienced: Harassment	31.8%	8.4%	10.1%	3.0%	22.6%	20.9%	2.0%	1.0%	100.0%	
		% within Ethnicity	56.0%	51.0%	61.2%	47.4%	57.3%	76.5%	42.9%	60.0%	59.0%	
			% of Total	18.7%	5.0%	6.0%	1.8%	13.3%	12.4%	1.2%	6%	59.0%
Harassment	Not applicable	Count	71	23	19	10	48	19	8	2	200	
		% within Q45. While doing business or attempting to do business, have you experienced: Harassment	35.5%	11.5%	9.5%	5.0%	24.0%	9.5%	4.0%	1.0%	100.0%	
		% within Ethnicity	42.3%	46.9%	38.8%	52.6%	41.0%	23.5%	57.1%	40.0%	39.8%	
			% of Total	14.1%	4.6%	3.8%	2.0%	9.6%	3.8%	1.6%	4%	39.8%
Total		Count	168	49	49	19	117	81	14	5	502	
		% within Q45. While doing business or attempting to do business, have you experienced: Harassment	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q45. While doing business or attempting to do business, have you experienced: Unequal or Unfair Treatment * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q45. While doing business or attempting to do business, have you experienced: Unequal or Unfair Treatment	Yes	Count	19	3	1	0	6	2	0	0	31	
		% within Q45. While doing business or attempting to do business, have you experienced: Unequal or Unfair Treatment	61.3%	9.7%	3.2%	.0%	19.4%	6.5%	.0%	.0%	100.0%	
		% within Ethnicity	11.3%	6.1%	2.0%	.0%	5.1%	2.5%	.0%	.0%	6.2%	
			% of Total	3.8%	.6%	.2%	.0%	1.2%	.4%	.0%	6.2%	
Unequal or Unfair Treatment	No	Count	79	23	29	9	64	60	6	3	273	
		% within Q45. While doing business or attempting to do business, have you experienced: Unequal or Unfair Treatment	28.9%	8.4%	10.6%	3.3%	23.4%	22.0%	2.2%	1.1%	100.0%	
		% within Ethnicity	47.0%	46.9%	59.2%	47.4%	54.7%	74.1%	42.9%	60.0%	54.4%	
			% of Total	15.7%	4.6%	5.8%	1.8%	12.7%	12.0%	1.2%	6%	54.4%
Unequal or Unfair Treatment	Not applicable	Count	70	23	19	10	47	19	8	2	198	
		% within Q45. While doing business or attempting to do business, have you experienced: Unequal or Unfair Treatment	35.4%	11.6%	9.6%	5.1%	23.7%	9.6%	4.0%	1.0%	100.0%	
		% within Ethnicity	41.7%	46.9%	38.8%	52.6%	40.2%	23.5%	57.1%	40.0%	39.4%	
			% of Total	13.9%	4.6%	3.8%	2.0%	9.4%	3.8%	1.6%	4%	39.4%
Total		Count	168	49	49	19	117	81	14	5	502	
		% within Q45. While doing business or attempting to do business, have you experienced: Unequal or Unfair Treatment	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q45. While doing business or attempting to do business, have you experienced: Bid Shopping or Bid Manipulation * Ethnicity Crosstabulation

			Ethnicity							Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		No Response/ Don't Know
Q45. While doing business or attempting to do business, have you experienced: Bid Shopping or Bid Manipulation	Yes	Count	14	3	4	3	13	2	0	0	39
		% within Q45. While doing business or attempting to do business, have you experienced: Bid Shopping or Bid Manipulation	35.9%	7.7%	10.3%	7.7%	33.3%	5.1%	.0%	.0%	100.0%
		% within Ethnicity	8.3%	6.1%	8.2%	15.8%	11.1%	2.5%	.0%	.0%	7.8%
		% of Total	2.8%	.6%	.8%	.6%	2.6%	.4%	.0%	.0%	7.8%
Shopping or Bid Manipulation	No	Count	80	23	27	6	57	60	6	3	262
		% within Q45. While doing business or attempting to do business, have you experienced: Bid Shopping or Bid Manipulation	30.5%	8.8%	10.3%	2.3%	21.8%	22.9%	2.3%	1.1%	100.0%
		% within Ethnicity	47.6%	46.9%	55.1%	31.6%	48.7%	74.1%	42.9%	60.0%	52.2%
		% of Total	15.9%	4.6%	5.4%	1.2%	11.4%	12.0%	1.2%	.6%	52.2%
Not applicable	Not applicable	Count	74	23	18	10	47	19	8	2	201
		% within Q45. While doing business or attempting to do business, have you experienced: Bid Shopping or Bid Manipulation	36.8%	11.4%	9.0%	5.0%	23.4%	9.5%	4.0%	1.0%	100.0%
		% within Ethnicity	44.0%	46.9%	36.7%	52.6%	40.2%	23.5%	57.1%	40.0%	40.0%
		% of Total	14.7%	4.6%	3.6%	2.0%	9.4%	3.8%	1.6%	.4%	40.0%
Total	Total	Count	168	49	49	19	117	81	14	5	502
		% within Q45. While doing business or attempting to do business, have you experienced: Bid Shopping or Bid Manipulation	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q45. While doing business or attempting to do business, have you experienced: Double Standards in Performance * Ethnicity Crosstabulation

			Ethnicity							Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		No Response/ Don't Know
Q45. While doing business or attempting to do business, have you experienced: Double Standards in Performance	Yes	Count	15	0	0	2	5	4	0	0	26
		% within Q45. While doing business or attempting to do business, have you experienced: Double Standards in Performance	57.7%	.0%	.0%	7.7%	19.2%	15.4%	.0%	.0%	100.0%
		% within Ethnicity	8.9%	.0%	.0%	10.5%	4.3%	4.9%	.0%	.0%	5.2%
		% of Total	3.0%	.0%	.0%	.4%	1.0%	.8%	.0%	.0%	5.2%
Double Standards in Performance	No	Count	79	24	32	7	63	58	6	3	272
		% within Q45. While doing business or attempting to do business, have you experienced: Double Standards in Performance	29.0%	8.8%	11.8%	2.6%	23.2%	21.3%	2.2%	1.1%	100.0%
		% within Ethnicity	47.0%	49.0%	65.3%	36.8%	53.8%	71.6%	42.9%	60.0%	54.2%
		% of Total	15.7%	4.8%	6.4%	1.4%	12.5%	11.6%	1.2%	.6%	54.2%
Not applicable	Not applicable	Count	74	25	17	10	49	19	8	2	204
		% within Q45. While doing business or attempting to do business, have you experienced: Double Standards in Performance	36.3%	12.3%	8.3%	4.9%	24.0%	9.3%	3.9%	1.0%	100.0%
		% within Ethnicity	44.0%	51.0%	34.7%	52.6%	41.9%	23.5%	57.1%	40.0%	40.6%
		% of Total	14.7%	5.0%	3.4%	2.0%	9.8%	3.8%	1.6%	.4%	40.6%
Total	Total	Count	168	49	49	19	117	81	14	5	502
		% within Q45. While doing business or attempting to do business, have you experienced: Double Standards in Performance	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q45. While doing business or attempting to do business, have you experienced: Denial of Opportunity to Bid * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q45. While doing business or attempting to do business, have you experienced:	Yes	Count	8	4	1	2	6	0	0	0	21
		% within Q45. While doing business or attempting to do business, have you experienced: Denial of Opportunity to Bid	38.1%	19.0%	4.8%	9.5%	28.6%	.0%	.0%	.0%	100.0%
		% within Ethnicity	4.8%	8.2%	2.0%	10.5%	5.1%	.0%	.0%	.0%	4.2%
		% of Total	1.6%	.8%	.2%	.4%	1.2%	.0%	.0%	.0%	4.2%
Denial of Opportunity to Bid	No	Count	87	23	29	8	65	62	6	3	283
		% within Q45. While doing business or attempting to do business, have you experienced: Denial of Opportunity to Bid	30.7%	8.1%	10.2%	2.8%	23.0%	21.9%	2.1%	1.1%	100.0%
		% within Ethnicity	51.8%	46.9%	59.2%	42.1%	55.6%	76.5%	42.9%	60.0%	56.4%
		% of Total	17.3%	4.6%	5.8%	1.6%	12.9%	12.4%	1.2%	.6%	56.4%
	Not applicable	Count	73	22	19	9	46	19	8	2	198
		% within Q45. While doing business or attempting to do business, have you experienced: Denial of Opportunity to Bid	36.9%	11.1%	9.6%	4.5%	23.2%	9.6%	4.0%	1.0%	100.0%
		% within Ethnicity	43.5%	44.9%	38.8%	47.4%	39.3%	23.5%	57.1%	40.0%	39.4%
		% of Total	14.5%	4.4%	3.8%	1.8%	9.2%	3.8%	1.6%	.4%	39.4%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q45. While doing business or attempting to do business, have you experienced: Denial of Opportunity to Bid	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q45. While doing business or attempting to do business, have you experienced: Unfair Denial of Contract Award * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q45. While doing business or attempting to do business, have you experienced: Unfair Denial of Contract Award	Yes	Count	14	4	2	1	4	0	0	0	25
		% within Q45. While doing business or attempting to do business, have you experienced: Unfair Denial of Contract Award	56.0%	16.0%	8.0%	4.0%	16.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	8.3%	8.2%	4.1%	5.3%	3.4%	.0%	.0%	.0%	5.0%
		% of Total	2.8%	.8%	.4%	.2%	.8%	.0%	.0%	.0%	5.0%
Denial of Contract Award	No	Count	79	22	28	8	66	62	6	3	274
		% within Q45. While doing business or attempting to do business, have you experienced: Unfair Denial of Contract Award	28.8%	8.0%	10.2%	2.9%	24.1%	22.6%	2.2%	1.1%	100.0%
		% within Ethnicity	47.0%	44.9%	57.1%	42.1%	56.4%	76.5%	42.9%	60.0%	54.6%
		% of Total	15.7%	4.4%	5.6%	1.6%	13.1%	12.4%	1.2%	.6%	54.6%
	Not applicable	Count	75	23	19	10	47	19	8	2	203
		% within Q45. While doing business or attempting to do business, have you experienced: Unfair Denial of Contract Award	36.9%	11.3%	9.4%	4.9%	23.2%	9.4%	3.9%	1.0%	100.0%
		% within Ethnicity	44.6%	46.9%	38.8%	52.6%	40.2%	23.5%	57.1%	40.0%	40.4%
		% of Total	14.9%	4.6%	3.8%	2.0%	9.4%	3.8%	1.6%	.4%	40.4%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q45. While doing business or attempting to do business, have you experienced: Unfair Denial of Contract Award	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q45. While doing business or attempting to do business, have you experienced: Unfair Termination * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q45. While doing business or attempting to do business, have you experienced: Unfair Termination	Yes	Count	4	0	1	1	0	1	0	0	7
		% within Q45. While doing business or attempting to do business, have you experienced: Unfair Termination	57.1%	.0%	14.3%	14.3%	.0%	14.3%	.0%	.0%	100.0%
		% within Ethnicity	2.4%	.0%	2.0%	5.3%	.0%	1.2%	.0%	.0%	1.4%
Termination	No	% of Total	.8%	.0%	.2%	.2%	.0%	.2%	.0%	.0%	1.4%
		Count	89	21	28	8	69	60	6	3	284
		% within Q45. While doing business or attempting to do business, have you experienced: Unfair Termination	31.3%	7.4%	9.9%	2.8%	24.3%	21.1%	2.1%	1.1%	100.0%
Not applicable	Not applicable	% within Ethnicity	53.0%	42.9%	57.1%	42.1%	59.0%	74.1%	42.9%	60.0%	56.6%
		% of Total	17.7%	4.2%	5.6%	1.6%	13.7%	12.0%	1.2%	.6%	56.6%
		Count	75	28	20	10	48	20	8	2	211
Total	Total	% within Q45. While doing business or attempting to do business, have you experienced: Unfair Termination	35.5%	13.3%	9.5%	4.7%	22.7%	9.5%	3.8%	.9%	100.0%
		% within Ethnicity	44.6%	57.1%	40.8%	52.6%	41.0%	24.7%	57.1%	40.0%	42.0%
		% of Total	14.9%	5.6%	4.0%	2.0%	9.6%	2.0%	4.4%	4.4%	42.0%

Q46. Have you experienced discriminatory behavior from the private sector between 2006 and 2010? * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q46. Have you experienced discriminatory behavior from the private sector between 2006 and 2010?	Yes	Count	29	1	2	2	11	4	0	0	49
		% within Q46. Have you experienced discriminatory behavior from the private sector between 2006 and 2010?	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	.0%	.0%	100.0%
		% within Ethnicity	17.3%	2.0%	4.1%	10.5%	9.4%	4.9%	.0%	.0%	9.8%
between 2006 and 2010?	No	% of Total	5.8%	.2%	.4%	.4%	2.2%	.8%	.0%	.0%	9.8%
		Count	87	32	31	12	78	70	8	4	322
		% within Q46. Have you experienced discriminatory behavior from the private sector between 2006 and 2010?	27.0%	9.9%	9.6%	3.7%	24.2%	21.7%	2.5%	1.2%	100.0%
Don't Know/ Not Applicable	Don't Know/ Not Applicable	% within Ethnicity	51.8%	65.3%	63.3%	63.2%	66.7%	86.4%	57.1%	80.0%	64.1%
		% of Total	17.3%	6.4%	6.2%	2.4%	15.5%	13.9%	1.6%	.8%	64.1%
		Count	52	16	16	5	28	7	6	1	131
Total	Total	% within Q46. Have you experienced discriminatory behavior from the private sector between 2006 and 2010?	39.7%	12.2%	12.2%	3.8%	21.4%	5.3%	4.6%	.8%	100.0%
		% within Ethnicity	31.0%	32.7%	32.7%	26.3%	23.9%	8.6%	42.9%	20.0%	26.1%
		% of Total	10.4%	3.2%	3.2%	1.0%	5.6%	1.4%	1.2%	.2%	26.1%

Q47. Please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. *There is an informal network of prime contractors/service providers and subcontractors that has excluded my company * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q47. Please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. *There is an informal network of prime contractors/service providers and subcontractors that has excluded my company	Strongly agree	Count	27	1	2	0	9	1	1	0	41	
		% within Q47. Please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. *There is an informal network of prime contractors/service providers and subcontractors that has excluded my company	65.9%	2.4%	4.9%	.0%	22.0%	2.4%	2.4%	.0%	100.0%	
		% within Ethnicity	16.1%	2.0%	4.1%	.0%	7.7%	1.2%	7.1%	.0%	8.2%	
	Somewhat agree	Count	29	8	8	3	18	7	0	1	72	
		% within Q47. Please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. *There is an informal network of prime contractors/service providers and subcontractors that has excluded my company	40.3%	8.3%	11.1%	4.2%	25.0%	9.7%	.0%	1.4%	100.0%	
		% within Ethnicity	17.3%	12.2%	16.3%	15.8%	15.4%	8.6%	.0%	20.0%	14.3%	
	Neither agree nor disagree	Count	60	22	16	7	50	30	5	1	191	
		% within Q47. Please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. *There is an informal network of prime contractors/service providers and subcontractors that has excluded my company	31.4%	11.5%	8.4%	3.7%	26.2%	15.7%	2.6%	.5%	100.0%	
		% within Ethnicity	35.7%	44.9%	32.7%	36.8%	42.7%	37.0%	35.7%	20.0%	38.0%	
	Somewhat disagree	Count	7	1	2	0	8	11	2	0	31	
		% within Q47. Please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. *There is an informal network of prime contractors/service providers and subcontractors that has excluded my company	22.6%	3.2%	6.5%	.0%	25.8%	35.5%	6.5%	.0%	100.0%	
		% within Ethnicity	4.2%	2.0%	4.1%	.0%	6.8%	13.6%	14.3%	.0%	6.2%	
Strongly disagree	Count	45	19	21	9	32	32	6	3	167		
	% within Q47. Please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. *There is an informal network of prime contractors/service providers and subcontractors that has excluded my company	26.9%	11.4%	12.6%	5.4%	19.2%	19.2%	3.6%	1.8%	100.0%		
	% within Ethnicity	26.8%	38.8%	42.9%	47.4%	27.4%	39.5%	42.9%	60.0%	33.3%		
Total	Count	168	49	49	19	117	81	14	5	502		
	% within Q47. Please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. *There is an informal network of prime contractors/service providers and subcontractors that has excluded my company	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%		
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
			% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation

			Ethnicity							Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		No Response/ Don't Know
Q48. What trade associations or business organizations are you a member of?	AAPOR	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
ABC		Count	0	0	0	0	1	2	0	0	3
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	33.3%	66.7%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	5.1%	.0%	.0%	1.3%
		% of Total	.0%	.0%	.0%	.0%	.4%	.8%	.0%	.0%	1.3%
ABC - Associated Builders & Contractors		Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%
acec		Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%
ACG		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
ACI - airports council international		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
ACINA		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
ACM		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
AEG		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
agc		Count	1	0	1	0	0	0	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	50.0%	.0%	50.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.8%
		% of Total	.4%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.8%
AGC		Count	1	0	0	1	0	2	0	0	4
		% within Q48. What trade associations or business organizations are you a member of?	25.0%	.0%	.0%	25.0%	.0%	50.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	8.3%	.0%	5.1%	.0%	.0%	1.7%
		% of Total	.4%	.0%	.0%	.4%	.0%	.8%	.0%	.0%	1.7%
AGC OF THE CAROLINAS		Count	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q48. What trade associations or business organizations are you a member of?	AIA	Count	0	0	0	0	1	2	0	0	3
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	33.3%	66.7%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	5.1%	.0%	.0%	1.3%
		% of Total	.0%	.0%	.0%	.0%	.4%	.8%	.0%	.0%	1.3%
AIS		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Alliance of Women in Media		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
American Advertising Federation		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
American Corrections Association		Count	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%	
American Council of Engineering Companies		Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
American Fire Sprinkler Association		Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
American Institute of Architect		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
American Planners Association		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
american public transportation assoc (apta)		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
American Society of Engineers (ASCE)		Count	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
American Society of Heating Ref and AC		Count	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q48. What trade associations or business organizations are you a member of?	American Society of Safety Engineers	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
American Society of Safety Engineers (ASSE)	American Society of Safety Engineers	Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
American Staffing Association	American Staffing Association	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
American Subcontractors Association	American Subcontractors Association	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
American Translators assoc.	American Translators assoc.	Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
American Translators Association	American Translators Association	Count	0	1	0	0	0	0	1	0	2
		% within Q48. What trade associations or business organizations are you a member of?	.0%	50.0%	.0%	.0%	.0%	.0%	50.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	20.0%	.0%	.8%
		% of Total	.0%	.4%	.0%	.0%	.0%	.4%	.0%	.0%	.8%
Appraisal Institute	Appraisal Institute	Count	0	0	0	0	0	2	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	5.1%	.0%	.0%	.8%
		% of Total	.0%	.0%	.0%	.0%	.8%	.0%	.0%	.0%	.8%
apta	apta	Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
APTA	APTA	Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
ARMA	ARMA	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
asce	asce	Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
ASCE	ASCE	Count	0	0	0	0	0	3	0	0	3
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	7.7%	.0%	.0%	1.3%
		% of Total	.0%	.0%	.0%	.0%	.0%	1.3%	.0%	.0%	1.3%

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q48. What trade associations or business organizations are you a member of?	ASHE	Count	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Asheville Home Business Association	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
ASI	Count	0	0	0	0	3	0	0	0	0	3
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	4.5%	.0%	.0%	.0%	1.3%
		% of Total	.0%	.0%	.0%	1.3%	.0%	.0%	.0%	1.3%	
ASLA	Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	
ASPE	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
ASPRS	Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
Assoc. of professional insurance women	Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	
Associated Builders and Contractors	Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
Associated General Contractors	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Association of Engineering Geologists	Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	
Association of Executive Search Consultants	Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
Awards and Recognition Association (ARA)	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q48. What trade associations or business organizations are you a member of?	AWWA	Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	.4%
Baltimore Claims		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	.4%
BBB		Count	0	0	0	0	2	0	0	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	3.0%	.0%	.0%	.0%	.0%	.8%
		% of Total	.0%	.0%	.0%	.8%	.0%	.0%	.0%	.0%	.8%	.8%
BEA		Count	0	0	0	0	0	0	0	1	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	.0%	50.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.4%	.4%
Better Business Bue		Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	.4%
Better Business Bureau		Count	0	0	0	0	2	0	0	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	3.0%	.0%	.0%	.0%	.0%	.8%
		% of Total	.0%	.0%	.0%	.8%	.0%	.0%	.0%	.0%	.8%	.8%
BICSI		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	.4%
Builders Ass.		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	.4%
Carolina IT Professionals Group		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	.4%
Carolinas AGC		Count	1	0	0	0	3	1	0	0	0	5
		% within Q48. What trade associations or business organizations are you a member of?	20.0%	.0%	.0%	.0%	60.0%	20.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	4.5%	2.6%	.0%	.0%	.0%	2.1%
		% of Total	.4%	.0%	.0%	1.3%	.4%	.0%	.0%	.0%	2.1%	2.1%
CAROLINAS AGC		Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	.4%
Carolinas Minority Suppliers Council		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	.4%

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q48. What trade associations or business organizations are you a member of?	chamber of commerce	Count	1	0	0	0	0	0	1	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	50.0%	.0%	.0%	.0%	.0%	.0%	50.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.8%
		% of Total	.4%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.8%	
Chamber of Commerce	Chamber of Commerce	Count	1	0	1	0	1	0	0	0	0	3
		% within Q48. What trade associations or business organizations are you a member of?	33.3%	.0%	33.3%	.0%	33.3%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	5.6%	.0%	1.5%	.0%	.0%	.0%	.0%	1.3%
		% of Total	.4%	.0%	.4%	.0%	.4%	.0%	.0%	.0%	1.3%	
CHamber of Commerce - Charlotte	CHamber of Commerce - Charlotte	Count	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%	
charlotte apartment association	charlotte apartment association	Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Charlotte Board of Realtors	Charlotte Board of Realtors	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Charlotte Chamber	Charlotte Chamber	Count	3	0	0	0	2	2	0	0	0	7
		% within Q48. What trade associations or business organizations are you a member of?	42.9%	.0%	.0%	.0%	28.6%	28.6%	.0%	.0%	.0%	100.0%
		% within Ethnicity	4.1%	.0%	.0%	.0%	3.0%	5.1%	.0%	.0%	.0%	2.9%
		% of Total	1.3%	.0%	.0%	.0%	.8%	.8%	.0%	.0%	2.9%	
Charlotte chamber of Commerce	Charlotte chamber of Commerce	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Charlotte Chamber of Commerce	Charlotte Chamber of Commerce	Count	1	0	0	0	3	0	0	0	0	4
		% within Q48. What trade associations or business organizations are you a member of?	25.0%	.0%	.0%	.0%	75.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	4.5%	.0%	.0%	.0%	.0%	1.7%
		% of Total	.4%	.0%	.0%	.0%	1.3%	.0%	.0%	.0%	1.7%	
Charlotte Regional Association	Charlotte Regional Association	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
city of charlotte neighborhood development	city of charlotte neighborhood development	Count	0	0	0	0	0	0	0	1	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	.0%	50.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.4%	
CMC	CMC	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
CMSDC	CMSDC	Count	1	0	0	0	0	0	1	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	50.0%	.0%	.0%	.0%	.0%	.0%	50.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	20.0%	.0%	.0%	.8%
		% of Total	.4%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.8%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q48. What trade associations or business organizations are you a member of?	Dayton Business Society	Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
EASA		Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
ecfc, COUNCIL ON FLEXIBLE COMPENSATION		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Employee Assistance Professionals of America		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Engineering Related Organization		Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Entrepreneurs' Organization Accelerator		Count	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%
Fayetteville Small Business		Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
FINRA (NASD)		Count	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%
Georgia Tech Center for Vendors		Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
GSA		Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
GUCA		Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%
HBA of Charlotte		Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q48. What trade associations or business organizations are you a member of?	HIMSS	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
HUB		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
HUB (Historically Underutilized Minority Business)		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
IALD		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
IDS - Interior Design Society		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
IMC		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
IMIA		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
Incofe Society for women engineers		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Industry of the Carolinas		Count	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%
Information Technology Industry Council (ITI)		Count	0	0	0	0	0	0	1	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	20.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%
Int'l Window Cleaning Association		Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%
International Marking and Identification Association		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q48. What trade associations or business organizations are you a member of?	International right of way association	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
IRWA		Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%
IRWA - International Right of Association		Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
kustom signal		Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
LetPan		Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
MCNC		Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
MCTA Technology Association		Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Mecklenburg County Bar Association		Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
Mecklenburg County Parks and Recreation North Region Advisory Council Member		Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	
Metrolina Minority Contractors		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Metrolina Native American Association		Count	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%
Mining Association of South Carolina		Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q48. What trade associations or business organizations are you a member of?	MMC	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
% of Total			.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
	mmca	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
% of Total			.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
	MMCA	Count	4	0	0	0	0	0	0	0	0	4
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	5.5%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	1.7%
% of Total			1.7%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	1.7%	
	Mobile Marketing Association	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
% of Total			.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
	MSCI	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
% of Total			.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
	NAAMM	Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
% of Total			.0%	.0%	4.4%	.0%	.0%	.0%	.0%	.0%	.4%	
	NAIFA	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
% of Total			.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
	National and Internationale freight forwarders assoc	Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
% of Total			.0%	.0%	4.4%	.0%	.0%	.0%	.0%	.0%	.4%	
	National Association for Information Destruction	Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.0%	.4%
% of Total			.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	national association of building service contractors	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
% of Total			.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
	National Association of Women Business Owners	Count	0	0	0	1	2	0	0	0	0	3
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	33.3%	66.7%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	3.0%	.0%	.0%	.0%	.0%	1.3%
% of Total			.0%	.0%	.0%	4.4%	.8%	.0%	.0%	.0%	1.3%	
	National Association of Women Business Owners (NAWBO)	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
% of Total			.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q48. What trade associations or business organizations are you a member of?	nATIONAL aSSOCIATIONS OF sECURITIES pROFESSIONALS	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
National Contract Management Association	Count	1	0	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
National Glass Association	Count	0	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%	
National Groundwater Association	Count	0	0	0	0	1	1	0	0	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	50.0%	50.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	2.6%	.0%	.0%	.0%	.8%
		% of Total	.0%	.0%	.0%	.4%	.4%	.0%	.0%	.0%	.8%	
National Society of Black Engineers	Count	1	0	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
National Sports Marketing Network	Count	0	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%	
NAWBO	Count	0	0	1	0	1	0	0	0	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	50.0%	.0%	50.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	1.5%	.0%	.0%	.0%	.0%	.8%
		% of Total	.0%	.0%	.4%	.0%	.4%	.0%	.0%	.0%	.8%	
NAWBO (National Association of Women Business Owners)	Count	0	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
NAWIC nat'l association for women in construction	Count	0	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
NBPA	Count	1	0	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
NC MWBE Coordinators Network	Count	1	0	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
NC Technology Association	Count	0	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q48. What trade associations or business organizations are you a member of?	NCAPI	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	NCEDA	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	NCSITE	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	NFIB	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	non	Count	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	
	Non	Count	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	
	North American Lake Management Society	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	NORTH AMERICAN TOWER ASSOC	Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	North Carolina Commercial General Contractors	Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
	North Carolina Dump Truck Association	Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	North Carolina Movers Association	Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
	North Carolina Paralegal Association	Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q48. What trade associations or business organizations are you a member of?	North Carolina private protective service	Count	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%
North Carolina Resturant Assoc.	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
North Carolina Society of Surveyors	Count	0	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%
North Carolina Technology Association	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
North Carolina water and sewer assoc.	Count	0	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%
NRCA	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
NY/NJ Technology Council	Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Oracle Certified Partner	Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
PPA (Professional Photographers of America)	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Premier Group	Count	0	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%
Printing Industry of the Carolinas	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
Project Management Institute	Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q48. What trade associations or business organizations are you a member of?	PSDA	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Public Relations Society of America		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Raleigh Wake Forest Chamber of Commerce		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Risk and Insurance Managers Society		Count	0	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	20.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
Rolesville Chamber of Commerce		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
roofing organization		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Rotary International		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
rowan chamber		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
S.A.M.E.		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
SBA		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
sbe, wbe,		Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
SBO		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q48. What trade associations or business organizations are you a member of?	SBTDC	Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
School food and nutrition		Count	0	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Sealant Waterproofing Restoration Institute		Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
SEMA		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
SHRM		Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
SIDIA		Count	1	0	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%	
Sign Biz		Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
Sign Trade Association		Count	0	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
Small business		Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
Society of College and University Planners		Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
Staffing Industry Analysts		Count	0	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%	
Surveying		Count	0	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q48. What trade associations or business organizations are you a member of?	SWANA	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
TAA		Count	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Taxi Library Fair Transit Association		Count	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
The America Indian Chamber of Commerce		Count	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%
The Raleigh Business & Technology Center "Pacesetters VBI"		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
The Sutphen Corporation		Count	0	0	0	0	0	1	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	2.6%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
TRB - Transportation Research Board		Count	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
Triangle Green Builders		Count	1	0	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	1.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.4%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
UMCNC		Count	2	0	0	0	0	0	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	2.7%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.8%
		% of Total	.8%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.8%
union county home builders association		Count	0	0	0	0	0	0	1	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	.0%	20.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%
United States Sign Council		Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%
Urban Land Institute		Count	0	0	0	0	1	1	0	0	2
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	50.0%	50.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	2.6%	.0%	.0%	.8%
		% of Total	.0%	.0%	.0%	.0%	.4%	.4%	.0%	.0%	.8%

Q48. What trade associations or business organizations are you a member of? * Ethnicity Crosstabulation (Continued)

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q48. What trade associations or business organizations are you a member of?	US-GREEN BUILDING	Count	0	1	0	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	4.0%	.0%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.4%	.0%	.0%	.0%	.0%	.0%	.4%	
	USGBC	Count	0	0	0	1	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	8.3%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.4%	.0%	.0%	.0%	.4%	
	Water Environment Federation	Count	0	0	0	0	1	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	1.5%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.0%	.0%	.4%	.0%	.0%	.4%	
	WEF	Count	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%	
	Winston-Salem Chamber of Commerce	Count	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%	
	wiSCONSON hISPANIC CHAMBER OF COMMERCE	Count	0	0	1	0	0	0	0	0	1
		% within Q48. What trade associations or business organizations are you a member of?	.0%	.0%	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	5.6%	.0%	.0%	.0%	.0%	.0%	.4%
		% of Total	.0%	.0%	.4%	.0%	.0%	.0%	.0%	.4%	
Total		Count	73	25	18	12	66	39	5	2	240
		% within Q48. What trade associations or business organizations are you a member of?	30.4%	10.4%	7.5%	5.0%	27.5%	16.3%	2.1%	.8%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	30.4%	10.4%	7.5%	5.0%	27.5%	16.3%	2.1%	.8%	100.0%

Q49. 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 * Ethnicity Crosstabulation

			Ethnicity							No Response/ Don't Know	Total
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other		
Q49. 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	Yes	Count	42	5	8	3	18	3	1	0	80
		% within Q49. 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	52.5%	6.3%	10.0%	3.8%	22.5%	3.8%	1.3%	.0%	100.0%
		% within Ethnicity	25.0%	10.2%	16.3%	15.8%	15.4%	3.7%	7.1%	.0%	15.9%
		% of Total	8.4%	1.0%	1.6%	.6%	3.6%	.6%	.2%	.0%	15.9%
No		Count	91	30	26	9	65	51	8	1	281
		% within Q49. 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	32.4%	10.7%	9.3%	3.2%	23.1%	18.1%	2.8%	.4%	100.0%
		% within Ethnicity	54.2%	61.2%	53.1%	47.4%	55.6%	63.0%	57.1%	20.0%	56.0%
		% of Total	18.1%	6.0%	5.2%	1.8%	12.9%	10.2%	1.6%	.2%	56.0%
Don't know		Count	35	14	15	7	34	27	5	4	141
		% within Q49. 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	24.8%	9.9%	10.6%	5.0%	24.1%	19.1%	3.5%	2.8%	100.0%
		% within Ethnicity	20.8%	28.6%	30.6%	36.8%	29.1%	33.3%	35.7%	80.0%	28.1%
		% of Total	7.0%	2.8%	3.0%	1.4%	6.8%	5.4%	1.0%	.8%	28.1%
Total		Count	168	49	49	19	117	81	14	5	502
		% within Q49. 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	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q50. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals? * Ethnicity Crosstabulation											
		Ethnicity							No Response/ Don't Know	Total	
		African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male	Other			
Q50. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals?	Very often	Count	4	2	4	1	11	6	0	0	28
		% within Q50. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals?	14.3%	7.1%	14.3%	3.6%	39.3%	21.4%	.0%	.0%	100.0%
		% within Ethnicity	2.4%	4.1%	8.2%	5.3%	9.4%	7.4%	.0%	.0%	5.6%
		% of Total	.8%	.4%	.8%	.2%	2.2%	1.2%	.0%	.0%	5.6%
Sometimes	Count	14	3	3	5	20	9	1	0	55	
		% within Q50. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals?	25.5%	5.5%	5.5%	9.1%	36.4%	16.4%	1.8%	.0%	100.0%
		% within Ethnicity	8.3%	6.1%	6.1%	26.3%	17.1%	11.1%	7.1%	.0%	11.0%
		% of Total	2.8%	.6%	.6%	1.0%	4.0%	1.8%	.2%	.0%	11.0%
Seldom	Count	14	5	5	2	8	5	1	1	41	
		% within Q50. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals?	34.1%	12.2%	12.2%	4.9%	19.5%	12.2%	2.4%	2.4%	100.0%
		% within Ethnicity	8.3%	10.2%	10.2%	10.5%	6.8%	6.2%	7.1%	20.0%	8.2%
		% of Total	2.8%	1.0%	1.0%	.4%	1.6%	1.0%	.2%	.2%	8.2%
Never	Count	55	8	9	4	24	10	0	0	110	
		% within Q50. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals?	50.0%	7.3%	8.2%	3.6%	21.8%	9.1%	.0%	.0%	100.0%
		% within Ethnicity	32.7%	16.3%	18.4%	21.1%	20.5%	12.3%	.0%	.0%	21.9%
		% of Total	11.0%	1.6%	1.8%	.8%	4.8%	2.0%	.0%	.0%	21.9%
Not applicable	Count	81	31	28	7	54	51	12	4	268	
		% within Q50. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals?	30.2%	11.6%	10.4%	2.6%	20.1%	19.0%	4.5%	1.5%	100.0%
		% within Ethnicity	48.2%	63.3%	57.1%	36.8%	46.2%	63.0%	85.7%	80.0%	53.4%
		% of Total	16.1%	6.2%	5.6%	1.4%	10.8%	10.2%	2.4%	.8%	53.4%
Total	Count	168	49	49	19	117	81	14	5	502	
		% within Q50. How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with SBO goals solicit your firm on projects (private or public) without SBO goals?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%

Q51. What was the most noticeable way you became aware of the discrimination against your company? * Ethnicity Crosstabulation

			Ethnicity						Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male		
Q51. What was the most noticeable way you became aware of the discrimination against your company?	Action taken against the company	Count	13	1	1	1	2	0	18	
		% within Q51. What was the most noticeable way you became aware of the discrimination against your company?	72.2%	5.6%	5.6%	5.6%	11.1%	.0%	100.0%	
		% within Ethnicity	44.8%	100.0%	50.0%	50.0%	18.2%	.0%	36.7%	
	Don't Know	Count	2	0	0	0	0	1	3	
		% within Q51. What was the most noticeable way you became aware of the discrimination against your company?	66.7%	.0%	.0%	.0%	.0%	33.3%	100.0%	
		% within Ethnicity	6.9%	.0%	.0%	.0%	.0%	25.0%	6.1%	
	Verbal Comment	Count	14	0	1	1	9	2	27	
		% within Q51. What was the most noticeable way you became aware of the discrimination against your company?	51.9%	.0%	3.7%	3.7%	33.3%	7.4%	100.0%	
		% within Ethnicity	48.3%	.0%	50.0%	50.0%	81.8%	50.0%	55.1%	
	Written Statement	Count	0	0	0	0	0	1	1	
		% within Q51. What was the most noticeable way you became aware of the discrimination against your company?	.0%	.0%	.0%	.0%	.0%	100.0%	100.0%	
		% within Ethnicity	.0%	.0%	.0%	.0%	.0%	25.0%	2.0%	
Total	Count	29	1	2	2	11	4	49		
	% within Q51. What was the most noticeable way you became aware of the discrimination against your company?	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	100.0%		
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
			% of Total	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	100.0%

Q52. Which of the following do you consider the primary reason for your company being discriminated against: * Ethnicity Crosstabulation

			Ethnicity						Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male		
Q52. Which of the following do you consider the primary reason for your company being discriminated against:	Owner's race or ethnicity	Count	23	1	2	2	0	3	31	
		% within Q52. Which of the following do you consider the primary reason for your company being discriminated against:	74.2%	3.2%	6.5%	6.5%	.0%	9.7%	100.0%	
		% within Ethnicity	79.3%	100.0%	100.0%	100.0%	.0%	75.0%	63.3%	
	Owner's sex	Count	0	0	0	0	11	1	12	
		% within Q52. Which of the following do you consider the primary reason for your company being discriminated against:	.0%	.0%	.0%	.0%	91.7%	8.3%	100.0%	
		% within Ethnicity	.0%	.0%	.0%	.0%	100.0%	25.0%	24.5%	
	Don't know	Count	6	0	0	0	0	0	6	
		% within Q52. Which of the following do you consider the primary reason for your company being discriminated against:	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%	
		% within Ethnicity	20.7%	.0%	.0%	.0%	.0%	.0%	12.2%	
	Total	Count	29	1	2	2	11	4	49	
		% within Q52. Which of the following do you consider the primary reason for your company being discriminated against:	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	100.0%	
		% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
			% of Total	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	100.0%

Q53. When did the discrimination first occur: * Ethnicity Crosstabulation

			Ethnicity					Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female		Nonminority Male
Q53. When did the discrimination first occur: <input type="checkbox"/>	During bidding process	Count	22	0	2	1	4	3	32
		% within Q53. When did the discrimination first occur: <input type="checkbox"/>	68.8%	.0%	6.3%	3.1%	12.5%	9.4%	100.0%
		% within Ethnicity	75.9%	.0%	100.0%	50.0%	36.4%	75.0%	65.3%
		% of Total	44.9%	.0%	4.1%	2.0%	8.2%	6.1%	8.2%
	After contract award	Count	5	1	0	1	6	0	13
		% within Q53. When did the discrimination first occur: <input type="checkbox"/>	38.5%	7.7%	.0%	7.7%	46.2%	.0%	100.0%
		% within Ethnicity	17.2%	100.0%	.0%	50.0%	54.5%	.0%	26.5%
		% of Total	10.2%	2.0%	.0%	2.0%	12.2%	.0%	26.5%
	Don't Know	Count	2	0	0	0	1	1	4
		% within Q53. When did the discrimination first occur: <input type="checkbox"/>	50.0%	.0%	.0%	.0%	25.0%	25.0%	100.0%
		% within Ethnicity	6.9%	.0%	.0%	.0%	9.1%	25.0%	8.2%
		% of Total	4.1%	.0%	.0%	.0%	2.0%	2.0%	8.2%
Total	Count	29	1	2	2	11	4	49	
	% within Q53. When did the discrimination first occur: <input type="checkbox"/>	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	100.0%	

Q54. Did you file a complaint? * Ethnicity Crosstabulation

			Ethnicity					Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female		Nonminority Male
Q54. Did you file a complaint?	Yes	Count	2	0	0	0	3	0	5
		% within Q54. Did you file a complaint?	40.0%	.0%	.0%	.0%	60.0%	.0%	100.0%
		% within Ethnicity	6.9%	.0%	.0%	.0%	27.3%	.0%	10.2%
		% of Total	4.1%	.0%	.0%	.0%	6.1%	.0%	10.2%
	No	Count	26	1	2	2	8	4	43
		% within Q54. Did you file a complaint?	60.5%	2.3%	4.7%	4.7%	18.6%	9.3%	100.0%
		% within Ethnicity	89.7%	100.0%	100.0%	100.0%	72.7%	100.0%	87.8%
		% of Total	53.1%	2.0%	4.1%	4.1%	16.3%	8.2%	87.8%
	Don't know	Count	1	0	0	0	0	0	1
		% within Q54. Did you file a complaint?	100.0%	.0%	.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	3.4%	.0%	.0%	.0%	.0%	.0%	2.0%
		% of Total	2.0%	.0%	.0%	.0%	.0%	.0%	2.0%
Total	Count	29	1	2	2	11	4	49	
	% within Q54. Did you file a complaint?	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	59.2%	2.0%	4.1%	4.1%	22.4%	8.2%	100.0%	

Q55. Has your company applied for a commercial (business) bank loan between 2006 and 2010? * Ethnicity Crosstabulation

			Ethnicity						No Response/ Don't Know	Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male			
Q55. Has your company applied for a commercial (business) bank loan between 2006 and 2010?	Yes	Count	49	10	15	5	41	30	3	0	153
		% within Q55. Has your company applied for a commercial (business) bank loan between 2006 and 2010?	32.0%	6.5%	9.8%	3.3%	26.8%	19.6%	2.0%	.0%	100.0%
		% within Ethnicity	29.2%	20.4%	30.6%	26.3%	35.0%	37.0%	21.4%	.0%	30.5%
		% of Total	9.8%	2.0%	3.0%	1.0%	8.2%	6.0%	.6%	.0%	30.5%
	No	Count	113	34	33	14	67	39	8	2	310
		% within Q55. Has your company applied for a commercial (business) bank loan between 2006 and 2010?	36.5%	11.0%	10.6%	4.5%	21.6%	12.6%	2.6%	.6%	100.0%
		% within Ethnicity	67.3%	69.4%	67.3%	73.7%	57.3%	48.1%	57.1%	40.0%	61.8%
		% of Total	22.5%	6.8%	6.6%	2.8%	13.3%	7.8%	1.6%	.4%	61.8%
	Don't know	Count	6	5	1	0	9	12	3	3	39
		% within Q55. Has your company applied for a commercial (business) bank loan between 2006 and 2010?	15.4%	12.8%	2.6%	.0%	23.1%	30.8%	7.7%	7.7%	100.0%
		% within Ethnicity	3.6%	10.2%	2.0%	.0%	7.7%	14.8%	21.4%	60.0%	7.8%
		% of Total	1.2%	1.0%	.2%	.0%	1.8%	2.4%	.6%	.6%	7.8%
Total	Count	168	49	49	19	117	81	14	5	502	
	% within Q55. Has your company applied for a commercial (business) bank loan between 2006 and 2010?	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.5%	9.8%	9.8%	3.8%	23.3%	16.1%	2.8%	1.0%	100.0%	

Q56. Were you approved or denied for a commercial (business) bank loan? * Ethnicity Crosstabulation

			Ethnicity						Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female	Nonminority Male		Other
Q56. Were you approved or denied for a commercial (business) bank loan?	Approved	Count	16	9	11	3	35	25	3	102
		% within Q56. Were you approved or denied for a commercial (business) bank loan?	15.7%	8.8%	10.8%	2.9%	34.3%	24.5%	2.9%	100.0%
		% within Ethnicity	32.7%	90.0%	73.3%	60.0%	85.4%	83.3%	100.0%	66.7%
	Denied	% of Total	10.5%	5.9%	7.2%	2.0%	22.9%	16.3%	2.0%	66.7%
		Count	31	1	3	1	6	4	0	46
		% within Q56. Were you approved or denied for a commercial (business) bank loan?	67.4%	2.2%	6.5%	2.2%	13.0%	8.7%	.0%	100.0%
	Don't know	% within Ethnicity	63.3%	10.0%	20.0%	20.0%	14.6%	13.3%	.0%	30.1%
		% of Total	20.3%	.7%	2.0%	.7%	3.9%	2.6%	.0%	30.1%
		Count	2	0	1	1	0	1	0	5
	Total	% within Q56. Were you approved or denied for a commercial (business) bank loan?	40.0%	.0%	20.0%	20.0%	.0%	20.0%	.0%	100.0%
		% within Ethnicity	4.1%	.0%	6.7%	20.0%	.0%	3.3%	.0%	3.3%
		% of Total	1.3%	.0%	.7%	.7%	.0%	.7%	.0%	3.3%
Total	Count	49	10	15	5	41	30	3	153	
	% within Q56. Were you approved or denied for a commercial (business) bank loan?	32.0%	6.5%	9.8%	3.3%	26.8%	19.6%	2.0%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	32.0%	6.5%	9.8%	3.3%	26.8%	19.6%	2.0%	100.0%	

Q57. Which of the following do you believe was the primary reason for your being denied a loan? * Ethnicity Crosstabulation

			Ethnicity					Total	
			African American	Asian American	Hispanic American	Native American	Nonminority Female		Nonminority Male
Q57. Which of the following do you believe was the primary reason for your being denied a loan?	Insufficient Documentation	Count	2	0	1	0	0	0	3
		% within Q57. Which of the following do you believe was the primary reason for your being denied a loan?	66.7%	.0%	33.3%	.0%	.0%	.0%	100.0%
		% within Ethnicity	6.5%	.0%	33.3%	.0%	.0%	.0%	6.5%
	% of Total	4.3%	.0%	2.2%	.0%	.0%	.0%	6.5%	
	Insufficient Business History	Count	13	0	0	1	4	0	18
		% within Q57. Which of the following do you believe was the primary reason for your being denied a loan?	72.2%	.0%	.0%	5.6%	22.2%	.0%	100.0%
		% within Ethnicity	41.9%	.0%	.0%	100.0%	66.7%	.0%	39.1%
	% of Total	28.3%	.0%	.0%	2.2%	8.7%	.0%	39.1%	
	Race or Ethnicity of Owner	Count	3	0	1	0	0	0	4
		% within Q57. Which of the following do you believe was the primary reason for your being denied a loan?	75.0%	.0%	25.0%	.0%	.0%	.0%	100.0%
		% within Ethnicity	9.7%	.0%	33.3%	.0%	.0%	.0%	8.7%
	% of Total	6.5%	.0%	2.2%	.0%	.0%	.0%	8.7%	
	Gender of Owner	Count	0	0	0	0	2	0	2
		% within Q57. Which of the following do you believe was the primary reason for your being denied a loan?	.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
		% within Ethnicity	.0%	.0%	.0%	.0%	33.3%	.0%	4.3%
% of Total	.0%	.0%	.0%	.0%	4.3%	.0%	4.3%		
Don't Know	Count	13	1	1	0	0	4	19	
	% within Q57. Which of the following do you believe was the primary reason for your being denied a loan?	68.4%	5.3%	5.3%	.0%	.0%	21.1%	100.0%	
	% within Ethnicity	41.9%	100.0%	33.3%	.0%	.0%	100.0%	41.3%	
% of Total	28.3%	2.2%	2.2%	.0%	.0%	8.7%	41.3%		
Total	Count	31	1	3	1	6	4	46	
	% within Q57. Which of the following do you believe was the primary reason for your being denied a loan?	67.4%	2.2%	6.5%	2.2%	13.0%	8.7%	100.0%	
	% within Ethnicity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	67.4%	2.2%	6.5%	2.2%	13.0%	8.7%	100.0%	

***APPENDIX E:
SURVEY OF VENDORS
REGRESSION ANALYSIS***

APPENDIX E

SURVEY OF VENDORS REGRESSION ANALYSIS

Whereas **Chapter 3.0** and **4.0** reported findings of disparity and nondisparity related to the utilization of vendors in the City of Charlotte (City) procurement activities according to selected race, ethnicity, and gender categories, this section reports findings from a survey of vendors of a sample of 502¹ firms representative of the City's vendors examined in the study to assess race, ethnicity, and gender effects on vendor revenue during the 2009 tax year. To determine these effects, MGT applied a multivariate regression model to survey findings.

There are two key questions for consideration in this analysis: 1. Do minority- and woman-owned firms tend to earn significantly less revenue than firms owned by nonminority males? 2. If "yes," are their lower revenues due to race or gender status or to other factors?

Case law and social science research provide some guidance for addressing these questions. From research literature, we know that in addition to race and gender, factors such as firm capacity, owner experience, and education bear a relation to a firm's gross revenues. When multiple factors come into play, sometimes a multivariate statistical analysis can improve our understanding of more complex relationships among factors affecting company earnings. In this study, we employ linear regression to analyze variables, including race and gender that can affect a firm's success.

E.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 2009 gross revenues reported by 502 firms participating in a survey of vendors administered during March 2011 and May 2011. For this analysis, gross revenue was the dependent variable, or the variable to be explained by the presence, absence, or strength of "selected characteristics" variables, known as "independent" or "explanatory" variables.

Since disparity analysis is an established domain of research, the selection of the independent company characteristics variables for this study was based on an extensive review of disparity study research literature. Most economic studies of discrimination are based on the seminal work of Nobel Prize recipient Gary Becker, "The Economics of Discrimination."² Becker was the first to define discrimination in financial and economic terms. Since Becker, labor economists and statistical researchers including Blinder and Oaxaca, Corcoran and Duncan, Gwaltney and Long, Reimers, Saunders, Darity and Myers, Hanuschek, Hirsch, Topel and Blau, and others have adopted a standard in

¹ In order to provide an accurate and complete regression analysis some responses had to be removed. For example if a person surveyed did not answer the revenue or race question, this response was removed. This number reflects those changes.

² Becker, Gary. 1971, second edition. "The Economics of Discrimination." The University of Chicago Press, Chicago, p. 167.

disparity study research of using company earnings, or revenue, as the dependent variable in race and gender discrimination analysis.³ Comparable worth studies have also proposed regression models using gross revenue as the dependent variable for policy analysis,⁴ and the U.S. Department of Commerce employs regression analysis (included in 48 CFR 19) to establish price evaluation adjustments for small disadvantaged businesses in federal procurement programs.⁵

The Regression Model Variables

Timothy Bates⁶ used at least five general determinants, including firm capacity, managerial ability, manager/owner experience, and demographic characteristics such as race and gender, to explain statistical variations in firm gross revenues. These are elaborated below in terms of the dependent/independent variable relationship regression seeks to resolve.

Dependent Variable

For this analysis, the dependent variable (the variable to be explained by the independent variables in the model) was defined operationally as “firm 2009 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 (2009 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.
- *Owner’s level of education* – The research literature consistently reports a positive relationship between education and level of income.

³“Race and Gender Discrimination Across Urban Labor Markets,” 1996. Ed. Susan Schmitz. Garland Publishers, New York, New York, p. 184.

⁴Gunderson, Morley. 1994. “Male-Female Wage Differentials and Policy Responses.” In “Equal Employment Opportunity: Labor Market Discrimination and Public Policy,” pp. 207-227.

⁵“Federal Acquisition Regulations for Small Disadvantaged Businesses; Notice and Rules.” June 30, 1998. Memorandum for Office of Federal Procurement Policy, Economic and Statistics Administration, Department of Commerce.

⁶Bates, Timothy. “The Declining Status of Minorities in the New York City Construction Industry.” Reprinted from *Economic Development Quarterly*, Vol. 12., No. 1, February 1998, pp. 88-100.

- *Age of company* – It is argued that a company’s longevity is an indicator of both success and the owner’s managerial ability.
- *Race/ethnic group/gender of firm owners* – The proposition to be tested was whether there was a statistically significant relationship between race/ethnicity/gender of minority firm owners and firm revenue. In the analysis, the category “Non-M/WBE” served as a reference group against which all other race and gender groups were compared.

Finally, since companies tend to be organized around a business concentration (e.g., Construction, Professional Services, Goods and Supplies), type of business was introduced as a moderator variable to determine if the model, given adequate sample size, behaved differently as a predictor of gross revenue when respondents’ line of business was considered.

Participants’ responses to the survey provided the data to examine the relative importance of these factors. The operational relationship between these constructs (i.e., firm capacity, capability, experience, race, and gender) and measures derived from survey items is presented in **Exhibit E-1**.

**EXHIBIT E-1
MODEL CONSTRUCTS, VARIABLES, AND MEASURES**

MODEL CONSTRUCTS	VARIABLES	MEASURES
<i>Capacity</i>	Number of Employees	Number of Full-time and Part-time Employees Reported
	Private Contracting	% Total Revenue from Private Sources
<i>Owner's Managerial Ability</i>	Owner's Education	Level of Education (from “some high school” to “postgraduate degree”)
	Owner's Experience	Years of Experience
	Company Age	2003 Minus Reported “Year of Establishment”
<i>Demographics</i>	Business Owner Groups	African American, Hispanic American, Asian American, Native American, Nonminority Woman, and Non-M/WBE Firms
	Gender of Company Owner	Gender of Company Majority Owner or Shareholder

Source: City of Charlotte survey of vendors data methodology.

Exploring Variable Relationships: How Regression Analysis Works

Multiple regression analysis permits simultaneous examination not only of the effects on the dependent variable of **all** independent variables in the multivariate model, but also the effect of each unique variable (i.e., controlling for the effects of the other independent variables in the equation). The effect of each predictor (independent) variable on the dependent variable is expressed as the magnitude of the change in the dependent variable (Y) for each unit change in the independent variable (X) plus an “error term.” Since the independent variable is never a perfect predictor of the dependent variable—that is, X is expressed as an imperfect predictor of Y such that one unit change in X **never** leads to one unit change in Y—the “error term,” ϵ , is postulated to acknowledge the residual change in the value of Y that X cannot explain.

The goal in sound regression modeling, therefore, is to minimize residual values associated with the independent variables and to maximize their explanatory power. In other words, a good model that seeks to explain what causes revenue earnings, in this case, will hypothesize a combination of independent variables based on solid research findings having sufficient explanatory power to account for case-by-case differences in company revenue, while minimizing that portion of variation in revenue values that the independent variable cannot explain (i.e., minimizing the difference between Y values predicted by the X's in the model and *actual* Y values).

E.3.2 Assessing Variables in the Model

As suggested earlier, in a model with multiple independent, or predictor, variables, the effect of each individual independent variable is expressed as the expected change in the dependent variable (y) for each unit change in the independent variable (x), holding constant (or controlling for) the values of all the other independent variables (i.e., the effect on Y of the other X's in the equation). When X and Y values are plotted on a graph, linear regression attempts to find a straight line of best fit (also known as the least-squares line) that minimizes the differences between actual Y and predicted Y values as a function of X. The slope of this line represents the statistical relationship between the predicted values of Y based on X. The point at which this regression line crosses the Y axis (otherwise known as the constant) represents the predicted value of Y when X = 0. If the effect of X on Y is determined to be statistically significant (e.g., a significance level of $p < 0.05$ asserts that the calculated relationship between X and Y could occur due to chance only 5 times in 100), it can be asserted that X may indeed play a role in determining the value of Y (in the case of this study, company revenues). For example, if the slope coefficient of the variable representing one of the specific racial groups is determined to be statistically significant, then, all other things being equal, the hypothesis that race of the owner of a firm affects the annual revenue of the firm has only a 5 percent chance of being false. In disparity research, theory asserts that the negative effect of race on revenue earnings associated with being a minority-owned business is likely a product of discrimination.

Multivariate Regression Model

Mathematically, the multivariate linear regression model is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \varepsilon$$

Where: Y = annual firm gross revenues

β_0 = the constant, representing the value of Y when $X_1 = 0$

β_1 = coefficient representing the magnitude of X_1 's effect on Y

X_1 = the independent variables, such as capacity, experience, managerial ability, race, and gender

ε = the error term, representing the variance in Y unexplained by X_1

This equation describes the hypothesized relationship between the dependent variable and the independent variables and was used to test the hypothesis that there is no difference in 2009 revenue earnings for M/WBE firms when compared with non-M/WBE firms. Traditionally, the hypothesis of no difference (known as the null hypothesis) is represented as: $H_0 : Y_1 = Y_2$.

We can reject the null hypothesis if the analysis indicates that race and gender have been found to affect firm revenue (i.e., $H_1 : Y_1 \neq Y_2$, the alternate hypothesis). Results are statistically significant if it is determined that the probability of achieving this difference due to chance was less than 5 in 100 (i.e., $p < 0.05$).

Multivariate Regression Model Results

The regression model tested the effects of selected demographic and business characteristic variables on revenue earnings elicited from firms participating in the study. According to the following categories:⁷

1 = Up to \$50,000	4 = \$300,001 to \$500,000	7 = \$3,000,001 to \$5 million
2 = \$50,001 to \$100,000	5 = \$500,001 to \$1 million	8 = \$5,000,001 to \$10 million
3 = \$100,001 to \$300,000	6 = \$1,000,001 to \$3 million	9 = Greater than \$10 million

The tests for multicollinearity among independent variables and variance inflation due to outlier observations revealed no substantive problems with the data.⁸ Initial analyses also determined that one independent variable, percentage of business in the private sector, made no substantive contribution to the model, and was, therefore, removed. These adjustments yielded values for the variables listed in **Exhibit E-2**.

⁷ In this case, the nine categories of revenue were analyzed using ordered Logit (SPSS 11.5). 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. Despite the ordinal nature of the dependent variable, findings were also studied 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." There were nearly identical findings to those achieved with ordered Logit with respect to magnitude of effect of the independent variables and both sign and significance.

⁸ Multicollinearity refers to excessive intercorrelation among the independent variables in a multiple regression model, which obscures the effect of each on the dependent variable to the extent that they behave as one variable and may measure two highly correlated components of the same theoretical factor. Outliers are observations in a data set that are substantially different from the bulk of the data, perhaps because of a data entry error or some other cause that would reasonably explain a data anomaly.

**EXHIBIT E-2
CITY OF CHARLOTTE SURVEY OF VENDORS DATA
RESULTS OF REGRESSION ANALYSIS**

Coefficients			
	Unstandardized Coefficients		Wald
	B	Std. Error	
African Americans (n=86)	-.363	.371	.960
Hispanic Americans (n=29)	-.267	.461	.335
Asian Americans (n=20)	-.670	.513	1.709
Native Americans (n=11)	-.080	.611	.017
Nonminority Females (n=62)	-.373	.373	1.000
Company Age	.109	.240	.208
Number of Employees	.882	.339	6.765
Education of the Owner	.120	.305	.155
Owner's Years of Experience	-.016	.236	.005
Percent of Revenue from the Private Sector	.229	.259	.780

Source: City of Charlotte survey of vendors.

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 did not have a statistically significant negative effect on 2009 company earnings for any ethnic/gender group.
- Among the company characteristics variables, other than M/WBE status, there was a statistically significant relationship between revenue and number of employees.

***APPENDIX F:
PERSONAL INTERVIEW GUIDE***

APPENDIX F
PERSONAL INTERVIEW GUIDE

BUSINESS PROFILE

1. What is your company's primary line of business? *[Try to get a good feel for what this company does.]*

1. Construction (general contractor, electrical, sitework, HVAC, drywall, etc.):Specify _____

2. Architecture & Engineering (includes environmental, structural, land development) Specify _____

3. Professional Services (consulting, accounting, marketing, legal services, etc.) Specify _____

4. Other Services (landscaping, software development, janitorial, security, training, vehicle maintenance, etc.) Specify _____

5. Goods (books, office supplies, computers, equipment, vehicles, etc.) Specify _____

2. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? *[Get as much detail as possible.]*

- White/Caucasian 1
- African American 2
- Asian or Pacific Islander 3
- Hispanic American 4
- Native American/Alaskan Native 5
- Other 6
- No Response/Don't Know 7

3. 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
SBE (Small 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 from the most recent owner?

6. Does the company or owners maintain any special licensing?

Yes _____ No _____

6a If yes, specify.

7. 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

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 11

10. What percentage of these gross revenues was earned from City projects, the private sector, and other public government sector (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 2006 through 2010?

- Up to \$50,000? 1
- \$50,001 to \$100,000? 2
- \$100,001 to \$250,000? 3
- \$250,001 to \$500,000? 4
- \$500,001 to \$1 million? 5
- Over \$1 million? 6
- Don't Know 7

READ: This study is designed to capture information from fiscal years 2006 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?

Yes _____ 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 a proposal or bid with the City as a prime contractor/service provider?

Yes _____ No _____

13a. If yes, please tell me how you learned of the bid opportunity.

[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?

Yes _____ No _____

14a. If yes, what factors would you say most frequently helped you win City contracts?

15. To the best of your knowledge, between 2006 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:

Yes _____ No _____

16. Do you feel the City has ever treated your company unfairly in the bidding or contract selection process?

Yes _____ 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?

Yes _____ 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 2006 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?

Yes ____ 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 answers NOT 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?

Yes ____ 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 was performing the work?

Yes ____ No ____

26a. If yes, explain.

26b. Was the other subcontractor a nonminority male- or nonminority woman-owned firm?

Yes ____ 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?

Yes ____ No ____

27a. If yes, please provide as much detail as possible.

28. Do prime contractors/service providers show favoritism toward particular subcontractors when it comes to procuring services and products for a City project?

Yes ____ 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.

Small Business Enterprise (SBE) and Minority & Women Business Enterprises (M/WBE)

29. Has your status as a SBE facilitated your ability to work on City projects?

Yes ____ No ____

29a. If yes, how?

30. Are you aware of any practices that prime contractors/service providers use to avoid meeting SBE goals on City projects?

Yes ____ No ____

30a. Describe.

30b. Has your firm been impacted by these?

Yes ____ No ____

31. Are you aware of any practices that prime contractors/service providers use to avoid contracting with minority-owned SBEs on City projects?

32. Are you aware of SBEs that are fronts for larger firms?

Yes ____ 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 SBE goals?

Yes ____ No ____

33a. Why or why not?

34. Have you experienced a situation where a prime contractor/service provider only uses nonminority SBEs.

Yes ____ 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?

Yes _____ No _____

35a. Why or why not?

36. What local agencies in the Charlotte 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?

Yes _____ No _____

37a. If yes, do you feel the informal network has an effect upon the City procurement or contract award?

Yes _____ No _____

38. In your opinion, what are the biggest obstacles faced by SBEs 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?

Yes _____ 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?

Yes _____ No _____

40a. If yes, explain why.

41. In what ways could the City's SBE program be improved?

42. Do you think certified SBEs have a competitive advantage in doing business with the City?

Yes ____ No ____

42a. Why or why not?

43. Do you think SBEs face challenges not faced by non-SBEs?

Yes ____ 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?

Yes ____ No ____

44a. If yes, describe how?

45. Have you seen or experienced bonding as being an impediment to obtaining a City contract (if applicable)?

Yes ____ No ____

45a. If yes, describe how?

The final question is designed for each business owner.

FINAL QUESTIONS – ALL FIRMS

46. Is there anything that we have not covered that you feel will be helpful to this study?

Yes ____ No ____

48a. If yes, please explain.

A F F I D A V I T

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 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 G:
FOCUS GROUP SURVEY OF
AREA BUSINESSES***

APPENDIX G
FOCUS GROUP SURVEY OF AREA BUSINESSES

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, vehicle maintenance, 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 of your company owned and controlled by a woman or women?

_____ ¹Yes _____ ²No

Q6 Which one of the following would you consider to be the racial or ethnic origin of the controlling owner or controlling party?

- _____ ¹White/Caucasian
- _____ ²African American
- _____ ³Asian or Pacific Islander
- _____ ⁴Hispanic American
- _____ ⁵Native American/Alaskan Native
- _____ ⁶Other
- _____ ⁷No Response/Don't Know

Q7 Which of the following categories best approximates your company's gross revenues for calendar year 2009?

- _____ ¹ up to \$50,000?
- _____ ² \$50,001 to \$100,000?
- _____ ³ \$100,001 to \$300,000?
- _____ ⁴ \$300,001 to \$500,000?
- _____ ⁵ \$500,001 to \$1,000,000?
- _____ ⁶ \$1,000,001 to \$3,000,000?
- _____ ⁷ \$3,000,001 to \$5,000,000?
- _____ ⁸ \$5,000,001 to \$10,000,000?
- _____ ⁹ Over \$10 million?

Q8 Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 through 2010?

- _____ ¹Up to \$50,000?
- _____ ²\$50,001 to \$100,000?
- _____ ³\$100,001 to \$250,000?
- _____ ⁴\$250,001 to \$500,000?
- _____ ⁵\$500,001 to \$1 million?
- _____ ⁶Over \$1 million?
- _____ ⁷Don't Know

Q9 Are you required to have bonding for the type of work your company bids?

- _____ ¹ Yes _____ ² No

Q9a. What is your current aggregate bonding limit?

- _____ ¹Below \$100,000
- _____ ²\$100,001 to \$250,000
- _____ ³\$250,001 to \$500,000
- _____ ⁴\$500,001 to \$1million
- _____ ⁵\$1,000,001 to \$1,500,000
- _____ ⁶\$1,500,001 to \$3 million
- _____ ⁷\$3,000,001 to \$5 million
- _____ ⁸Over\$ 5 million
- _____ ⁹Don't Know

Q9b What is your current single project bonding limit?

- _____ ¹Below \$100,000
- _____ ²\$100,001 to \$250,000
- _____ ³\$250,001 to \$500,000
- _____ ⁴\$500,001 to \$1million
- _____ ⁵\$1,000,001 to \$1,500,000
- _____ ⁶\$1,500,001 to \$3 million
- _____ ⁷\$3,000,001 to \$5 million
- _____ ⁸Over\$ 5 million
- _____ ⁹Don't Know

10 The following lists things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for the City or private market.

	Yes ¹	No ²	Don't Know ⁹
a. Pre-qualification/coding requirements?	_____	_____	_____
b. Performance bond requirements?	_____	_____	_____
c. Bid bond requirements	_____	_____	_____
d. Financing?	_____	_____	_____
e. Insurance requirements?	_____	_____	_____
f. Bid specifications?	_____	_____	_____
g. Limited time given to prepare bid package or quote?	_____	_____	_____
h. Limited knowledge of purchasing / contracting policies and procedures?	_____	_____	_____
i. Lack of experience?	_____	_____	_____
j. Lack of personnel?	_____	_____	_____
k. Contract too large?	_____	_____	_____
l. Contract too expensive to bid?	_____	_____	_____
m. Informal networks?	_____	_____	_____
n. Selection process?	_____	_____	_____
o. Competing with large companies?	_____	_____	_____
p. Could not pursue a contract due to a project labor agreement on the project	_____	_____	_____
q. Low bid requirement	_____	_____	_____

Q11. 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 ¹	Private Market ²	Don't Know ⁹
a Provided a bid and/or quote, but the owner, prime contractor never responded	_____	_____	_____
b Provided the lowest bid or quote but did not receive the contract	_____	_____	_____
c Was asked to be a front for a non-minority firm	_____	_____	_____
e Pressured to lower quote on a bid or experienced "bid shopping"	_____	_____	_____
f Was paid less than the negotiated amount in the contract	_____	_____	_____
g Dropped from the project after prime was awarded the contract	_____	_____	_____
h Completed the job and payment was substantially delayed	_____	_____	_____
i Completed the job and never received payment	_____	_____	_____
j Did different and less work than specified in the contract	_____	_____	_____
k Was held to higher standards than other subs on the job based on race/ethnicity/gender	_____	_____	_____
l Was not paid as specified in the contract or payment schedule	_____	_____	_____
m Untimely release of retainage	_____	_____	_____

Q12 How many times have you been awarded a subcontract by a prime contractor/service provider on a City project?

- _____ ¹None
- _____ ²1-10 times
- _____ ³11-25 times
- _____ ⁴26-50 times
- _____ ⁵51-100 times
- _____ ⁶Over 100 times

Q13 How many time have you applied for a commercial (business) bank loan over the past five years?

- ¹None
- ²1-10 times
- ³11-25 times
- ⁴26-50 times
- ⁵51-100 times
- ⁶Over 100 times

Q14 How many times have you been approved for a commercial (business) bank loan over the past five years?

- ¹None
- ²1-10 times
- ³11-25 times
- ⁴26-50 times
- ⁵51-100 times
- ⁶Over 100 times

Q15 How many times have you been denied a commercial (business) bank loan over the past five years?

- ¹None
- ²1-10 times
- ³11-25 times
- ⁴26-50 times
- ⁵51-100 times
- ⁶Over 100 times

Q16 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 ¹	No ²	Approved ¹	Denied ²	N/A ⁹	ID	IBH	C	RE	G	O
a. Business start-up loan?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
b. Operating capital loan?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
c. Performance bond?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
d. Bid bond?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
e. Equipment loan?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
f. Commercial liability insurance?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
g. Professional liability insurance?	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

Q17 Please indicate your level of agreement or disagreement, on a scale of 1 to 5 where 1 represents “Strongly Agree” and 5 represents “Strongly Disagree” with the following statements.

Response	Strongly Agree ¹	Agree ²	Neither ³	Disagree ⁴	Strongly Disagree ⁵	DK ⁹
a There is an informal network of prime and subcontractors in the City	_____	_____	_____	_____	_____	_____
b My company has been excluded from bidding due to an internal network of prime and subcontractors in the City.	_____	_____	_____	_____	_____	_____
c Small, Women and Minority – owned businesses are the most adversely affected businesses when an internal network of prime and subcontractors exists.	_____	_____	_____	_____	_____	_____
d Double standards in assessing qualification and performance make it more difficult for minority, women, and small businesses to win bids or contracts.	_____	_____	_____	_____	_____	_____
e Sometimes, a prime contractor will include a minority, women or small subcontractor on a bid to meet the “good faith effort” requirement, and then drop the company as a subcontractor after winning the award.	_____	_____	_____	_____	_____	_____
f In general, minority, women and small businesses tend to be viewed by the general public as less competent than non-minority male businesses.	_____	_____	_____	_____	_____	_____
g Some non-minority (male) prime contractors change their bidding procedures when they are not required to hire minority-, women and small businesses as subcontractors.	_____	_____	_____	_____	_____	_____

May I have your name or initials 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 H:
FOCUS GROUP GUIDE***

APPENDIX H

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 update study of the city of Charlotte'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 Charlotte. 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 M & H Associates and MGT staff. We will use the information to summarize the discussions that took place during these focus groups. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all of the analyses for the focus groups are 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:** Charlotte-Mecklenburg Government Center, 400 E. 4th Street, CH14 (Basement)
 - March 30, 2011
 - March 31, 2011
- **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, labor agreements, financing, bond requirements, etc.*)?
5. What do you feel most interferes with your ability to do business in the private sector (*barriers to doing business, such as licensing, good old boy network, financing, etc.*)?
6. Please discuss your understanding of the SBE program. Do you feel the opportunities and services provided by the City through this program are helpful? Please explain.
 - How effective is the SBO Program in winning contracts?
7. How could the City improve its procurement practices to enable more businesses to participate on City projects?
8. If you have not been awarded a contract with the City or any of it primes, please discuss why you feel you have not.
 - *Be sure to ask if they submit bids or proposal on contracts.*
9. What barriers do you face in winning contracts or subcontracts as an SBE with the City (*barriers could be oversaturation, front companies, and primes using the same firms over again*)?

10. On a scale from 1 to 5 (*1 being Extremely Negative to 5 being Extremely Positive*), rate your experience in contracting with other local public sectors or the private sector entities.
 - *Be sure that the responses identify their experience (such as the name of the entity, type of project, etc.). Also, be sure that the respondent explains the reason for his/her rating.*
11. Please compare your experience in winning private sector contracts with winning contracts on City projects through the SBE program.
12. In the past three years, what percentage of income generated through contracts have come from City projects? General Contractors? Service Providers? Other Public Entities? From your own networks?
13. What would be some of the consequences to your business if the SBE program was terminated? Explain.
14. What business assistance services provided by the City have you used? Did you find them helpful? Please explain.

***APPENDIX I:
CUSTOM CENSUS SURVEY***

APPENDIX I
CUSTOM CENSUS SURVEY

This appendix presents the Custom Census Surveys for Construction and Architecture and Engineering, below.

A&E - City of Charlotte Update Disparity Study Custom Census Survey

As a part of the Update Disparity Study for the city of Charlotte (City), MGT of America, Inc. (MGT) has been asked by the City to contact area businesses to get their opinions about the business climate in the Charlotte Regional Area. The objectives of this short survey (less than 13 questions) are to (1) assist in determining the availability of businesses in the Charlotte Regional Area and (2) help the City learn more about local businesses. Your company's information has been provided to us from Dun & Bradstreet. Your participation is important and all your responses will be kept confidential.

If you have any questions regarding the survey, please send them to Ms. Vernetta Mitchell of MGT of America, Inc. at Vernetta_Mitchell@mgtamer.com. For technical assistance relating to the survey, please contact Ms. Hope Smith of MGT of America, Inc. at Hope_Smith@mgtamer.com. Thank you in advance for your participation.

*** 1. What is your title?**

Owner/CEO/President

Manager/Financial Officer

Other (please specify)

2. Please provide the following so that we may contact you should we have further questions.

Name:

Phone Number:

3. Let us confirm that, based on information we have from Dun & Bradstreet, this is a for-profit business as opposed to a nonprofit, foundation or governmental entity?

Yes

No

Don't Know

* 4. Let us confirm that your company provides architecture and engineering-related services.

Examples include but are not limited to:

Any architecture or engineering services including architectural design and engineering services and all environmental consulting. Additional examples include the following:

Inspections

Soil testing

Surveying (A&E-related)

Materials testing

Yes

No

Don't Know

*** 5. Based on the NAICS codes provided, please select from the following that best describes your primary line of business. Please check all that apply.**

- 541310 Architectural Services
- 541320 Landscape Architectural Services
- 541330 Engineering Services
- 541340 Drafting Services
- 541350 Building Inspection Services
- 541360 Geophysical Surveying and Mapping Services
- 541370 Surveying and Mapping (except Geophysical) Services
- 541380 Testing
- None of the Above
- Other (please specify by NAICS Code)

6. During the past five years (2005-2010) has your company submitted a bid or proposal as a service provider/contractor or subcontractor/subconsultant, for a contract or project from the city of Charlotte?

Yes

No

Don't Know

7. During the past five years (2005-2010) has your company submitted a bid as a prime consultant or sub consultant for a architecture or engineering-related contract or project from a federal, state or other local government agency in the Charlotte Regional Area?

Yes

No

Don't Know

8. Is your company interested in submitting a bid or proposal as a service provider/contractor or subcontractor/subconsultant, on city of Charlotte contracts or projects over the next twelve months?

Yes

No

Don't Know

*** 9. Does your company bid or submit proposals primarily as a lead service provider/prime contractor? Subcontractor/Subconsultant? Both?**

Lead service provider/prime contractor

Subcontractor/Subconsultant

Both

Don't Know

*** 10. Is more than 50 percent of your company owned and controlled by a woman or women?**

Yes

No

Don't Know

*** 11. Is more than 50 percent of your company owned and controlled by a person or people from one of the following racial or ethnic groups?**

Anglo/Caucasian

African American

Asian or Pacific Islander

Hispanic American or Latino

Native American/Alaskan native

Don't Know

Other (please specify)

*** 12. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 and 2010?**

Up to \$50,000

\$50,001 and \$100,000

\$100,001 and \$250,000

\$250,001 and \$500,000

\$500,001 and \$1 million

Over \$1 million

Don't Know

Construction - City of Charlotte Update Disparity Study Custom Census

As a part of the Update Disparity Study for the city of Charlotte (City), MGT of America, Inc. (MGT) has been asked by the City to contact area businesses to get their opinions about the business climate in the Charlotte Regional Area. The objectives of this short survey (less than 13 questions) are to (1) assist in determining the availability of businesses in the Charlotte Regional Area and (2) help the City learn more about local businesses. Your company's information has been provided to us from Dun & Bradstreet. Your participation is important and all your responses will be kept confidential.

If you have any questions regarding the survey, please send them to Ms. Vernetta Mitchell of MGT of America, Inc. at Vernetta_Mitchell@mgtamer.com. For technical assistance relating to the survey, please contact Ms. Hope Smith of MGT of America, Inc. at Hope_Smith@mgtamer.com. Thank you in advance for your participation.

*** 1. What is your title?**

Owner/CEO/President

Manager/Financial Officer

Other (please specify)

2. Please provide the following so that we may contact you should we have further questions.

Name:

Phone Number:

Construction - City of Charlotte Update Disparity Study Custom Census

* 3. Let us confirm that, based on information we have from Dun & Bradstreet, this is a for-profit business as opposed to a nonprofit, foundation or governmental entity?

Yes

No

Don't Know

Construction - City of Charlotte Update Disparity Study Custom Census

* 4. Let us confirm that your company provides construction or construction-related services.

Examples include but are not limited to:

Highway and street construction

Building construction (general contractors or builders)

Construction special trade contractors

Plumbing, Heating, and air conditioning

Painting

Electrical work

Masonry, stonework, tile setting and plastering

Carpentry and floor work

Roofing, siding and sheet metal work

Concrete work

Construction management

Excavation work

Structural steel erection

Demolition

Trucking or hauling services

Other special trades construction-related

Yes

No

Don't Know

Construction - City of Charlotte Update Disparity Study Custom Census

* 5. Based on the NAICS codes provided, please select from the following that best describes your primary line of business. Please check all that apply.

- 236210 Industrial Building
- 236220 Commercial and Institutional Building
- 237110 Water & Sewer Line and Related Structures
- 237130 Power and Communication Line and Related Structures
- 237210 Land Subdivision
- 237310 Highway, Street, & Bridge
- 237990 Other Heavy & Civil Engineering
- 238110 Poured Concrete Foundation & Structure Contractors
- 238120 Structural Steel and Precast Concrete Contractors
- 238130 Framing Contractors
- 238140 Masonry Contractors
- 238150 Glass & Glazing Contractors
- 238160 Roofing Contractors
- 238170 Siding Contractors
- Other (please specify by NAICS Code)
- 238190 Other Foundation, Structure, & Building Exterior Contractors
- 238210 Electrical Contractors & Other Wiring Installation Contractors
- 238220 Plumbing, Heating, & Air-Conditioning Contractors
- 238290 Other Building Equipment Contractors
- 238310 Drywall and Insulation Contractors
- 238320 Painting and Wall Covering Contractors
- 238330 Flooring Contractors
- 238340 Tile and Terrazzo Contractors
- 238350 Finish Carpentry Contractors
- 238390 Other Building Finishing Contractors
- 238910 Site Preparation Contractors
- 238990 All Other Specialty Trade Contractors
- None of the Above

Construction - City of Charlotte Update Disparity Study Custom Census

* 6. During the past five years (2005-2010) has your company submitted a bid or proposal as a lead service provider/prime contractor or subcontractor, for a contract or project from the city of Charlotte?

Yes

No

Don't Know

Construction - City of Charlotte Update Disparity Study Custom Census

* 7. During the past five years (2005-2010) has your company submitted a bid as a lead service provider/prime contractor or subcontractor for a construction contract or project from a federal, state or other local government agency in the Charlotte Regional Area?

Yes

No

Don't Know

Construction - City of Charlotte Update Disparity Study Custom Census

* 8. Is your company interested in submitting a bid or proposal as a lead service provider/prime contractor or subcontractor on city of Charlotte contracts or projects over the next twelve months?

Yes

No

Don't Know

*** 9. Does your company bid or submit proposals primarily as a lead service provider/prime contractor? Subcontractor? Both?**

Lead service provider/prime contractor

Subcontractor

Both

Don't Know

Construction - City of Charlotte Update Disparity Study Custom Census

* **10. Is more than 50 percent of your company owned and controlled by a woman or women?**

Yes

No

Don't Know

Construction - City of Charlotte Update Disparity Study Custom Census

* 11. Is more than 50 percent of your company owned and controlled by a person or people from one of the following racial or ethnic groups?

Anglo/Caucasian

African American

Asian or Pacific Islander

Hispanic American or Latino

Native American/Alaskan native

Don't Know

Other (please specify)

Construction - City of Charlotte Update Disparity Study Custom Census

* 12. Which of the following categories best approximates your company's largest contract as a lead service provider/contractor or subcontractor awarded between 2005 and 2010?

	Up to \$50,000	\$50,001 - \$100,000	\$100,001 - \$250,000	\$250,001 - \$500,000	\$500,001 - \$1 million	Over \$1 million	Not Applicable	Don't Know
Contractor (Lead/Prime)	jn	jn	jn	jn	jn	jn	jn	jn
Subcontractor	jn	jn	jn	jn	jn	jn	jn	jn

**APPENDIX J:
STATISTICAL DISPARITY IN
SMALL BUSINESS CREDIT
MARKETS**

APPENDIX J:

**STATISTICAL DISPARITY IN SMALL
BUSINESS CREDIT MARKETS**

J.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 Charlotte 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:

- J.2 Lending Discrimination and the Factual Predicate for M/WBE Programs
- J.3 Review of the Economic Literature
- J.4 Statistical Analysis
- J.5 Conclusions

J.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.”¹ 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.”² 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.’”³ 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.⁴ Similarly, in the Seventh Circuit, the district court in *Northern Contracting v. Illinois* noted:

¹ *Adarand v. Slater*, 228 F.3d 1147, 1170 (10th Cir 2000).

² *Id.*

³ *Adarand v. Slater*, 228 F.3d 1147, 1167-68.

⁴ *Concrete Works v. City and County of Denver*, 321 F.3 950 (10th 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.⁵

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.⁶

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."⁷ The city also introduced anecdotal evidence of lending discrimination in the Denver construction industry.⁸ 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."⁹

⁵ *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 7th Circuit in the *Northern Contracting* case. *Northern Contracting v. Illinois DOT*, Case No. 05-3981 (7th 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).

⁶ *Id.*

⁷ *Adarand v. Slater*, 228 F.3d 1147, 1170.

⁸ See *Concrete Works III*, 86 F.Supp.2d at 1072-73.

⁹ *Builders Association*, 298 F.Supp.2d 725 (N.D. Ill. 2003).

J.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.¹⁰ 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.¹¹

J.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.¹² In a 1992 study, Grown and Bates have also found lower rates of loans going to M/WBE construction firms in the CBO data.¹³ 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.¹⁴ 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.¹⁵

J.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, Cavalluzo and Cavalluzo found that African American males were 13 percent less likely to secure loans than nonminority males.¹⁶ 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.

¹⁰ See, e.g., Alicia Munnell et al., "Mortgage Lending in Boston: Interpreting the HMDA Data," 86 *American Economic Review* 25 (1996).

¹¹ 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.

¹² T. Bates, "Commercial Bank Financing of White and Black-Owned Small Business Start-Ups," 31 *Quarterly Review of Economics and Business* 65 (Spring 1991).

¹³ C. Grown and T. Bates, "Commercial Bank Lending Practices and the Development of Black-Owned Construction," *Journal of Urban Affairs* (1992).

¹⁴ T. Bates, "Commercial Bank Financing of White- and Black-Owned Small Business Startups".

¹⁵ T. Bates, "Unequal Access: Financial Institution Lending to Black and White-Owned Small Business Start-Ups," 19 *Journal of Urban Affairs* 487 (November 1997).

¹⁶ K. Cavalluzo and L. Cavalluzo, "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.¹⁷ 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.¹⁸ 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.¹⁹ 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.²⁰ 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.²¹ In their study of 1993 and 1998 NSSBF data, Blanchflower, Levine, and

¹⁷ D. Blanchflower, P. Levine and D. Zimmerman, “Discrimination in the Small Business Credit Market” National Bureau of Economic Research working paper 6840 (1998).

¹⁸ D. Blanchflower, P. Levine, and D. Zimmerman, “Discrimination in the Small-Business Credit Market,” *Review of Economics and Statistics* (November 2003): 930-943.

¹⁹ Ken Cavalluzzo and John Wolken, “Small Business Loan Turndowns, Personal Wealth, and Discrimination” *The Journal of Business*, volume 78 (2005), pages 2153–2178.

²⁰ 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).

²¹ 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.²²

Mitchell and Pearce estimated a model of denials jointly with a model of loan applications.²³ 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,”²⁴ 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.²⁵

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.²⁶ Using the 1998 NSSBF,

²² D. Blanchflower, P. Levine, and D. Zimmerman, “Discrimination in the Small-Business Credit Market,” *Review of Economics and Statistics* 930 (November 2003).

²³ 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).

²⁴ K. Mitchell and D. Pearce (2005), at 46.

²⁵ D. Blanchflower et al (November 2003).

²⁶ 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.²⁷

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.²⁸ 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.²⁹

J.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.³⁰ 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.³¹

J.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.³² Race

²⁷ 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.

²⁸ NERA, "Utilization of Minority Business Enterprises by the State of Maryland" (2001), chapter 4.

²⁹ BBC, *DBE Program Availability and Disparity Study Report*, 2007, Appendix H.

³⁰ See NERA, *Race, Sex, and Business Enterprise: Evidence from the City of Austin* (2008), Table 6.26.

³¹ Min, K., *An Empirical Investigation of Lending to Small Business*, doctoral dissertation, North Carolina State University (2008), at 161.

³² 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.³³ 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.³⁴ 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.³⁵

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.³⁶ 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."³⁷

J.4 Statistical Analysis

J.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

³³ 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 \(Aug 2003\)](#).

³⁴ D. Immergluck, "Redlining Redux: Black Neighborhoods, Black-owned Firms, and the Regulatory Cold Shoulder," 38 *Urban Affairs Review* 22 (2002).

³⁵ 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.

³⁶ 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).

³⁷ 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.

J.4.2 Selected Means by Race, Ethnicity, and Gender Characteristics of Loan Applicants

For the national data, **Exhibit J-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.

J.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 J-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
Credit History of Firms/Owners								
% 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
Other Firm Characteristics								
% 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 ¹	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 J-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
Characteristics of Loan Application								
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.

J.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.³⁸ Divisional interaction terms were then used to confirm that the results still held for the South Atlantic Division.³⁹

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 J-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 J-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.

³⁸ The South Atlantic Region is composed of North Carolina, South Carolina, Virginia, West Virginia, Maryland, the District of Columbia, Georgia and Florida.

³⁹ Please refer to **Section J.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.

J.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 J-4**.

With the exception of the African American ownership variable, the demographic variable is statistically insignificant at the 5 percent level of significance (**Exhibit J-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 J-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 J-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 J-3
ESTIMATED PROBIT MODEL OF LOAN DENIAL PROBABILITY
SURVEY OF SMALL BUSINESS FINANCE 2003**

Demographic Group	Restricted		Full Model ²		Sample Size
	Model ¹	T-Statistic	T-Statistic	T-Statistic	
Nonminority Ownership	-0.993	-27.58	-0.794	-4.3	1085
Women Ownership	0.097	0.76	-0.004	-0.03	1085
Nonminority Women Ownership	-0.973	-4.6	-0.833	-3.76	1085
African American Ownership	1.645	-17.5	1.376	-4.25	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.

¹ In the restricted model, only the demographic variable is specified.

² In the full model, the demographic variables and those listed in **Exhibit J-2** are specified

**EXHIBIT J-4
ESTIMATED OLS REGRESSION LOAN INTEREST-RATE MODEL
SURVEY OF SMALL BUSINESS FINANCE 2003**

Demographic Group	Restricted		Full Model ²		Sample Size
	Model ¹	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	4.73	-3.4	4.28	-3.29	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.

¹ In the restricted model, only the demographic variable is specified.

² In the full model, the demographic variables and those listed in **Exhibit J-2** are specified

J.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 K:
U.S. CENSUS SURVEY OF
BUSINESS OWNERS
AVAILABILITY ESTIMATES**

APPENDIX K

U.S. CENSUS SURVEY OF BUSINESS OWNERS AVAILABILITY ESTIMATES

U.S. Census, Survey of Business Owners

MGT of America, Inc. (MGT) obtained 2007 U.S. Census Bureau Survey of Business Owners¹ data to be used as a measure of firm availability. The Survey of Business Owners data was based on North American Industry Classification System (NAICS) code 23, classified as construction and construction-related services; NAICS code 54, classified as professional services; NAICS codes 56 and 81, classified as nonprofessional services; and NAICS codes 44 to 45 and 42, goods and supplies.

Availability of Construction Firms within the Charlotte-Gastonia-Salisbury Combined Statistical Area

**EXHIBIT K-1
CITY OF CHARLOTTE
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS WITHIN THE
CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL AREA
NAICS CODE 23, CONSTRUCTION
NUMBER OF TOTAL FIRMS (EMPLOYER FIRMS)**

	African Americans ^{1 S}		Hispanic Americans ¹		Asian Americans ¹		Native Americans ^{1 S}		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	176	2.44%	82	1.14%	0	0.00%	395	5.48%	653	9.06%	6,553	90.94%	7,206

Source: U.S. Bureau of the Census 2007, Survey of Business Owners.

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

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

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

⁴ Total Firms is based on the number of All Firms based on the SBO data provided.

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.

¹ The Survey of Business Owners is a comprehensive, regularly collected source of information on selected economic and demographic characteristics for businesses and business owners by gender, ethnicity, race, and veteran status. Estimates include the number of employer and nonemployer firms, sales and receipts, annual payroll, and employment. Data aggregates are presented by gender, ethnicity, race, and veteran status for the United States by 2007 North American Industry Classification System (NAICS), kind of business, states, metropolitan and micropolitan statistical areas, counties, places, and employment and receipts size. Data have been collected every 5 years since 1972, for years ending in "2" and "7" as part of the economic census. The program began as a special project for minority-owned businesses in 1969 and was incorporated into the economic census in 1972 along with the Survey of Women-Owned Businesses.

**EXHIBIT K-2
CITY OF CHARLOTTE
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE SUBCONTRACTOR LEVEL
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS WITHIN THE
CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL AREA
NAICS CODE 23, CONSTRUCTION
NUMBER OF TOTAL FIRMS (ALL FIRMS)**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1,679	5.82%	2,032	7.04%	271	0.94%	224	0.78%	1,573	5.45%	5,779	20.03%	23,068	79.97%	28,847

Source: U.S. Bureau of the Census 2007, Survey of Business Owners.

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

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

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

⁴ Total Firms is based on the number of All Firms based on the SBO data provided.

Availability of Professional Services Firms within the Charlotte-Gastonia-Salisbury Combined Statistical Area

**EXHIBIT K-3
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS WITHIN THE
CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL AREA
NAICS CODE 54, PROFESSIONAL SERVICES
NUMBER OF TOTAL FIRMS (EMPLOYER FIRMS)**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	133	2.25%	65	1.10%	139	2.35%	10	0.17%	549	9.29%	896	15.16%	5,017	84.84%	5,913

Source: U.S. Bureau of the Census 2007, Survey of Business Owners.

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

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

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

⁴ Total Firms is based on the number of All Firms based on the SBO data provided.

**EXHIBIT K-4
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
AVAILABILITY OF FIRMS AT THE SUBCONSULTANT LEVEL
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS WITHIN THE
CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL AREA
NAICS CODE 54, PROFESSIONAL SERVICES
NUMBER OF TOTAL FIRMS (ALL FIRMS)**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	1,704	6.60%	658	2.55%	503	1.95%	65	0.25%	3,137	12.15%	6,067	23.50%	19,751	76.50%	25,818

Source: U.S. Bureau of the Census 2007, Survey of Business Owners.

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

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

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

⁴ Total Firms is based on the number of All Firms based on the SBO data provided.

Availability of Other Services Firms within the Charlotte-Gastonia-Salisbury Combined Statistical Area

**EXHIBIT K-5
CITY OF CHARLOTTE
OTHER SERVICES
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS WITHIN THE
CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL AREA
NAICS CODES 56 AND 81, OTHER SERVICES
NUMBER OF TOTAL FIRMS (EMPLOYER FIRMS)**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	174	3.11%	82	1.47%	216	3.86%	22	0.39%	616	11.01%	1,110	19.84%	4,484	80.16%	5,594

Source: U.S. Bureau of the Census 2007, Survey of Business Owners.

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

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

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

⁴ Total Firms is based on the number of All Firms based on the SBO data provided.

Availability of Goods & Supplies Firms within the Charlotte-Gastonia-Salisbury Combined Statistical Area

EXHIBIT K-6
CITY OF CHARLOTTE
GOODS AND SUPPLIES
AVAILABILITY OF FIRMS
BASED ON U.S. CENSUS DATA, SURVEY OF BUSINESS OWNERS WITHIN THE
CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL AREA
NAICS CODES 44, 45, AND 42, GOODS AND SUPPLIES
NUMBER OF TOTAL FIRMS (EMPLOYER FIRMS)

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women ²		M/WBE Firms		Non-M/WBE Firms ³		Total Firms ⁴
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	130	1.50%	17	0.20%	464	5.36%	5	0.06%	660	7.62%	1,276	14.73%	7,388	85.27%	8,664

Source: U.S. Bureau of the Census 2007, Survey of Business Owners.

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

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

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

⁴ Total Firms is based on the number of All Firms based on the SBO data provided.

APPENDIX L:

**CITY OF CHARLOTTE CMSA
(PUMS) REGRESSION ANALYSIS**

APPENDIX L

CITY OF CHARLOTTE CSA
PUMS REGRESSION ANALYSIS

EXHIBIT L-A
RESULTS OF LOGISTIC REGRESSION
EXPLANATION OF RESULTS AND VARIABLES
LOGISTIC REGRESSION OUTPUT

Below, variable names and operational definitions are provided. When interpreting **Exhibits L-1 to L-5**, the third column— Exp (B) — is the most informative index with regard to the influence of the independent variables on the likelihood of being self-employed. From the inverse of this value, we can interpret a likelihood value of its effect on self-employment. For example the Exp (B) for an African American is .324, from **Exhibit L-1**; the inverse of this is 3.09. This means that a nonminority male is 3.09 times more likely to be self-employed than an African American. Columns A and B are reported as a matter of convention to give the reader another indicator of both the magnitude of the variable's effect and the direction of the effect (“-“ suggests the greater the negative B value the more it depresses the likelihood of being self-employed, and vice versa for a positive B value. It is noteworthy that theoretically “race-neutral” variables (e.g., marital status) tend to impact the likelihood of self-employment positively and that the race/ethnicity/gender variables, in general, tend to have a negative effect on self-employment.

Variables

Race, ethnicity, and gender indicator variables:

- African American
- Asian American
- Hispanic American
- Native American
- Sex: Nonminority woman or not

Other indicator variables:

- Marital Status: Married or not
- Age
- Age2: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
- Disability: Individuals self-reported health-related disabilities.
- Tenure: Owns their own home
- Value: Household property value.
- Mortgage: Monthly total mortgage payments.
- Unearn: Unearned income, such as interests and dividends.
- Resdinc: Household income less individuals' personal income.
- P65: Number of individuals over the age of 65 living in the household.
- P18: Number of children under the age of 18 living in the household.
- Some College: Some college education
- College Graduate: College degree
- More than College: Professional or graduate degree

**EXHIBIT L-1
RESULTS OF LOGISTIC REGRESSION
OVERALL**

City of Charlotte CMSA			
	B	Sig.	Exp (B)
African American	-1.126	0.000	0.324
Hispanic American	-0.614	0.012	0.541
Asian American	-0.057	0.817	0.945
Native American	0.373	0.478	1.452
Sex (1=Female)	-1.042	0.000	0.353
Marital Status (1=Married)	0.270	0.495	1.310
Age	0.127	0.000	1.136
Age ²	-0.001	0.003	0.999
Disability (1=Yes)	-0.172	0.448	0.842
Tenure (1=Yes)	0.324	0.021	1.383
Value	-0.104	0.674	0.901
Mortgage	0.215	0.389	1.240
Uearn	0.000	0.003	1.000
Resdinc	0.000	0.153	1.000
P65	0.131	0.317	1.140
P18	0.248	0.019	1.282
Some College (1=Yes)	-1.109	0.034	0.330
College Graduate (1=Yes)	0.238	0.443	1.269
More than College (1=Yes)	-0.096	0.427	0.909
Number of Observations	4898		
Chi-squared statistic (df=19)	278.9183		
Log Likelihood	-3099.71		

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population 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 L-2
RESULTS OF LOGISTIC REGRESSION
CONSTRUCTION**

City of Charlotte CMSA			
	B	Sig.	Exp (B)
African American	-1.579	0.036	0.206
Hispanic American	-0.605	0.114	0.546
Asian American	0.484	0.518	1.622
Native American	22.541	1.000	0.000
Sex (1=Female)	-0.863	0.025	0.422
Marital Status (1=Married)	0.434	0.555	1.544
Age	0.156	0.020	1.169
Age ²	-0.001	0.066	0.999
Disability (1=Yes)	-0.426	0.469	0.653
Tenure (1=Yes)	0.266	0.402	1.305
Value	-0.007	0.988	0.993
Mortgage	-0.357	0.511	0.700
Unearn	0.000	0.801	1.000
Resdinc	0.000	0.557	1.000
P65	0.274	0.455	1.315
P18	0.235	0.314	1.265
Some College (1=Yes)	-1.761	0.091	0.172
College Graduate (1=Yes)	0.555	0.249	1.743
More than College (1=Yes)	0.054	0.812	1.056
Number of Observations	638		
Chi-squared statistic (df=19)	53.28696		
Log Likelihood	-602.827		

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population 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 L-3
RESULTS OF LOGISTIC REGRESSION
PROFESSIONAL SERVICES**

City of Charlotte CMSA			
	B	Sig.	Exp (B)
African American	-1.689	0.000	0.185
Hispanic American	-0.418	0.450	0.659
Asian American	-1.096	0.080	0.334
Native American	-0.286	0.794	0.751
Sex (1=Female)	-1.948	0.000	0.143
Marital Status (1=Married)	-17.600	0.998	0.000
Age	0.140	0.077	1.150
Age ²	-0.001	0.304	0.999
Disability (1=Yes)	-0.611	0.341	0.543
Tenure (1=Yes)	0.400	0.204	1.492
Value	-0.201	0.792	0.818
Mortgage	-16.283	0.998	0.000
Uearn	0.000	0.003	1.000
Resdinc	0.000	0.250	1.000
P65	-0.176	0.585	0.838
P18	0.740	0.002	2.096
Some College (1=Yes)	-16.821	0.999	0.000
College Graduate (1=Yes)	-17.890	0.999	0.000
More than College (1=Yes)	0.315	0.399	1.371
Number of Observations	1740		
Chi-squared statistic (df=19)	168.0807		
Log Likelihood	-699.886		

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population 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 L-4
RESULTS OF LOGISTIC REGRESSION
OTHER SERVICES**

City of Charlotte CMSA			
	B	Sig.	Exp (B)
African American	-0.667	0.007	0.513
Hispanic American	-1.082	0.024	0.339
Asian American	0.133	0.739	1.142
Native American	0.198	0.818	1.219
Sex (1=Female)	-0.176	0.326	0.839
Marital Status (1=Married)	0.317	0.593	1.372
Age	0.121	0.007	1.129
Age ²	-0.001	0.082	0.999
Disability (1=Yes)	-0.218	0.491	0.804
Tenure (1=Yes)	0.382	0.081	1.465
Value	-0.311	0.459	0.733
Mortgage	0.590	0.101	1.804
Unearn	0.000	0.675	1.000
Resdinc	0.000	0.054	1.000
P65	0.136	0.488	1.146
P18	0.090	0.601	1.094
Some College (1=Yes)	-0.704	0.270	0.495
College Graduate (1=Yes)	0.208	0.689	1.231
More than College (1=Yes)	-0.361	0.058	0.697
Number of Observations	1532		
Chi-squared statistic (df=19)	102.3082		
Log Likelihood	-1165.57		

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population 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 L-5
RESULTS OF LOGISTIC REGRESSION
GOODS AND SUPPLIES**

City of Charlotte CMSA			
	B	Sig.	Exp (B)
African American	-0.102	0.820	0.903
Hispanic American	-0.838	0.422	0.432
Asian American	1.587	0.002	4.888
Native American	1.768	0.148	5.858
Sex (1=Female)	-0.228	0.509	0.796
Marital Status (1=Married)	0.463	0.665	1.588
Age	0.283	0.011	1.327
Age ²	-0.003	0.025	0.997
Disability (1=Yes)	0.391	0.497	1.479
Tenure (1=Yes)	0.171	0.685	1.186
Value	0.039	0.952	1.040
Mortgage	0.380	0.566	1.463
Uearn	0.000	0.140	1.000
Resdinc	0.000	0.308	1.000
P65	0.237	0.496	1.267
P18	0.201	0.527	1.223
Some College (1=Yes)	-18.956	0.998	0.000
College Graduate (1=Yes)	-0.803	0.447	0.448
More than College (1=Yes)	-0.737	0.040	0.478
Number of Observations	1008		
Chi-squared statistic (df=19)	46.00648		
Log Likelihood	-397.447		

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population 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 L-b
RESULTS OF LINEAR REGRESSION
EXPLANATION OF RESULTS AND VARIABLES**

Below, variable names and operational definitions are provided. When interpreting the linear regression **Exhibits L-6 to L-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 an African American is -.476, from **Exhibit L-6**, meaning that an African American will earn 47.6 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
- Age2: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
- Speaks English Well: Person's ability to speak English if not a native speaker.
- Some College: Some college education
- College Graduate: College degree
- More than College: Professional or graduate degree

EXHIBIT L-6
RESULTS OF LINEAR REGRESSION
OVERALL

City of Charlotte CMSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.476	0.156	-0.128	-3.059	0.002
Hispanic American	-0.928	0.230	-0.179	-4.039	0.000
Asian American	-0.523	0.229	-0.105	-2.287	0.023
Native American	-0.792	0.425	-0.077	-1.862	0.063
Nonminority Women (1=Female)	-0.582	0.104	-0.234	-5.592	0.000
Marital Status (1=Married)	-0.349	0.335	-0.043	-1.040	0.299
Disability (1=Yes)	-0.063	0.197	-0.014	-0.322	0.748
Age	0.063	0.023	0.727	2.762	0.006
Age ²	0.000	0.000	-0.715	-2.715	0.007
Speaks English Well (1=Yes)	-0.016	0.156	-0.005	-0.103	0.918
Some College (1=Yes)	-0.595	0.476	-0.052	-1.250	0.212
College Graduate (1=Yes)	-0.605	0.246	-0.101	-2.462	0.014
More than College (1=Yes)	-0.280	0.103	-0.113	-2.717	0.007
Constant	9.458	0.543		17.422	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

EXHIBIT L-7
RESULTS OF LINEAR REGRESSION
CONSTRUCTION

City of Charlotte CMSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.458	0.504	-0.076	-0.909	0.365
Hispanic American	-0.919	0.374	-0.269	-2.458	0.015
Asian American	-0.467	0.541	-0.077	-0.864	0.390
Native American	0.619	0.848	0.059	0.730	0.467
Nonminority Women (1=Female)	-0.821	0.299	-0.229	-2.751	0.007
Marital Status (1=Married)	0.136	0.496	0.022	0.274	0.784
Disability (1=Yes)	0.554	0.433	0.105	1.278	0.204
Age	0.052	0.053	0.638	0.995	0.322
Age ²	0.000	0.001	-0.431	-0.680	0.498
Speaks English Well (1=Yes)	0.198	0.339	0.063	0.585	0.560
Some College (1=Yes)	0.009	0.911	0.001	0.010	0.992
College Graduate (1=Yes)	-0.356	0.302	-0.099	-1.180	0.240
More than College (1=Yes)	-0.247	0.172	-0.127	-1.430	0.155
Constant	9.301	1.147		8.110	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population and Calculations using SPSS.

Note: **BOLD** statistically significant at p < .05.

EXHIBIT L-8
RESULTS OF LINEAR REGRESSION
PROFESSIONAL SERVICES

City of Charlotte CMSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.399	0.366	-0.092	-1.034	0.304
Hispanic American	-1.559	0.668	-0.280	-2.796	0.008
Asian American	0.048	0.862	0.007	0.070	0.946
Native American	-0.610	1.012	-0.043	-0.604	0.816
Nonminority Women (1=Female)	-0.668	0.266	-0.231	-2.610	0.010
Disability (1=Yes)	-0.010	0.810	-0.001	-0.018	0.987
Age	0.173	0.072	1.723	2.410	0.018
Age²	-0.002	0.001	-1.888	-2.699	0.011
Speaks English Well (1=Yes)	0.741	0.472	0.181	1.689	0.119
More than College (1=Yes)	-0.809	0.346	-0.207	-2.348	0.021
Constant	7.899	1.727		4.457	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population and Calculations using SPSS.

Note: **BOLD** statistically significant at $p < .05$.

EXHIBIT L-9
RESULTS OF LINEAR REGRESSION
OTHER SERVICES

City of Charlotte CMSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.313	0.202	-0.105	-1.553	0.122
Hispanic American	-0.810	0.414	-0.132	-1.957	0.052
Asian American	-0.529	0.338	-0.115	-1.566	0.119
Native American	-1.630	0.678	-0.169	-2.403	0.017
Nonminority Women (1=Female)	-0.493	0.139	-0.241	-3.558	0.000
Marital Status (1=Married)	-0.311	0.475	-0.045	-0.655	0.513
Disability (1=Yes)	-0.194	0.262	-0.052	-0.739	0.460
Age	0.034	0.030	0.449	1.136	0.257
Age ²	0.000	0.000	-0.398	-1.012	0.313
Speaks English Well (1=Yes)	0.039	0.266	0.011	0.146	0.884
Some College (1=Yes)	-0.361	0.527	-0.046	-0.685	0.494
College Graduate (1=Yes)	-0.645	0.403	-0.105	-1.602	0.111
More than College (1=Yes)	0.036	0.151	0.016	0.240	0.810
Constant	9.730	0.750		12.980	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2009 Cesus of Population and Calculations using SPSS.

Note: **BOLD** statistically significant at p < .05.

**EXHIBIT L-10
RESULTS OF LINEAR REGRESSION
GOODS AND SUPPLIES**

City of Charlotte CMSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.059	0.407	-0.025	-0.145	0.886
Hispanic American	-1.688	0.741	-0.291	-2.279	0.027
Asian American	-0.404	0.364	-0.174	-1.108	0.274
Native America	-0.097	0.742	-0.017	-0.130	0.897
Nonminority Women (1=Female)	-0.287	0.233	-0.167	-1.235	0.223
Marital Status (1=Married)	0.455	0.724	0.078	0.628	0.533
Disability (1=Yes)	0.772	0.445	0.259	1.736	0.089
Age	0.048	0.090	0.619	0.534	0.596
Age ²	0.000	0.001	-0.846	-0.724	0.473
Speaks English Well (1=Yes)	-0.535	0.304	-0.332	-1.762	0.085
College Graduate (1=Yes)	-2.272	0.950	-0.391	-2.390	0.021
More than College (1=Yes)	-0.104	0.263	-0.054	-0.393	0.696
Constant	10.177	1.981		5.138	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2009 Census of Population and Calculations using SPSS.

Note: **BOLD** statistically significant at p < .05.

***APPENDIX M:
MARKET AREA AND OVERALL
UTILIZATION AND ANALYSIS BY
BUSINESS CATEGORY***

APPENDIX M

MARKET AREA AND OVERALL UTILIZATION ANALYSIS BY BUSINESS CATEGORY

Market Area Analysis – Construction

EXHIBIT M-1
CITY OF CHARLOTTE
CONSTRUCTION
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010

County, State ²	Dollars	% of Dollars	Cum% ¹
MECKLENBURG, NC	\$871,516,020.54	64.83%	64.83%
CHITTENDEN, VT	\$50,177,717	3.73%	68.56%
JEFFERSON, AL	\$48,407,390	3.60%	72.17%
STEARNS, MN	\$43,087,723	3.21%	75.37%
DENTON, TX	\$37,265,891	2.77%	78.14%
UNION, NC	\$36,456,412	2.71%	80.86%
CABARRUS, NC	\$35,883,988	2.67%	83.52%
ORANGE, NC	\$25,242,725	1.88%	85.40%
ROWAN, NC	\$21,893,803	1.63%	87.03%
GASTON, NC	\$19,744,022	1.47%	88.50%
HAYWOOD, NC	\$17,204,217	1.28%	89.78%
DURHAM, NC	\$13,748,080	1.02%	90.80%
LINCOLN, NC	\$13,746,875	1.02%	91.82%
CATAWBA, NC	\$12,721,230	0.95%	92.77%
IREDELL, NC	\$12,426,414	0.92%	93.70%
LITCHFIELD, CT	\$11,490,330	0.85%	94.55%
GUILFORD, NC	\$8,403,714	0.63%	95.18%
GWINNETT, GA	\$7,710,300	0.57%	95.75%
COBB, GA	\$7,003,348	0.52%	96.27%
MAHONING, OH	\$6,941,427	0.52%	96.79%
YORK, SC	\$6,369,573	0.47%	97.26%
CLEVELAND, NC	\$6,310,230	0.47%	97.73%
ONONDAGA, NY	\$4,923,251	0.37%	98.10%
ORANGE, IN	\$4,126,044	0.31%	98.40%
EDGEcombe, NC	\$3,449,897	0.26%	98.66%
ALAMANCE, NC	\$3,035,589	0.23%	98.89%
SPARTANBURG, SC	\$2,304,800	0.17%	99.06%
<i>(Continued)</i>			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-1 (Continued)
CITY OF CHARLOTTE
CONSTRUCTION
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
GLOUCESTER, NJ	\$1,605,162	0.12%	99.18%
HOUSTON, GA	\$1,277,447	0.10%	99.27%
KNOX, TN	\$793,786	0.06%	99.33%
STANLY, NC	\$793,659	0.06%	99.39%
RICHLAND, SC	\$763,965	0.06%	99.45%
WAKE, NC	\$703,483	0.05%	99.50%
FAIRFAX, VA	\$516,625	0.04%	99.54%
HAMILTON, OH	\$462,015	0.03%	99.57%
ASHTABULA, OH	\$450,916	0.03%	99.60%
CUYAHOGA, NC	\$285,758	0.02%	99.63%
MARIN, CA	\$213,019	0.02%	99.64%
BERNALILLO, NM	\$163,515	0.01%	99.65%
NORFOLK, MA	\$162,705	0.01%	99.67%
ALLEGHENY, PA	\$93,325	0.01%	99.67%
DEKALB, GA	\$85,606	0.01%	99.68%
SURRY, NC	\$83,960	0.01%	99.69%
CASWELL, NC	\$79,679	0.01%	99.69%
LAKE, IL	\$63,417	0.00%	99.70%
JEFFERSON, NY	\$61,450	0.00%	99.70%
PICKENS, SC	\$37,121	0.00%	99.70%
SALT LAKE, UT	\$32,418	0.00%	99.71%
AIKEN, SC	\$27,120	0.00%	99.71%
SAN MATEO, CA	\$22,743	0.00%	99.71%
DAVIDSON, NC	\$22,233	0.00%	99.71%
WATAUGA, NC	\$15,051	0.00%	99.71%
SHELBY, TN	\$11,270	0.00%	99.71%
ORANGE, CA	\$11,017	0.00%	99.71%
LANCASTER, SC	\$8,623	0.00%	99.71%
FLORENCE, SC	\$7,911	0.00%	99.72%
GREENVILLE, SC	\$7,414	0.00%	99.72%
YADKIN, NC	\$4,910	0.00%	99.72%
RICHMOND, NC	\$4,400	0.00%	99.72%
WASHINGTON, NY	\$4,150	0.00%	99.72%
WILSON, NC	\$2,811	0.00%	99.72%
LOS ANGELES, CA	\$2,042	0.00%	99.72%
HUNTERDON, NJ	\$1,853	0.00%	99.72%
WILKES, NC	\$1,250	0.00%	99.72%
CHESAPEAKE CITY, VA	\$1,086	0.00%	99.72%
FORSYTH, NC	\$1,048	0.00%	99.72%
HENNEPIN, MN	\$573	0.00%	99.72%
MIDDLESEX, MA	\$506	0.00%	99.72%
UNKNOWN	\$3,793,190	0.28%	100.00%
Total - Overall Market Area	\$1,344,271,241	100.00%	

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

Appendix M: Market Area and Overall Utilization Analysis by Business Category

Overall Utilization Analysis – Construction

**EXHIBIT M-2
CITY OF CHARLOTTE
CONSTRUCTION
UTILIZATION OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF 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		MWBE Firms		Non-MWBE Firms		Total Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$3,447,470	1.03%	\$775,605	0.23%	\$11,382,239	3.40%	\$1,803,690	0.54%	\$16,406,650	4.90%	\$33,815,654	10.11%	\$300,795,225	89.89%	\$334,610,879
2007	\$2,789,921	1.10%	\$892,690	0.35%	\$15,394,159	6.08%	\$5,560,485	2.20%	\$22,167,401	8.75%	\$46,804,656	18.48%	\$206,459,419	81.52%	\$253,264,075
2008	\$877,673	0.38%	\$814,110	0.35%	\$16,576,379	7.12%	\$3,637,394	1.56%	\$18,725,999	8.04%	\$40,631,556	17.45%	\$192,242,908	82.55%	\$232,874,464
2009	\$1,648,230	0.54%	\$592,308	0.19%	\$7,441,240	2.43%	\$1,298,036	0.42%	\$26,258,928	8.57%	\$37,238,742	12.15%	\$269,212,807	87.85%	\$306,451,549
2010	\$1,374,461	0.63%	\$1,571,799	0.72%	\$6,459,952	2.98%	\$7,465,176	3.44%	\$21,755,234	10.02%	\$38,626,623	17.79%	\$178,443,651	82.21%	\$217,070,273
Total	\$10,137,756	0.75%	\$4,646,512	0.35%	\$57,253,969	4.26%	\$19,764,781	1.47%	\$105,314,212	7.83%	\$197,117,231	14.66%	\$1,147,154,010	85.34%	\$1,344,271,241

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Percent of total dollars paid annually to firms.

Market Area Analysis – Architecture and Engineering

**EXHIBIT M-3
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
MECKLENBURG, NC	\$173,843,239	78.13%	78.13%
NEW YORK, NY	\$21,876,225	9.83%	87.96%
GASTON, NC	\$6,594,699	2.96%	90.92%
WAKE, NC	\$3,142,081	1.41%	92.34%
UNION, NC	\$1,641,641	0.74%	93.07%
ORANGE, CA	\$1,586,989	0.71%	93.79%
YORK, SC	\$1,319,492	0.59%	94.38%
JACKSON, MO	\$1,262,217	0.57%	94.95%
CLEVELAND, NC	\$1,149,331	0.52%	95.46%
FULTON, GA	\$1,016,784	0.46%	95.92%
BRUNSWICK, NC	\$786,632	0.35%	96.27%
ORANGE, FL	\$752,474	0.34%	96.61%
DEKALB, GA	\$670,739	0.30%	96.91%
GUILFORD, NC	\$643,689	0.29%	97.20%
CHEROKEE, SC	\$616,894	0.28%	97.48%
JEFFERSON, KY	\$513,488	0.23%	97.71%
LINCOLN, NC	\$506,018	0.23%	97.94%
TRAVIS, TX	\$461,916	0.21%	98.15%
CUYAHOGA, OH	\$311,735	0.14%	98.29%
DAVIDSON, TN	\$291,644	0.13%	98.42%
HARRIS, TX	\$289,723	0.13%	98.55%
FAIRFIELD, CT	\$268,357	0.12%	98.67%
HENNEPIN, MN	\$266,100	0.12%	98.79%
FAIRFAX, VA	\$255,700	0.11%	98.90%
PRINCE GEORGES, MD	\$187,067	0.08%	98.99%
HOWARD, MD	\$161,605	0.07%	99.06%
MOORE, NC	\$138,310	0.06%	99.12%
RAMSEY, MN	\$90,165	0.04%	99.16%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-3 (Continued)
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
DAVIDSON, NC	\$85,049	0.04%	99.20%
RANDOLPH, NC	\$73,556	0.03%	99.23%
CABARRUS, NC	\$68,963	0.03%	99.26%
MONROE, NY	\$50,000	0.02%	99.29%
MARICOPA, AZ	\$49,999	0.02%	99.31%
IREDELL, NC	\$46,325	0.02%	99.33%
BEAUFORT, SC	\$41,553	0.02%	99.35%
HILLSBOROUGH, FL	\$40,344	0.02%	99.37%
DURHAM, NC	\$38,179	0.02%	99.38%
MIDDLESEX, MA	\$35,040	0.02%	99.40%
HARTFORD, CT	\$32,607	0.01%	99.41%
ESSEX, MA	\$29,945	0.01%	99.43%
ORLEANS, LA	\$20,165	0.01%	99.44%
NEW HANOVER, NC	\$17,500	0.01%	99.44%
COBB, GA	\$16,231	0.01%	99.45%
WASHTENAW, MI	\$12,600	0.01%	99.46%
SHELBY, TN	\$11,560	0.01%	99.46%
LOS ANGELES, CA	\$11,142	0.01%	99.47%
SULLIVAN, TN	\$10,362	0.00%	99.47%
BALTIMORE, MD	\$9,284	0.00%	99.48%
CRAVEN, NC	\$8,309	0.00%	99.48%
ESSEX, NJ	\$3,170	0.00%	99.48%
BUCKS, PA	\$1,986	0.00%	99.48%
STANLY, NC	\$1,400	0.00%	99.48%
CLAY, FL	\$1,215	0.00%	99.48%
DORCHESTER, SC	\$931	0.00%	99.48%
DALLAS, TX	\$350	0.00%	99.48%
UNKNOWN	\$1,146,752	0.52%	100.00%
Total - Overall Market Area	\$222,509,468	100.00%	

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

Overall Utilization Analysis – Architecture and Engineering

**EXHIBIT M-4
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
UTILIZATION OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF 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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$755,775	2.28%	\$5,218	0.02%	\$1,607,240	4.86%	\$0	0.00%	\$1,057,817	3.20%	\$3,426,049	10.35%	\$29,676,543	89.65%	\$33,102,591
2007	\$715,153	2.14%	\$0	0.00%	\$1,562,029	4.68%	\$0	0.00%	\$2,124,294	6.36%	\$4,401,477	13.18%	\$28,996,918	86.82%	\$33,398,394
2008	\$526,264	1.08%	\$1,000	0.00%	\$1,802,639	3.71%	\$0	0.00%	\$1,791,049	3.69%	\$4,120,953	8.49%	\$44,437,660	91.51%	\$48,558,613
2009	\$588,635	1.12%	\$136,098	0.26%	\$2,695,841	5.12%	\$35,475	0.07%	\$2,003,454	3.81%	\$5,459,503	10.37%	\$47,162,681	89.63%	\$52,622,184
2010	\$96,862	0.18%	\$1,380,672	2.52%	\$2,433,340	4.44%	\$9,602	0.02%	\$1,696,935	3.10%	\$5,617,410	10.25%	\$49,210,275	89.75%	\$54,827,686
Total	\$2,682,689	1.21%	\$1,522,987	0.68%	\$10,101,090	4.54%	\$45,077	0.02%	\$8,673,549	3.90%	\$23,025,392	10.35%	\$199,484,077	89.65%	\$222,509,468

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Percent of total dollars paid annually to firms.

Market Area Analysis – Professional Services

**EXHIBIT M-5
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
MECKLENBURG, NC	\$145,833,257	67.77%	67.77%
HARRIS, TX	\$10,966,882	5.10%	72.87%
BURLINGTON, NJ	\$8,802,303	4.09%	76.96%
IREDELL, NC	\$5,294,769	2.46%	79.42%
DALLAS, TX	\$3,396,979	1.58%	81.00%
WAKE, NC	\$2,336,324	1.09%	82.09%
GUILFORD, NC	\$2,256,768	1.05%	83.14%
ORANGE, CA	\$2,093,745	0.97%	84.11%
HUDSON, NJ	\$2,093,315	0.97%	85.08%
SAN MATEO, CA	\$1,640,154	0.76%	85.84%
MADISON, AL	\$1,546,632	0.72%	86.56%
DISTRICT OF COLUMBIA, DC	\$1,153,124	0.54%	87.10%
SOLANO, CA	\$1,098,278	0.51%	87.61%
BUCKS, PA	\$1,094,685	0.51%	88.12%
KING, WA	\$1,048,713	0.49%	88.61%
NEW YORK, NY	\$1,025,271	0.48%	89.08%
POLK, FL	\$947,352	0.44%	89.52%
MANATEE, FL	\$905,268	0.42%	89.94%
GASTON, NC	\$825,738	0.38%	90.33%
BROWARD, FL	\$777,735	0.36%	90.69%
RANDOLPH, NC	\$764,473	0.36%	91.04%
YORK, SC	\$719,815	0.33%	91.38%
DEKALB, GA	\$718,482	0.33%	91.71%
CLEVELAND, NC	\$684,227	0.32%	92.03%
GWINNETT, GA	\$665,766	0.31%	92.34%
WILLIAMSON, TN	\$655,007	0.30%	92.64%
DURHAM, NC	\$635,018	0.30%	92.94%
ARLINGTON, VA	\$535,732	0.25%	93.19%
MORRIS, NJ	\$522,459	0.24%	93.43%
FAIRFAX, VA	\$499,018	0.23%	93.66%
HAMILTON, OH	\$451,750	0.21%	93.87%
MOORE, NC	\$450,725	0.21%	94.08%
CABARRUS, NC	\$434,051	0.20%	94.28%
DENVER, CO	\$430,758	0.20%	94.48%
UNION, NC	\$389,392	0.18%	94.66%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-5 (Continued)
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
COBB, GA	\$352,806	0.16%	94.83%
SAINT LOUIS, MO	\$347,936	0.16%	94.99%
SANTA CLARA, CA	\$310,964	0.14%	95.13%
MIDDLESEX, MA	\$310,371	0.14%	95.28%
FAIRFIELD, CT	\$309,251	0.14%	95.42%
ANNE ARUNDEL, MD	\$287,428	0.13%	95.56%
COOK, IL	\$285,115	0.13%	95.69%
FULTON, GA	\$283,769	0.13%	95.82%
PRINCE GEORGES, MD	\$248,889	0.12%	95.94%
RICHLAND, SC	\$243,822	0.11%	96.05%
SAN BERNARDINO, CA	\$238,572	0.11%	96.16%
MONTGOMERY, PA	\$235,774	0.11%	96.27%
JOHNSON, KS	\$219,862	0.10%	96.37%
HOWARD, MD	\$170,946	0.08%	96.45%
BALTIMORE, MD	\$167,764	0.08%	96.53%
NEW CASTLE, DE	\$166,892	0.08%	96.61%
LAKE, IL	\$155,713	0.07%	96.68%
MARION, IN	\$152,476	0.07%	96.75%
LOS ANGELES, CA	\$151,888	0.07%	96.82%
SHELBY, TN	\$150,005	0.07%	96.89%
JEFFERSON, KY	\$140,949	0.07%	96.96%
BERGEN, NJ	\$129,091	0.06%	97.02%
HAYWOOD, NC	\$126,357	0.06%	97.08%
MONTGOMERY, MD	\$120,195	0.06%	97.13%
ADA, ID	\$118,792	0.06%	97.19%
VIRGINIA BEACH CITY, VA	\$116,962	0.05%	97.24%
DOUGLAS, CO	\$114,978	0.05%	97.29%
DUKES, MA	\$110,801	0.05%	97.35%
ROCKINGHAM, NC	\$104,061	0.05%	97.39%
ORANGE, NC	\$102,557	0.05%	97.44%
TARRANT, TX	\$100,000	0.05%	97.49%
CHESTER, PA	\$99,657	0.05%	97.53%
JEFFERSON, CO	\$97,574	0.05%	97.58%
SARASOTA, FL	\$93,450	0.04%	97.62%
ALAMEDA, CA	\$91,500	0.04%	97.67%
DANE, WI	\$89,500	0.04%	97.71%
WEBB, TX	\$85,000	0.04%	97.75%
LAKE, OH	\$82,200	0.04%	97.78%
HENDERSON, NC	\$79,547	0.04%	97.82%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-5 (Continued)
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
MARION, KS	\$78,675	0.04%	97.86%
MONROE, NY	\$72,623	0.03%	97.89%
DUTCHESS, NY	\$71,725	0.03%	97.93%
FORSYTH, NC	\$68,655	0.03%	97.96%
COLLIN, TX	\$54,628	0.03%	97.98%
PINELLAS, FL	\$51,100	0.02%	98.01%
LEBANON, PA	\$47,350	0.02%	98.03%
MARICOPA, AZ	\$46,066	0.02%	98.05%
LITCHFIELD, CT	\$46,000	0.02%	98.07%
TRAVIS, TX	\$41,050	0.02%	98.09%
SEMINOLE, FL	\$40,754	0.02%	98.11%
LANCASTER, PA	\$40,747	0.02%	98.13%
UTAH, UT	\$40,082	0.02%	98.15%
LANCASTER, SC	\$37,146	0.02%	98.16%
MULTNOMAH, OR	\$36,725	0.02%	98.18%
RICHMOND CITY, VA	\$35,266	0.02%	98.20%
CATAWBA, NC	\$33,580	0.02%	98.21%
HENNEPIN, MN	\$32,971	0.02%	98.23%
ROWAN, NC	\$31,982	0.01%	98.24%
MIAMI-DADE, FL	\$30,086	0.01%	98.26%
VENTURA, CA	\$30,000	0.01%	98.27%
KINGS, NY	\$29,577	0.01%	98.29%
WARREN, OH	\$28,349	0.01%	98.30%
SOMERSET, NJ	\$26,269	0.01%	98.31%
SUFFOLK, MA	\$26,000	0.01%	98.32%
CENTRE, PA	\$24,266	0.01%	98.33%
OAKLAND, MI	\$22,078	0.01%	98.34%
VANCE, NC	\$22,000	0.01%	98.35%
HILLSBOROUGH, FL	\$19,938	0.01%	98.36%
NEW HANOVER, NC	\$18,845	0.01%	98.37%
CHEROKEE, GA	\$18,773	0.01%	98.38%
LINCOLN, NC	\$17,637	0.01%	98.39%
ADAMS, PA	\$16,800	0.01%	98.40%
WASHINGTON, OR	\$16,760	0.01%	98.40%
ORANGE, NY	\$16,170	0.01%	98.41%
DUVAL, FL	\$15,294	0.01%	98.42%
GREENVILLE, SC	\$14,492	0.01%	98.43%
CALVERT, MD	\$14,085	0.01%	98.43%
SARATOGA, NY	\$13,250	0.01%	98.44%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-5 (Continued)
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
ROANOKE CITY, VA	\$13,188	0.01%	98.45%
SALT LAKE, UT	\$11,967	0.01%	98.45%
SPARTANBURG, SC	\$11,000	0.01%	98.46%
STANLY, NC	\$10,725	0.00%	98.46%
SAN DIEGO, CA	\$10,650	0.00%	98.47%
CLAY, MO	\$10,000	0.00%	98.47%
SAINT LOUIS CITY, MO	\$9,549	0.00%	98.47%
ALLEGHENY, PA	\$9,548	0.00%	98.48%
SUFFOLK, NY	\$9,307	0.00%	98.48%
FAULKNER, AR	\$8,208	0.00%	98.49%
FRANKLIN, OH	\$7,000	0.00%	98.49%
LEXINGTON, SC	\$6,222	0.00%	98.49%
CONTRA COSTA, CA	\$6,050	0.00%	98.50%
CHARLESTON, SC	\$5,085	0.00%	98.50%
LEE, NC	\$3,995	0.00%	98.50%
MAHONING, OH	\$3,976	0.00%	98.50%
MILWAUKEE, WI	\$3,400	0.00%	98.50%
WASHTENAW, MI	\$2,756	0.00%	98.51%
ORANGE, FL	\$2,550	0.00%	98.51%
ONONDAGA, NY	\$2,100	0.00%	98.51%
MIDDLESEX, CT	\$1,949	0.00%	98.51%
CARROLL, GA	\$1,875	0.00%	98.51%
BUNCOMBE, NC	\$1,600	0.00%	98.51%
VOLUSIA, FL	\$1,513	0.00%	98.51%
NACOGDOCHES, TX	\$1,510	0.00%	98.51%
BENTON, OR	\$1,500	0.00%	98.51%
CUYAHOGA, OH	\$1,288	0.00%	98.51%
PLYMOUTH, MA	\$1,156	0.00%	98.51%
SAN FRANCISCO, CA	\$1,000	0.00%	98.51%
LARIMER, CO	\$596	0.00%	98.51%
MONTGOMERY, NY	\$590	0.00%	98.51%
JACKSON, WV	\$563	0.00%	98.51%
ETOWAH, AL	\$436	0.00%	98.51%
FORSYTH, GA	\$395	0.00%	98.51%
BOULDER, CO	\$253	0.00%	98.51%
PRINCE WILLIAM, VA	\$60	0.00%	98.51%
WAUKESHA, WI	\$56	0.00%	98.51%
UNKNOWN	\$3,195,468	1.49%	100.00%
Total - Overall Market Area	\$215,174,254	100.00%	

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

Appendix M: Market Area and Overall Utilization Analysis by Business Category

Overall Utilization Analysis – Professional Services

**EXHIBIT M-6
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
UTILIZATION OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF 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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$1,528,836	4.03%	\$680,102	1.79%	\$75,211	0.20%	\$301,697	0.80%	\$3,329,665	8.78%	\$5,915,510	15.59%	\$32,018,406	84.41%	\$37,933,916
2007	\$1,112,894	2.77%	\$778,698	1.94%	\$81,686	0.20%	\$313,315	0.78%	\$2,675,729	6.67%	\$4,962,321	12.37%	\$35,142,409	87.63%	\$40,104,730
2008	\$1,000,685	2.25%	\$840,214	1.89%	\$62,157	0.14%	\$394,978	0.89%	\$2,479,125	5.58%	\$4,777,160	10.74%	\$39,686,510	89.26%	\$44,463,670
2009	\$607,052	1.32%	\$750,912	1.64%	\$34,750	0.08%	\$447,270	0.98%	\$1,991,601	4.35%	\$3,831,585	8.36%	\$41,990,834	91.64%	\$45,822,419
2010	\$567,103	1.21%	\$618,715	1.32%	\$38,700	0.08%	\$546,963	1.17%	\$1,794,820	3.83%	\$3,566,301	7.61%	\$43,283,218	92.39%	\$46,849,519
Total	\$4,816,570	2.24%	\$3,668,640	1.70%	\$292,503	0.14%	\$2,004,223	0.93%	\$12,270,941	5.70%	\$23,052,877	10.71%	\$192,121,377	89.29%	\$215,174,254

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Percent of total dollars paid annually to firms.

Market Area Analysis - Other Services

**EXHIBIT M-7
CITY OF CHARLOTTE
OTHER SERVICES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
MECKLENBURG, NC	\$142,643,606	43.70%	43.70%
CABARRUS, NC	\$49,920,649	15.30%	59.00%
CAMERON, TX	\$31,992,488	9.80%	68.80%
FORSYTH, NC	\$21,899,258	6.71%	75.51%
MONTGOMERY, MD	\$21,662,845	6.64%	82.15%
FAIRFAX, VA	\$11,684,143	3.58%	85.73%
UNION, NC	\$4,086,428	1.25%	86.98%
GASTON, NC	\$4,067,731	1.25%	88.23%
GUILFORD, NC	\$3,709,225	1.14%	89.36%
TARRANT, TX	\$2,832,943	0.87%	90.23%
SUFFOLK, NY	\$2,711,892	0.83%	91.06%
LANCASTER, SC	\$2,609,696	0.80%	91.86%
IREDELL, NC	\$1,922,873	0.59%	92.45%
LINCOLN, NC	\$1,696,974	0.52%	92.97%
ASHE, NC	\$1,387,038	0.42%	93.40%
CATAWBA, NC	\$1,244,977	0.38%	93.78%
CLINTON, MI	\$1,181,286	0.36%	94.14%
COOK, IL	\$1,081,520	0.33%	94.47%
DURHAM, NC	\$969,399	0.30%	94.77%
RICHLAND, SC	\$944,584	0.29%	95.06%
FULTON, GA	\$759,222	0.23%	95.29%
SPOKANE, WA	\$569,282	0.17%	95.47%
YORK, SC	\$539,887	0.17%	95.63%
ALEXANDER, NC	\$537,234	0.16%	95.80%
HORRY, SC	\$502,405	0.15%	95.95%
PLYMOUTH, MA	\$496,312	0.15%	96.10%
MADISON, AL	\$487,579	0.15%	96.25%
GREENVILLE, SC	\$470,852	0.14%	96.40%
ORANGE, CA	\$403,367	0.12%	96.52%
SEMINOLE, FL	\$401,403	0.12%	96.64%
WAKE, NC	\$351,408	0.11%	96.75%
MONTGOMERY, PA	\$323,861	0.10%	96.85%
DALLAS, TX	\$319,830	0.10%	96.95%
BLOUNT, TN	\$319,604	0.10%	97.04%
DEKALB, GA	\$249,187	0.08%	97.12%
STANLY, NC	\$236,983	0.07%	97.19%
DOUGLAS, NE	\$224,438	0.07%	97.26%
FRANKLIN, OH	\$202,580	0.06%	97.32%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-7 (Continued)
CITY OF CHARLOTTE
OTHER SERVICES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
DUVAL, FL	\$192,649	0.06%	97.38%
SURRY, NC	\$189,418	0.06%	97.44%
CHOWAN, NC	\$188,167	0.06%	97.50%
MONTEREY, CA	\$170,111	0.05%	97.55%
GWINNETT, GA	\$168,437	0.05%	97.60%
ST JOSEPH, IN	\$156,460	0.05%	97.65%
CLEVELAND, NC	\$153,959	0.05%	97.70%
LOS ANGELES, CA	\$151,983	0.05%	97.74%
NORFOLK CITY, VA	\$146,543	0.04%	97.79%
ROWAN, NC	\$137,224	0.04%	97.83%
CHATHAM, NC	\$136,253	0.04%	97.87%
JEFFERSON, LA	\$131,640	0.04%	97.91%
SPARTANBURG, SC	\$125,746	0.04%	97.95%
HANCOCK, OH	\$124,640	0.04%	97.99%
LEE, NC	\$120,975	0.04%	98.03%
LEXINGTON, SC	\$115,159	0.04%	98.06%
LAKE, IL	\$107,172	0.03%	98.10%
PINELLAS, FL	\$105,448	0.03%	98.13%
CHESTERFIELD, VA	\$96,926	0.03%	98.16%
YADKIN, NC	\$96,671	0.03%	98.19%
BERGEN, NJ	\$87,333	0.03%	98.21%
JACKSON, NC	\$86,325	0.03%	98.24%
HENNEPIN, MN	\$85,430	0.03%	98.27%
LEHIGH, PA	\$80,085	0.02%	98.29%
PALM BEACH, FL	\$79,156	0.02%	98.32%
SANTA CLARA, CA	\$78,608	0.02%	98.34%
UTAH, UT	\$77,840	0.02%	98.36%
HUDSON, NJ	\$76,590	0.02%	98.39%
KINGS, NY	\$75,577	0.02%	98.41%
JOHNSON, IN	\$74,009	0.02%	98.43%
JOHNSON, KS	\$71,796	0.02%	98.45%
DISTRICT OF COLUMBIA, DC	\$57,188	0.02%	98.47%
LEON, FL	\$55,896	0.02%	98.49%
STAFFORD, VA	\$53,666	0.02%	98.51%
SANTA BARBARA, CA	\$53,473	0.02%	98.52%
TANEY, MO	\$51,010	0.02%	98.54%
CHATHAM, GA	\$50,145	0.02%	98.55%
MARICOPA, AZ	\$46,418	0.01%	98.57%
BROWARD, FL	\$45,664	0.01%	98.58%
SANTA FE, NM	\$43,982	0.01%	98.59%
JEFFERSON, GA	\$41,131	0.01%	98.61%
BOULDER, CO	\$38,232	0.01%	98.62%
LYNCHBURG CITY, VA	\$38,087	0.01%	98.63%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-7 (Continued)
CITY OF CHARLOTTE
OTHER SERVICES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
DORCHESTER, SC	\$38,006	0.01%	98.64%
KING, WA	\$37,329	0.01%	98.65%
CUYAHOGA, OH	\$35,440	0.01%	98.66%
KANE, IL	\$32,572	0.01%	98.67%
WESTCHESTER, NY	\$32,476	0.01%	98.68%
ESSEX, NJ	\$30,240	0.01%	98.69%
VENTURA, CA	\$30,099	0.01%	98.70%
BEXAR, TX	\$30,000	0.01%	98.71%
ORLEANS, LA	\$29,976	0.01%	98.72%
HENRY, GA	\$29,526	0.01%	98.73%
ALAMANCE, NC	\$29,304	0.01%	98.74%
LAKE, FL	\$28,876	0.01%	98.75%
CABELL, WV	\$28,797	0.01%	98.76%
ALLEGHENY, PA	\$27,344	0.01%	98.77%
JEFFERSON, AL	\$27,082	0.01%	98.77%
MONTGOMERY, AL	\$26,817	0.01%	98.78%
HILLSBOROUGH, FL	\$25,980	0.01%	98.79%
ROCKINGHAM, NC	\$22,684	0.01%	98.80%
OAKLAND, MI	\$22,529	0.01%	98.80%
BUNCOMBE, NC	\$22,512	0.01%	98.81%
BALTIMORE CITY, MD	\$22,112	0.01%	98.82%
DAVIDSON, NC	\$20,875	0.01%	98.82%
STEARNS, MN	\$20,808	0.01%	98.83%
ALLEN, IN	\$19,320	0.01%	98.84%
FLORENCE, SC	\$17,298	0.01%	98.84%
CALDWELL, NC	\$17,203	0.01%	98.85%
DELAWARE, PA	\$16,685	0.01%	98.85%
ANSON, NC	\$16,019	0.00%	98.86%
WYANDOTTE, KS	\$15,290	0.00%	98.86%
SAN LUIS OBISPO, CA	\$14,805	0.00%	98.87%
SAN DIEGO, CA	\$14,323	0.00%	98.87%
CHARLESTON, SC	\$13,760	0.00%	98.87%
DAVIDSON, TN	\$13,626	0.00%	98.88%
WINNEBAGO, WI	\$13,178	0.00%	98.88%
MORGAN, AL	\$13,013	0.00%	98.89%
DUPAGE, IL	\$12,735	0.00%	98.89%
BRONX, NY	\$12,713	0.00%	98.89%
ROCKDALE, GA	\$12,643	0.00%	98.90%
BERNALILLO, NM	\$11,825	0.00%	98.90%
MIDDLESEX, MA	\$11,800	0.00%	98.91%
SAINT JOHNS, FL	\$10,530	0.00%	98.91%
SARPY, NE	\$10,372	0.00%	98.91%
CARROLL, MD	\$10,102	0.00%	98.91%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-7 (Continued)
CITY OF CHARLOTTE
OTHER SERVICES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
GRAHAM, NC	\$10,000	0.00%	98.92%
SAINT LOUIS, MO	\$9,868	0.00%	98.92%
OTTAWA, MI	\$9,500	0.00%	98.92%
COBB, GA	\$9,358	0.00%	98.93%
RICHMOND CITY, VA	\$8,591	0.00%	98.93%
SALT LAKE, UT	\$7,365	0.00%	98.93%
PRINCE GEORGES, MD	\$7,134	0.00%	98.93%
DAKOTA, MN	\$6,133	0.00%	98.94%
KENT, DE	\$5,996	0.00%	98.94%
COLUMBIA, GA	\$5,119	0.00%	98.94%
KENT, MI	\$5,076	0.00%	98.94%
MOBILE, AL	\$5,000	0.00%	98.94%
LANCASTER, PA	\$4,230	0.00%	98.94%
SANTA CRUZ, CA	\$4,000	0.00%	98.94%
INDIANA, PA	\$3,764	0.00%	98.95%
DENVER, CO	\$3,758	0.00%	98.95%
LARIMER, CO	\$3,350	0.00%	98.95%
BRAZOS, TX	\$3,310	0.00%	98.95%
SEBASTIAN, AR	\$3,239	0.00%	98.95%
BURKE, NC	\$3,200	0.00%	98.95%
ANDERSON, SC	\$2,892	0.00%	98.95%
ORANGE, NC	\$2,552	0.00%	98.95%
CHESTER, SC	\$2,340	0.00%	98.95%
MONROE, NY	\$1,946	0.00%	98.95%
JEFFERSON, KY	\$1,716	0.00%	98.95%
TRAVIS, TX	\$1,699	0.00%	98.96%
PIERCE, WI	\$1,350	0.00%	98.96%
MORRIS, NJ	\$1,249	0.00%	98.96%
CUMBERLAND, ME	\$883	0.00%	98.96%
RUTHERFORD, NC	\$883	0.00%	98.96%
FAULKNER, AR	\$850	0.00%	98.96%
CLINTON, OH	\$584	0.00%	98.96%
DESCHUTES, OR	\$572	0.00%	98.96%
EL PASO, CO	\$438	0.00%	98.96%
MARTIN, FL	\$316	0.00%	98.96%
PICKENS, SC	\$316	0.00%	98.96%
JOHNSTON, NC	\$220	0.00%	98.96%
GREGG, TX	\$160	0.00%	98.96%
BURLINGTON, NJ	\$113	0.00%	98.96%
RANDOLPH, NC	\$85	0.00%	98.96%
WASHTENAW, MI	\$76	0.00%	98.96%
UNKNOWN	\$3,402,185	1.04%	100.00%
Total - Overall Market Area	\$326,378,252	100.00%	

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

Overall Utilization Analysis – Other Services

**EXHIBIT M-8
CITY OF CHARLOTTE
OTHER SERVICES
UTILIZATION OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF 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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	
2006	\$1,521,591	2.60%	\$4,435,222	7.58%	\$188,943	0.32%	\$264,343	0.45%	\$3,776,861	6.45%	\$10,186,959	17.41%	\$48,324,399	82.59%	\$58,511,358
2007	\$2,011,598	3.11%	\$4,914,444	7.59%	\$225,970	0.35%	\$441,612	0.68%	\$4,050,754	6.26%	\$11,644,378	17.99%	\$53,090,215	82.01%	\$64,734,593
2008	\$2,330,523	3.66%	\$4,879,153	7.66%	\$212,980	0.33%	\$209,515	0.33%	\$3,673,258	5.76%	\$11,305,429	17.74%	\$52,416,898	82.26%	\$63,722,327
2009	\$3,222,312	4.61%	\$5,186,650	7.43%	\$251,371	0.36%	\$199,132	0.29%	\$4,210,453	6.03%	\$13,069,918	18.71%	\$56,777,576	81.29%	\$69,847,494
2010	\$3,546,509	5.10%	\$3,571,498	5.13%	\$181,489	0.26%	\$131,027	0.19%	\$3,793,843	5.45%	\$11,224,366	16.14%	\$58,338,113	83.86%	\$69,562,480
Total	\$12,632,534	3.87%	\$22,986,966	7.04%	\$1,060,753	0.33%	\$1,245,629	0.38%	\$19,505,169	5.98%	\$57,431,051	17.60%	\$268,947,202	82.40%	\$326,378,252

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Percent of total dollars paid annually to firms.

Market Area Analysis – Goods and Supplies

**EXHIBIT M-9
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
MECKLENBURG, NC	\$159,425,777	34.50%	34.50%
GWINNETT, GA	\$34,820,586	7.54%	42.04%
GASTON, NC	\$15,245,996	3.30%	45.34%
YORK, SC	\$12,665,050	2.74%	48.08%
DODGE, NE	\$12,533,451	2.71%	50.79%
COBB, GA	\$9,870,619	2.14%	52.93%
MILWAUKEE, WI	\$9,422,707	2.04%	54.97%
GUILFORD, NC	\$9,263,943	2.00%	56.97%
WILLIAMSON, TX	\$7,998,045	1.73%	58.70%
IREDELL, NC	\$7,046,828	1.53%	60.23%
PRINCE GEORGES, MD	\$6,939,451	1.50%	61.73%
PICKENS, SC	\$6,680,142	1.45%	63.17%
HENNEPIN, MN	\$6,282,148	1.36%	64.53%
BALTIMORE, MD	\$5,793,439	1.25%	65.79%
UNION, NC	\$5,633,513	1.22%	67.01%
CARROLL, GA	\$5,325,779	1.15%	68.16%
DALLAS, TX	\$5,113,775	1.11%	69.27%
LIBERTY, GA	\$4,296,769	0.93%	70.20%
FORSYTH, NC	\$3,879,312	0.84%	71.04%
SHELBY, TN	\$3,850,733	0.83%	71.87%
SUMTER, SC	\$3,823,851	0.83%	72.70%
GLOUCESTER, NJ	\$3,597,526	0.78%	73.48%
FORT BEND, TX	\$3,509,375	0.76%	74.23%
GREENVILLE, SC	\$3,487,500	0.75%	74.99%
CABARRUS, NC	\$3,410,880	0.74%	75.73%
ALLEGHENY, PA	\$3,240,246	0.70%	76.43%
MORRIS, NJ	\$3,075,302	0.67%	77.09%
WAKE, NC	\$3,069,364	0.66%	77.76%
LAKE, IL	\$2,984,707	0.65%	78.40%
LARIMER, CO	\$2,953,674	0.64%	79.04%
DOUGLAS, KS	\$2,887,503	0.62%	79.67%
MONTGOMERY, PA	\$2,730,179	0.59%	80.26%
RAMSEY, MN	\$2,460,924	0.53%	80.79%
HARRIS, TX	\$2,329,546	0.50%	81.30%
FRANKLIN, OH	\$2,241,883	0.49%	81.78%
FAIRFAX, VA	\$2,044,084	0.44%	82.22%
CORTLAND, NY	\$1,853,232	0.40%	82.62%
LINN, IA	\$1,794,285	0.39%	83.01%
COOK, IL	\$1,740,811	0.38%	83.39%
POWHATAN, VA	\$1,737,003	0.38%	83.77%
KANE, IL	\$1,492,774	0.32%	84.09%
ROWAN, NC	\$1,307,794	0.28%	84.37%
RICHLAND, SC	\$1,295,717	0.28%	84.65%
CATAWBA, NC	\$1,280,228	0.28%	84.93%
RIVERSIDE, CA	\$1,264,486	0.27%	85.20%
SPARTANBURG, SC	\$1,235,405	0.27%	85.47%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-9 (Continued)
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
ALAMANCE, NC	\$1,235,069	0.27%	85.74%
SAN DIEGO, CA	\$1,215,311	0.26%	86.00%
DAVIDSON, NC	\$1,214,394	0.26%	86.26%
LINCOLN, NC	\$1,173,527	0.25%	86.52%
RICHMOND, NC	\$1,127,168	0.24%	86.76%
GILES, VA	\$1,121,074	0.24%	87.00%
LEXINGTON, SC	\$1,116,981	0.24%	87.25%
VIRGINIA BEACH CITY, VA	\$1,113,799	0.24%	87.49%
BALDWIN, AL	\$1,063,273	0.23%	87.72%
DUVAL, FL	\$1,018,103	0.22%	87.94%
MONTGOMERY, OH	\$1,014,867	0.22%	88.16%
WINNEBAGO, WI	\$996,955	0.22%	88.37%
FULTON, GA	\$968,691	0.21%	88.58%
NEW HANOVER, NC	\$944,454	0.20%	88.79%
OCEAN, NJ	\$919,057	0.20%	88.99%
TRAVIS, TX	\$889,477	0.19%	89.18%
CUYAHOGA, OH	\$872,025	0.19%	89.37%
SALT LAKE, UT	\$845,665	0.18%	89.55%
BUCKS, PA	\$750,526	0.16%	89.71%
SULLIVAN, TN	\$733,998	0.16%	89.87%
CHARLESTON, SC	\$718,701	0.16%	90.03%
HILLSBOROUGH, FL	\$708,626	0.15%	90.18%
CLAY, MS	\$665,083	0.14%	90.32%
CALUMET, WI	\$651,741	0.14%	90.46%
WAYNE, MI	\$650,854	0.14%	90.61%
PLYMOUTH, MA	\$636,483	0.14%	90.74%
BUNCOMBE, NC	\$632,417	0.14%	90.88%
KING, WA	\$632,400	0.14%	91.02%
MANATEE, FL	\$619,947	0.13%	91.15%
DEKALB, GA	\$616,879	0.13%	91.28%
SANTA CLARA, CA	\$615,179	0.13%	91.42%
CHESTERFIELD, VA	\$592,948	0.13%	91.55%
MIDDLESEX, MA	\$590,056	0.13%	91.67%
SURRY, NC	\$560,288	0.12%	91.80%
BROOME, NY	\$556,170	0.12%	91.92%
HARRISON, IA	\$536,480	0.12%	92.03%
ALBANY, NY	\$530,394	0.11%	92.15%
ORANGE, CA	\$512,360	0.11%	92.26%
HAMPDEN, MA	\$481,285	0.10%	92.36%
RANDOLPH, NC	\$475,063	0.10%	92.46%
NASSAU, NY	\$466,529	0.10%	92.57%
SAN MATEO, CA	\$465,580	0.10%	92.67%
DELAWARE, IN	\$454,587	0.10%	92.76%
FAIRFIELD, CT	\$446,818	0.10%	92.86%
SARASOTA, FL	\$446,171	0.10%	92.96%
WORCESTER, MA	\$439,680	0.10%	93.05%
HENRICO, VA	\$429,770	0.09%	93.15%
ORANGE, NC	\$422,222	0.09%	93.24%
LOS ANGELES, CA	\$412,393	0.09%	93.33%
MARION, FL	\$399,039	0.09%	93.41%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-9 (Continued)
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
DORCHESTER, SC	\$396,387	0.09%	93.50%
OTTAWA, MI	\$391,864	0.08%	93.58%
CUMBERLAND, ME	\$388,574	0.08%	93.67%
CLEVELAND, NC	\$384,931	0.08%	93.75%
HOWARD, MD	\$378,878	0.08%	93.83%
MONMOUTH, NJ	\$365,342	0.08%	93.91%
SACRAMENTO, CA	\$359,731	0.08%	93.99%
SEMINOLE, FL	\$356,253	0.08%	94.07%
HAMPTON, SC	\$351,750	0.08%	94.14%
TOLLAND, CT	\$335,727	0.07%	94.22%
NEW HAVEN, CT	\$331,260	0.07%	94.29%
CARTERET, NC	\$326,493	0.07%	94.36%
DURHAM, NC	\$326,399	0.07%	94.43%
ORANGE, TX	\$325,917	0.07%	94.50%
TARRANT, TX	\$319,037	0.07%	94.57%
SUFFOLK, NY	\$293,266	0.06%	94.63%
MONTGOMERY, MD	\$280,702	0.06%	94.69%
HUDSON, NJ	\$280,374	0.06%	94.75%
HENRY, GA	\$272,378	0.06%	94.81%
PINELLAS, FL	\$267,156	0.06%	94.87%
BERGEN, NJ	\$264,824	0.06%	94.93%
JEFFERSON, AL	\$258,123	0.06%	94.98%
IDA, IA	\$257,463	0.06%	95.04%
LAWRENCE, TN	\$251,313	0.05%	95.09%
JACKSON, WV	\$246,496	0.05%	95.15%
CASWELL, NC	\$243,609	0.05%	95.20%
HAMILTON, OH	\$242,980	0.05%	95.25%
GREENE, GA	\$240,852	0.05%	95.30%
SAINT LOUIS CITY, MO	\$240,367	0.05%	95.36%
NEW CASTLE, DE	\$233,012	0.05%	95.41%
SAINT LOUIS, MO	\$227,276	0.05%	95.46%
UTAH, UT	\$222,419	0.05%	95.50%
DANE, WI	\$220,615	0.05%	95.55%
SAN JOAQUIN, CA	\$218,658	0.05%	95.60%
ADA, ID	\$218,330	0.05%	95.65%
DUPAGE, IL	\$212,854	0.05%	95.69%
STANLY, NC	\$211,335	0.05%	95.74%
KALAMAZOO, MI	\$208,104	0.05%	95.78%
GRAND TRAVERSE, MI	\$205,680	0.04%	95.83%
CARVER, MN	\$180,111	0.04%	95.87%
LANCASTER, NE	\$176,754	0.04%	95.90%
MARINETTE, WI	\$176,731	0.04%	95.94%
SAMPSON, NC	\$173,362	0.04%	95.98%
WEBER, UT	\$172,717	0.04%	96.02%
ELLIS, TX	\$168,070	0.04%	96.05%
LANCASTER, SC	\$167,524	0.04%	96.09%
PALMBEACH, FL	\$166,000	0.04%	96.13%
PITT, NC	\$164,195	0.04%	96.16%
CUMBERLAND, NC	\$163,046	0.04%	96.20%
NEW YORK, NY	\$162,197	0.04%	96.23%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-9 (Continued)
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
ROCKINGHAM, NH	\$158,648	0.03%	96.27%
DAVIS, UT	\$157,023	0.03%	96.30%
FAYETTE, GA	\$154,536	0.03%	96.33%
CHESAPEAKE CITY, VA	\$151,111	0.03%	96.37%
SMITH, TX	\$144,932	0.03%	96.40%
SOMERSET, NJ	\$143,626	0.03%	96.43%
CHESTER, PA	\$142,359	0.03%	96.46%
DUPLIN, NC	\$142,225	0.03%	96.49%
POLK, FL	\$140,431	0.03%	96.52%
FAYETTE, KY	\$140,305	0.03%	96.55%
WINDSOR, VT	\$139,589	0.03%	96.58%
HARRISON, TX	\$138,004	0.03%	96.61%
FORSYTH, GA	\$131,203	0.03%	96.64%
SOLANO, CA	\$131,141	0.03%	96.67%
ANSON, NC	\$127,360	0.03%	96.70%
SCOTLAND, NC	\$126,647	0.03%	96.72%
FLOYD, GA	\$119,524	0.03%	96.75%
DAKOTA, MN	\$117,699	0.03%	96.77%
WAUKESHA, WI	\$117,268	0.03%	96.80%
FLORENCE, SC	\$116,011	0.03%	96.83%
MERIWETHER, GA	\$113,573	0.02%	96.85%
BOONE, MO	\$112,974	0.02%	96.87%
MARION, IN	\$112,799	0.02%	96.90%
ARLINGTON, VA	\$111,891	0.02%	96.92%
STEARNS, MN	\$109,545	0.02%	96.95%
ROCK, WI	\$109,131	0.02%	96.97%
OAKLAND, MI	\$107,255	0.02%	96.99%
LORAIN, OH	\$104,013	0.02%	97.02%
SAN FRANCISCO, CA	\$103,200	0.02%	97.04%
LEON, FL	\$97,295	0.02%	97.06%
WARREN, OH	\$96,376	0.02%	97.08%
FRANKLIN, MA	\$95,427	0.02%	97.10%
LAKE, OH	\$94,336	0.02%	97.12%
KENT, MI	\$88,973	0.02%	97.14%
WASHINGTON, OR	\$88,540	0.02%	97.16%
MIDDLESEX, NJ	\$85,784	0.02%	97.18%
ALLEN, IN	\$83,675	0.02%	97.20%
CLAYTON, GA	\$83,193	0.02%	97.21%
EATON, MI	\$81,823	0.02%	97.23%
MADISON, AL	\$81,268	0.02%	97.25%
MIAMI-DADE, FL	\$79,197	0.02%	97.27%
BURNET, TX	\$78,684	0.02%	97.28%
GLOUCESTER, VA	\$77,825	0.02%	97.30%
PHILADELPHIA, PA	\$77,790	0.02%	97.32%
JEFFERSON, WI	\$77,694	0.02%	97.33%
LEWIS, WA	\$76,145	0.02%	97.35%
TULSA, OK	\$75,743	0.02%	97.37%
BROWN, WI	\$74,821	0.02%	97.38%
ALEXANDRIA CITY, VA	\$74,033	0.02%	97.40%
WHITFIELD, GA	\$72,542	0.02%	97.41%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-9 (Continued)
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
ARAPAHOE, CO	\$72,032	0.02%	97.43%
KERN, CA	\$69,963	0.02%	97.45%
MCLEAN, IL	\$68,303	0.01%	97.46%
CONTRA COSTA, CA	\$67,235	0.01%	97.48%
BROWARD, FL	\$67,035	0.01%	97.49%
CADDO, LA	\$66,771	0.01%	97.50%
ORLEANS, LA	\$63,750	0.01%	97.52%
LEE, NC	\$61,547	0.01%	97.53%
ROCKBRIDGE, VA	\$60,000	0.01%	97.54%
HENDERSON, NC	\$59,861	0.01%	97.56%
ALAMEDA, CA	\$58,008	0.01%	97.57%
JEFFERSON, CO	\$57,634	0.01%	97.58%
ANNE ARUNDEL, MD	\$54,648	0.01%	97.59%
MONROE, NY	\$54,599	0.01%	97.61%
CARROLL, MD	\$54,500	0.01%	97.62%
CARROLL, NH	\$54,034	0.01%	97.63%
FRANKLIN, PA	\$53,933	0.01%	97.64%
MULTNOMAH, OR	\$52,856	0.01%	97.65%
PEORIA, IL	\$52,256	0.01%	97.66%
ONONDAGA, NY	\$52,179	0.01%	97.67%
WILSON, NC	\$51,890	0.01%	97.69%
DAVISS, KY	\$50,861	0.01%	97.70%
SHELBY, AL	\$50,343	0.01%	97.71%
PROVIDENCE, RI	\$49,230	0.01%	97.72%
SANDOVAL, NM	\$46,050	0.01%	97.73%
BUTLER, PA	\$45,039	0.01%	97.74%
KNOX, TN	\$44,435	0.01%	97.75%
MONROE, IN	\$44,010	0.01%	97.76%
ELKHART, IN	\$43,374	0.01%	97.77%
ADAMS, CO	\$42,853	0.01%	97.78%
HILLSBOROUGH, NH	\$42,222	0.01%	97.79%
LAKE, FL	\$41,150	0.01%	97.79%
MECKLENBURG, VA	\$41,015	0.01%	97.80%
LEHIGH, PA	\$40,695	0.01%	97.81%
HARTFORD, CT	\$40,330	0.01%	97.82%
KITTITAS, WA	\$40,000	0.01%	97.83%
ORANGE, FL	\$39,022	0.01%	97.84%
CHATHAM, GA	\$38,895	0.01%	97.85%
BOULDER, CO	\$38,399	0.01%	97.85%
JACKSON, IA	\$37,791	0.01%	97.86%
TAYLOR, FL	\$37,659	0.01%	97.87%
JOHNSON, KS	\$37,521	0.01%	97.88%
BRUNSWICK, NC	\$35,217	0.01%	97.89%
JAMES CITY, VA	\$34,755	0.01%	97.89%
WAYNE, OH	\$34,453	0.01%	97.90%
MAURY, TN	\$34,020	0.01%	97.91%
FRESNO, CA	\$33,014	0.01%	97.92%
SAINT LAWRENCE, NY	\$32,092	0.01%	97.92%
ESSEX, MA	\$31,372	0.01%	97.93%
LA SALLE, IL	\$31,183	0.01%	97.94%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-9 (Continued)
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
WEAKLEY, TN	\$31,130	0.01%	97.94%
WASHOE, NV	\$30,920	0.01%	97.95%
BREVARD, FL	\$29,890	0.01%	97.96%
PATRICK, VA	\$29,763	0.01%	97.96%
MACOMB, MI	\$29,760	0.01%	97.97%
MCHENRY, IL	\$29,414	0.01%	97.98%
MARICOPA, AZ	\$29,229	0.01%	97.98%
BURLINGTON, NJ	\$28,950	0.01%	97.99%
CLACKAMAS, OR	\$28,938	0.01%	97.99%
BURKE, NC	\$28,871	0.01%	98.00%
MACON, NC	\$28,756	0.01%	98.01%
JOHNSON, TN	\$27,185	0.01%	98.01%
VENTURA, CA	\$27,149	0.01%	98.02%
WARREN, NJ	\$26,380	0.01%	98.02%
ROANOKE, VA	\$25,617	0.01%	98.03%
YORK, PA	\$25,401	0.01%	98.04%
PULASKI, AR	\$25,126	0.01%	98.04%
RALEIGH, WV	\$25,034	0.01%	98.05%
LICKING, OH	\$24,725	0.01%	98.05%
VILAS, WI	\$24,484	0.01%	98.06%
MCLENNAN, TX	\$24,352	0.01%	98.06%
SUMMIT, OH	\$23,642	0.01%	98.07%
POLK, IA	\$23,080	0.00%	98.07%
ALACHUA, FL	\$22,801	0.00%	98.08%
SANTA CRUZ, CA	\$22,335	0.00%	98.08%
MARIPOSA, CA	\$22,328	0.00%	98.09%
DOUGLAS, GA	\$21,883	0.00%	98.09%
KENDALL, IL	\$21,817	0.00%	98.10%
DAVIE, NC	\$20,692	0.00%	98.10%
OCONEE, GA	\$20,042	0.00%	98.11%
SNOHOMISH, WA	\$18,554	0.00%	98.11%
PIMA, AZ	\$18,008	0.00%	98.11%
MERRIMACK, NH	\$17,830	0.00%	98.12%
DOUGLAS, WI	\$17,756	0.00%	98.12%
CALDWELL, NC	\$17,595	0.00%	98.12%
LAURENS, SC	\$17,584	0.00%	98.13%
BLOUNT, TN	\$17,305	0.00%	98.13%
MIAMI, OH	\$17,013	0.00%	98.14%
DOUGLAS, CO	\$16,822	0.00%	98.14%
GRANVILLE, NC	\$16,809	0.00%	98.14%
OCONEE, SC	\$16,712	0.00%	98.15%
SONOMA, CA	\$16,300	0.00%	98.15%
JACKSON, OR	\$15,946	0.00%	98.15%
PUTNAM, NY	\$15,195	0.00%	98.16%
BOONE, AR	\$15,115	0.00%	98.16%
FRANKLIN, VA	\$14,960	0.00%	98.16%
LANE, OR	\$14,680	0.00%	98.17%
ROUTT, CO	\$14,544	0.00%	98.17%
NORTHAMPTON, NC	\$14,230	0.00%	98.17%
VENANGO, PA	\$13,774	0.00%	98.18%

(Continued)

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-9 (Continued)
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
DOUGLAS, NE	\$13,769	0.00%	98.18%
CAMBRIA, PA	\$13,671	0.00%	98.18%
SAINT LOUIS, MN	\$13,583	0.00%	98.18%
MIDDLESEX, CT	\$13,549	0.00%	98.19%
WAYNE, NC	\$13,155	0.00%	98.19%
CAMDEN, NJ	\$13,055	0.00%	98.19%
COLLIN, TX	\$13,039	0.00%	98.20%
CHARLOTTE, FL	\$12,966	0.00%	98.20%
BRONX, NY	\$12,859	0.00%	98.20%
CLARK, WA	\$12,647	0.00%	98.20%
CLINTON, OH	\$12,422	0.00%	98.21%
ERIE, NY	\$12,210	0.00%	98.21%
LANCASTER, PA	\$11,832	0.00%	98.21%
ONTARIO, NY	\$11,770	0.00%	98.22%
NASH, NC	\$11,517	0.00%	98.22%
WYANDOT, OH	\$10,971	0.00%	98.22%
JEFFERSON, LA	\$10,742	0.00%	98.22%
CARSON CITY, NV	\$9,965	0.00%	98.22%
CAMPBELL, KY	\$9,698	0.00%	98.23%
JOHNSON, TX	\$9,470	0.00%	98.23%
PULASKI, GA	\$9,133	0.00%	98.23%
BALTIMORE CITY, MD	\$8,941	0.00%	98.23%
HERKIMER, NY	\$8,533	0.00%	98.23%
ESSEX, NJ	\$8,389	0.00%	98.24%
CHISAGO, MN	\$8,388	0.00%	98.24%
WAUPACA, WI	\$8,253	0.00%	98.24%
RACINE, WI	\$8,240	0.00%	98.24%
CRAVEN, NC	\$8,213	0.00%	98.24%
SUFFOLK, MA	\$8,010	0.00%	98.25%
RICHLAND, OH	\$7,510	0.00%	98.25%
TROUP, GA	\$7,451	0.00%	98.25%
PENNINGTON, MN	\$7,427	0.00%	98.25%
HAYWOOD, NC	\$7,350	0.00%	98.25%
NEWPORT NEWS CITY, VA	\$7,211	0.00%	98.25%
RICHMOND, GA	\$7,023	0.00%	98.25%
DAVIDSON, TN	\$6,983	0.00%	98.26%
BOTETOURT, VA	\$6,946	0.00%	98.26%
ASHE, NC	\$6,852	0.00%	98.26%
JEFFERSON, KY	\$6,763	0.00%	98.26%
BLAIR, PA	\$6,455	0.00%	98.26%
STAFFORD, VA	\$6,364	0.00%	98.26%
BOONE, KY	\$5,582	0.00%	98.26%
CLAYTON, IA	\$5,472	0.00%	98.27%
GORDON, GA	\$5,391	0.00%	98.27%
GLYNN, GA	\$5,120	0.00%	98.27%
WILSON, TN	\$4,844	0.00%	98.27%
JEFFERSON, NE	\$4,833	0.00%	98.27%
FREDERICK, MD	\$4,770	0.00%	98.27%
LYNCHBURG CITY, VA	\$4,717	0.00%	98.27%
KINGS, NY	\$4,608	0.00%	98.27%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-9 (Continued)
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
PORTSMOUTH CITY, VA	\$4,553	0.00%	98.27%
BENTON, OR	\$4,444	0.00%	98.28%
JASPER, GA	\$4,424	0.00%	98.28%
SANTA BARBARA, CA	\$4,400	0.00%	98.28%
TALLADEGA, AL	\$4,366	0.00%	98.28%
MARTIN, FL	\$4,310	0.00%	98.28%
GILMER, GA	\$4,258	0.00%	98.28%
LINCOLN, WI	\$4,237	0.00%	98.28%
SAINT LUCIE, FL	\$4,227	0.00%	98.28%
TUSCARAWAS, OH	\$4,173	0.00%	98.28%
BAY, FL	\$4,153	0.00%	98.28%
OUACHITA, LA	\$3,949	0.00%	98.28%
PULASKI, KY	\$3,925	0.00%	98.29%
MONROE, GA	\$3,837	0.00%	98.29%
CHARLOTTESVILLE CITY, VA	\$3,635	0.00%	98.29%
ULSTER, NY	\$3,500	0.00%	98.29%
MINNEHAHA, SD	\$3,482	0.00%	98.29%
DENVER, CO	\$3,396	0.00%	98.29%
EDGEFIELD, SC	\$3,175	0.00%	98.29%
NOLAN, TX	\$3,139	0.00%	98.29%
UNION, SD	\$3,069	0.00%	98.29%
JOHNSTON, NC	\$3,000	0.00%	98.29%
DELAWARE, PA	\$2,933	0.00%	98.29%
CENTRE, PA	\$2,838	0.00%	98.29%
LA PORTE, IN	\$2,811	0.00%	98.29%
CHEROKEE, GA	\$2,785	0.00%	98.29%
NEWBERRY, SC	\$2,750	0.00%	98.29%
WINDHAM, CT	\$2,643	0.00%	98.30%
WARREN, KY	\$2,635	0.00%	98.30%
BERNALILLO, NM	\$2,632	0.00%	98.30%
BRISTOL, MA	\$2,519	0.00%	98.30%
GRAYS HARBOR, WA	\$2,511	0.00%	98.30%
VOLUSIA, FL	\$2,506	0.00%	98.30%
MONTGOMERY, VA	\$2,413	0.00%	98.30%
LEE, IA	\$2,412	0.00%	98.30%
CLARK, NV	\$2,376	0.00%	98.30%
BIBB, GA	\$2,270	0.00%	98.30%
BUCHANAN, MO	\$2,258	0.00%	98.30%
WASHINGTON, OH	\$2,250	0.00%	98.30%
UNION, GA	\$2,200	0.00%	98.30%
JACKSON, MO	\$2,197	0.00%	98.30%
CUMBERLAND, NJ	\$2,137	0.00%	98.30%
QUEENS, NY	\$2,100	0.00%	98.30%
ASHLAND, OH	\$2,098	0.00%	98.30%
HINDS, MS	\$2,082	0.00%	98.30%
BARTHOLOMEW, IN	\$2,068	0.00%	98.30%
GREENE, MO	\$1,969	0.00%	98.30%
SAINT TAMMANY, LA	\$1,944	0.00%	98.31%
ITAWAMBA, MS	\$1,916	0.00%	98.31%
ANDERSON, SC	\$1,845	0.00%	98.31%
(Continued)			

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

**EXHIBIT M-9 (Continued)
CITY OF CHARLOTTE
GOODS AND SUPPLIES
MARKET AREA ANALYSIS
JULY 1, 2005 THROUGH JUNE 30, 2010**

County, State²	Dollars	% of Dollars	Cum%¹
NELSON, KY	\$1,761	0.00%	98.31%
AIKEN, SC	\$1,728	0.00%	98.31%
DREW, AR	\$1,713	0.00%	98.31%
CHEYENNE, NE	\$1,645	0.00%	98.31%
NEVADA, CA	\$1,624	0.00%	98.31%
BERKS, PA	\$1,611	0.00%	98.31%
PRINCE WILLIAM, VA	\$1,597	0.00%	98.31%
BEDFORD, TN	\$1,575	0.00%	98.31%
LEBANON, PA	\$1,557	0.00%	98.31%
CLERMONT, OH	\$1,380	0.00%	98.31%
WASHINGTON, MS	\$1,303	0.00%	98.31%
CERRO GORDO, IA	\$1,177	0.00%	98.31%
ISABELLA, MI	\$1,158	0.00%	98.31%
KOSCIUSKO, IN	\$1,146	0.00%	98.31%
ALLEN, OH	\$1,146	0.00%	98.31%
ALEXANDER, NC	\$1,138	0.00%	98.31%
BROOKINGS, SD	\$1,127	0.00%	98.31%
DELAWARE, OH	\$1,079	0.00%	98.31%
HOUSTON, AL	\$1,036	0.00%	98.31%
MOBILE, AL	\$1,021	0.00%	98.31%
DESCHUTES, OR	\$1,004	0.00%	98.31%
PLACER, CA	\$995	0.00%	98.31%
GRAYSON, VA	\$983	0.00%	98.31%
ROCKINGHAM, NC	\$932	0.00%	98.31%
LATAH, ID	\$904	0.00%	98.31%
CLARK, OH	\$890	0.00%	98.31%
LITCHFIELD, CT	\$851	0.00%	98.31%
HORRY, SC	\$795	0.00%	98.31%
COLORADO, TX	\$767	0.00%	98.31%
HANCOCK, OH	\$760	0.00%	98.31%
BEAUFORT, NC	\$744	0.00%	98.31%
WRIGHT, MN	\$661	0.00%	98.31%
HARRISONBURG CITY, VA	\$648	0.00%	98.31%
COOPER, MO	\$625	0.00%	98.31%
CHARLEVOIX, MI	\$603	0.00%	98.31%
BRISTOL, RI	\$555	0.00%	98.31%
WHITMAN, WA	\$550	0.00%	98.31%
MONTGOMERY, NC	\$405	0.00%	98.31%
PUTNAM, WV	\$233	0.00%	98.31%
BEXAR, TX	\$218	0.00%	98.31%
GREENE, NC	\$166	0.00%	98.31%
CALDWELL, TX	\$145	0.00%	98.32%
HANOVER, VA	\$93	0.00%	98.32%
STARK, OH	\$90	0.00%	98.32%
WHATCOM, WA	\$80	0.00%	98.32%
WASHTENAW, MI	\$78	0.00%	98.32%
COLLETON, SC	\$72	0.00%	98.32%
STRAFFORD, NH	\$0	0.00%	98.32%
SEDGWICK, KS	\$0	0.00%	98.32%
KENTON, KY	\$0	0.00%	98.32%
UNKNOWN	\$7,785,396	1.68%	100.00%
Total - Overall Market Area	\$462,074,155	100.00%	

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Cumulative total of percent of dollars in market area.

² County and state indicate the location of the firm.

Overall Utilization Analysis – Goods and Supplies

**EXHIBIT M-10
CITY OF CHARLOTTE
GOODS AND SUPPLIES
UTILIZATION OF FIRMS AT THE PRIME LEVEL
DOLLARS AND PERCENTAGE OF 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
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
2006	\$446,978	0.48%	\$415,085	0.45%	\$292,265	0.31%	\$648,837	0.70%	\$2,784,196	2.99%	\$4,587,362	4.92%	\$88,561,383	95.08%	\$93,148,745
2007	\$515,051	0.62%	\$162,902	0.20%	\$64,426	0.08%	\$833,500	1.01%	\$2,168,327	2.62%	\$3,744,206	4.53%	\$78,959,809	95.47%	\$82,704,016
2008	\$362,246	0.40%	\$39,889	0.04%	\$147,076	0.16%	\$984,189	1.08%	\$3,117,818	3.42%	\$4,651,218	5.10%	\$86,570,655	94.90%	\$91,221,873
2009	\$184,087	0.20%	\$42,427	0.05%	\$24,541	0.03%	\$1,128,814	1.25%	\$3,087,066	3.43%	\$4,466,936	4.97%	\$85,480,346	95.03%	\$89,947,281
2010	\$146,548	0.14%	\$5,934	0.01%	\$72,109	0.07%	\$1,017,781	0.97%	\$8,171,141	7.78%	\$9,413,513	8.96%	\$95,638,726	91.04%	\$105,052,239
Total	\$1,654,910	0.36%	\$666,238	0.14%	\$600,417	0.13%	\$4,613,120	1.00%	\$19,328,549	4.18%	\$26,863,235	5.81%	\$435,210,920	94.19%	\$462,074,155

Sources: MGT developed a payments database based on payments made by the City of Charlotte between fiscal years 2006 and 2010.

¹ Percent of total dollars paid annually to firms.

**APPENDIX N:
SELECTED POLICIES OF OTHER
S/M/WBE PROGRAMS**

APPENDIX: N

SELECTED POLICIES OF OTHER S/M/WBE PROGRAMS

This chapter provides an overview of the program design and practices of federal, state and local government small, minority, and women business enterprise (S/M/WBE) programs. The chapter covers S/M/WBE program design, small business size standards, and policies and practices that agencies used to stimulate S/M/WBE 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/M/WBE programs are nominal and some seem to have substantial resources devoted to S/M/WBE 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/M/WBE 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/M/WBE Inclusion in Financial and Professional Services
- Economic Development Projects
- HUBZones
- Economic Development Programs
- Disadvantaged Business Enterprise (DBE) Programs
- Two Tier Certification Management and Technical Assistance Programs
- Mentor-Protégé Programs
- Financial Assistance
- Bonding
- Insurance
- Outreach
- S/M/WBE Web Site
- Evaluation of Race-Neutral Alternatives
- Performance Measures

N.1 Small Business Aspirational Goals

Commitment from the top leadership is a core element of most summaries of policies in other S/M/WBE programs.¹ One starting point for such commitment is setting overall aspirational goals separate from project goals. Some agencies use fairly straightforward methods to calculate aspirational goals and other agencies use more involved methodologies.

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

N.2 Small Business Prime Contracting Programs

N.2.1 Bidder Rotation

Some political jurisdictions use bidder rotation schemes to limit habit purchases from majority firms and to ensure that S/M/WBEs have an opportunity to bid along with majority firms. A number of agencies, including the City of Indianapolis, Indiana; Fairfax County, Virginia; the Port Authority of New York and New Jersey; and Miami-Dade County, Florida, use bid rotation to encourage S/M/WBE 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/M/WBE utilization. This system selects a group of bidders from the list of county registered vendors to participate in open market procurements. Under the bidder rotation system, the buyer identifies the commodity or service by entering an item box number. Using this item box, the computer selects five to six firms. The lowest responsible bidder is awarded the contract. S/M/WBEs were afforded an increased number of bid opportunities than would ordinarily be the case with a sequential selection process.

¹ 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).

N.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.² North Carolina law permits the waiving of bonds and licensing requirements for these small contracts let to SBEs.³ From FY 2004-08, M/WBEs won \$29.4 million (20.3 percent) in prime contracts under the North Carolina program.⁴

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 M/WBEs won 73.7 percent of selection pool contracts.⁵
- 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.⁶
- 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.⁷
- 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.

N.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

² NCGS § 136-28.10(a).

³ NCGS § 136-28.10(b).

⁴ Equant, *Measuring Business Opportunity—A Disparity Study of NCDOT's State and Federal Programs*, 2009, at 138.

⁵ 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>.

⁶ State of Illinois Small Business Set-Aside Program—Fiscal Year 2008 Report.

⁷ Small Business Enterprise (SBE) Program Executive Order No. 2002-48 (December 18, 2002).

District (SMUD); City of Sacramento; City of Oakland; East Bay Municipal Utility District). SBE bid preferences operate along similar lines as M/WBE bid preferences. A typical example is a bid preference of 5 percent on contracts under \$100,000 (Sacramento, SMUD, and Los Angeles County).

Colorado DOT. 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.

N.2.4 Race-Neutral Joint Ventures

Atlanta, Georgia. The City of Atlanta requires establishment of joint ventures on large projects of over \$10 million.⁸ 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.

N.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.

Using a request for proposal process can provide the flexibility for including M/WBE participation in prime contractor requirements and selection. One of the nonfinancial criteria can be the proposer's approach and past history with M/WBE subcontractor utilization as well as women and minority workforce participation.

⁸ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

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.⁹

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.¹⁰

N.2.6 State Contracts

The use of state contracts can impede S/M/WBE utilization, even when S/M/WBEs 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/M/WBE vendors. Fulton County, Georgia, addressed this problem by removing car purchases from the category of purchases from state contracts.

N.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.¹¹

N.2.8 Purchasing Cards

A number of agencies promote the utilization of M/WBEs on purchasing cards. The Commonwealth of Virginia and the City of Hampton, Virginia, for example, require the purchasing card vendor to report on M/WBE utilization by agency staff. A number of universities, including the University of Wisconsin at Madison, target M/WBE vendors for purchasing card transactions for travel.

N.2.9 Other SBE Prime Contractors Assistance

North Carolina Department of Transportation Fully Operated Rental Agreements. Under these arrangements, a firm may bid an hourly rate for using certain equipment and the necessary staff. In these field-let contracts, engineers select the firm with the appropriate equipment and the lowest bid rate. If that firm is not available, the engineers select the next lowest hourly rate. This rental agreement technique is used primarily to supplement NCDOT equipment in the event of NCDOT equipment failure or peak demand for NCDOT services. The rental agreement technique is attractive to small contractors because the typical small firm has much better knowledge of its own hourly costs than it does of the costs to complete an entire project.

⁹ Federal Transit Administration, *Lessons Learned #45* (May 2002).
www.fta.dot.gov/library/program/ll/man/ll45.html.

¹⁰ D. Wilson, *Colorado Department of Transportation Statewide Transportation Disparity Study*, 2009, at 3-20.

¹¹ Office of Management and Budget, "Contract Bundling—A Strategy for Increasing Federal Contracting Opportunities for Small Business" (October 2002).

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 2003-04.¹²

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.

N.3 Small Business Program for Subcontracts

Colorado DOT. The Colorado DOT ESB program¹³ provides the following incentives for primes to use S/M/WBEs:

- Payments of up to \$5,000 to a prime contractor who hires an S/M/WBE 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/M/WBEs as a subcontractor on a Colorado DOT project.

N.3.1 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.¹⁴ First-tier subcontractor disclosure does not apply to contracts below \$100,000, or contracts exempt from competitive bidding requirements.¹⁵ Bidders are not required to disclose the race or gender of the first-tier subcontractors.

¹² Los Angeles Unified School District, Facilities Services Division, *Small Business Program, Fourth Quarter and Fiscal Year-End Report: 2003-2004*.

¹³ The Colorado ESB program was established by statute, Colorado Rev Stat Sec 43-1-106.

¹⁴ ORS § 279C.370(1)(a)(A),(B).

¹⁵ ORS § 279C.370(1)(c),(d).

Bidders are allowed to substitute subcontractors.¹⁶ 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.¹⁷ The statute provides a process by which subcontractors can issue complaints about substitutions. Violation of subcontractor substitution rules may result in civil penalties.¹⁸

N.4 S/M/WBE 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/M/WBEs in finance through its financial advisory call-in program which targets small firms to serve as a pool of advisors for the Port Authority Chief Financial Officer. The financial advisors address debt issuance, financial advisory services, real estate transactions, and green initiatives. There are three to four firms in each of these categories in the financial advisory call-in program.

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 MBE/WBE 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;

¹⁶ ORS § 279C.370(5), ORS § 279C.585.

¹⁷ ORS § 279C.585.

¹⁸ ORS § 279C.590.

- 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.”¹⁹

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.²⁰ Overall M/WBE underwriters increased their participation in the State of New York debt issuance from 4 percent to twenty percent from 2007 to 2009.

N.5 Economic Development Projects

A number of cities (including Atlanta, Georgia; Jersey City, New Jersey; and Saint Paul, Minnesota) have encouraged private sector M/WBE utilization by one of two methods: (1) asking prospective bidders to report their private sector M/WBE utilization, and (2) setting aspirational goals for private sector projects with significant city tax incentives, such as tax allocation districts and community improvement districts. The City of Oakland, California, Local Small Business Enterprise Program also provides bid preferences to SBEs on tax-assisted projects. Saint Paul and Jersey City have separate offices negotiating, tracking, and managing M/WBE participation on development projects.

Bexar County Tax Phase-In Agreements. S/M/WBE participation was added to the county tax incentive policy in 2004. The county currently considers tax abatements of up to 40 percent on qualified real property improvements and new personal property investment.²¹ Property taxes are 80 percent of county revenue. The county considers an increased property tax abatement of up to 80 percent based on other project criteria. This criteria includes hiring 25 percent of positions created with county residents, hiring 25 percent economically disadvantaged or dislocated individuals, practicing sound environmental practices, and dividing work to the extent practical to assist S/M/WBEs in obtaining contracts. Applicants are encouraged to award 20 percent of projects to

¹⁹ 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. See also Executive Order No. 10 Task Force. www.dasny.org/finance/mwbe_taskforce/E_O_10_report/index.php.

²⁰ DASNY Makes Largest Assignment to MWBE Firm In State History. <http://www.dasny.org/dasny/news/2010/06012010.php>

²¹ The County Tax Phase-In Policy is currently being revised.

M/WBEs and 30 percent to certified small businesses.²² Currently, there are no similar S/M/WBE policies for TIFs.²³

In the Tax Phase-In Agreement for Lowe's Home Centers, Lowe's agreed to:

- Use good faith efforts to include certified M/WBEs.
- Work in good faith to set construction and operational services goals for M/WBEs based on M/WBE availability.
- Establish a mutually agreed upon M/WBE reporting format.

The agreement acknowledged that although Lowe's still has national contracts it must comply with, and retained the right to choose any vendor, they have agreed to explore subcontracting opportunities.²⁴

In the HEB Grocery Tax Phase-In Agreement, HEB Grocery committed to 20 percent M/WBE participation and 10 percent SBE participation.²⁵ This was in addition to agreeing to hire 25 percent from Bexar County and 25 percent from economically disadvantaged or dislocated workers.

Bexar County, Texas Public Improvement Districts. County policies allow for the county to enter into an economic development agreement for Public Improvement Districts (PIDs).²⁶ PIDs are projected to be used in conjunction with TIFs for housing and infrastructure development.²⁷ As a condition of the economic development agreement, the firm seeking such an agreement has to meet, at a minimum, certain criteria involving employment, health care benefits, environmental practices, and S/M/WBE policy. S/M/WBE policy was added to PIDs in 2006.

In the Marriott agreement, which has been labeled a "super PID," the agreement provided that Marriot would "use reasonable efforts to comply with the S/M/WBE policies and procedures attached."²⁸ The Marriott agreement noted that the project owner had established 20 percent S/M/WBE goals in construction. Marriott retained the right to accept the lowest qualified bid. The agreement also provided for the hotel to develop M/WBE goals in operational services, to work with the S/M/WBE office in implementing the Marriott supplier diversity program, to use certified firms, and semi-annual S/M/WBE reporting. "The sole remedy for noncompliance with this provision shall be the obligation

²² 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/M/WBE objectives. For examples, the Kautex Tax Phase In Agreement did not address S/M/WBE policy. See Bexar County, Tax Phase-In Agreement (Kautex), December 20, 2005.

²³ Bexar County, Texas, Tax Increment Financing and Reinvestment Zone (TIF/TIRZ), Guidelines and Criteria, Commissioner's Court Amended and Approved: August 23, 2005.

²⁴ Bexar County, Tax Phase-In Agreement (Lowe's), June 27, 2006, Exhibit E.

²⁵ Bexar County, Tax Phase-In Agreement (HEB Grocery), March 11, 2003, Section 5.01(c).

²⁶ Such an agreement is allowed for under Chapter 372 of the Texas Local Government Code.

²⁷ Bexar County, Texas, 2005 – 2009 Consolidated Plan, Executive Summary, at 61.

²⁸ 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.

of Marriott to prepare and implement plan that provide for reasonable efforts to achieve the goals set forth.”

N.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.²⁹ HUBZone programs can serve as a vehicle for encouraging M/WBE contract utilization. Nationally, there are 5,357 female and minority HUBZone firms, representing 56.2 percent of total HUBZone firms.³⁰

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.³¹

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 Eligible Block Groups, Enterprise Zones, and Target Urban Areas) in which the Capital Project is located.³²

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.³³

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.

²⁹ 13 C.F.R. 126.200 (1999).

³⁰ Based on the SBA pro-net database located at <http://pro-net.sba.gov/pro-net/search.html>.

³¹ 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>.

³² Miami Ordinance 03-237.

³³ Cal Code Sec 4530 *et seq.*

N.7 DBE Programs

Following the federal model, some agencies have added DBE programs.³⁴ 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.³⁵ 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.³⁶ 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.³⁷ 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.
- 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.³⁸ The City of Milwaukee has set a goal of 18 percent spending with emerging businesses, including both prime contracting and subcontracting.

³⁴ DBE programs and Airport Concession Disadvantaged Enterprise (ACDBE) programs are required to be developed and implemented as a part of the federal funding process.

³⁵ NC GS § 143-128.2(g).

³⁶ 15 USC 637(a)(5).

³⁷ 15 USC 637(a)(6)(A).

³⁸ Milwaukee Ordinance, Emerging Business Enterprise Program, 360-01 (12).

N.8 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).³⁹ An ESB cannot be a subsidiary or a franchise. In 2006, small business program participation was extended from seven to 12 years.⁴⁰

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.

N.9 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/M/WBEs being registered as qualified vendors with the city, the number of M/WBEs graduating from subcontract work to prime contracting, and rewarding firms that utilize M/WBEs in their private sector business activities.

Port Authority. 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 \$275,000.⁴¹ Previously, the contract was a flat grant, but it was changed to a fee-for-service arrangement to reward creative uses of financial resources.

³⁹ OAR 445-050-0115. The ESB size standards are adjusted annually to reflect changes in the Consumer price Index.

⁴⁰ OAR 445-050-0135.

⁴¹ 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.

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 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.

N.10 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/M/WBE goals for participation in the mentor-protégé program.

At the time of this review, there were seven major firms and several small firms that are matched. However, the Port Authority projects program expansion to include 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/M/WBE firms. The focus of the program is to prepare the LINC Protégé firms to bid and perform on TxDOT contracts. The Business Opportunity Program section introduces the protégés to key TxDOT staff and to prime contractors. LINC mentors, TxDOT staff, business providers, bonding agents, and trainers meet with LINC protégés in scheduled meetings and work individually with the LINC protégés. The selected LINC protégés sign an agreement committing 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.⁴²

After reviewing a number of mentor-protégé programs one study found that project-specific mentor-protégé agreements should be preferred because: (1) S/M/WBEs “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.⁴³

N.11 Financial Assistance

Maryland. The Maryland Small Business Development Finance Authority (MSBDF) offers financing for S/M/WBEs 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.

⁴² <http://www.dot.ca.gov/dist11/calmentor/files/Calmentor%20Program.pdf>.

⁴³ CTC & Associates, *Disadvantaged Business Enterprise Programs: A Survey of State Practice in Operating Mentor/Protégé Programs and Increasing DBE Participation*, October 2010.

- The Long-Term Guaranty Program, which provides loan guarantees and interest rate subsidies.

N.11.1 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.

N.11.2 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/M/WBEs 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/M/WBEs are eligible for a 3 percent interest rate reduction. Manufacturing businesses must have fewer than 500 employees, and service businesses must have fewer than 100 employees and not be dominant in their field of operation. The program started in 1993.

N.11.3 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 M/WBE ordinance to allow the city to make advance payments of 10 percent of the total contract value, up to a maximum of \$200,000.

N.11.4 Prompt Payment

M/WBE 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.⁴⁴

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.

N.12 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.

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.⁴⁵

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

⁴⁴ 49 CFR, Part 26.29(b).

⁴⁵ <http://www.coloradodot.info/business/emerging-small-business-program>.

assistance is available to firms that have been denied bonds, but have not defaulted on loans or financial assistance from MSBDFA.

N.13 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 M/WBE 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 for Quotations (RFQs). The Port also looked at a cooperative insurance program for small business although there was not much success with this initiative.

N.14 Outreach

Most agencies have extensive outreach, including match-making with procurement officials, workshops and seminars, featuring S/M/WBEs in agency newsletters, and providing procurement forecasts. The Federal government classifies businesses for outreach purposes into three categories:

- Category A: Firms that are new to government contracting. These firms should be directed to the Procurement Technical Assistance Center (PTAC), the Small Business Development Center (SBDC), and the Minority Business Development

Center (MBDC). In this manner the agency avoids duplicating PTAC, SBDC, or MBDC services.

- Category B: Firms that are familiar with government contracting in general but not with the particular agency. These firms are handled via an enhanced 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/M/WBEs on quality assurance standards.

Bexar County, Texas Small, Minority, and Women Business Owners Conference.

Bexar County in conjunction with the City of San Antonio has sponsored annual Small, Minority, and Women Business Owners conferences since 2001. The conferences have been co-sponsored by the Central and South Texas Minority Business Council in conjunction with a number of major corporations, including Dell, Toyota, and AT&T. Typically conference workshops have addressed the following:

- Doing business with federal, state, and local agencies, and the private sector.
- Access to capital.
- Human resources.
- Franchising.
- Management.
- Veterans.
- Responding to bids and RFPs.

Registered attendees grew from 1,200 in 2001 to 2,400 in 2006; estimated total attendance grew from 1,800 in 2001 to 5,000 in 2006. The number of exhibitors grew from 75 in 2001 to 180 in 2006.⁴⁶ Virtually all the major local agencies, loan providers, business development providers, and chambers of commerce participate in the conference along with a number of major corporations. The conference budget for 2007 was \$250,000.

N.15 S/M/WBE Web Site

A survey of agencies has found the following information on their M/WBE Web sites: bid opportunities; vendor application and information on the loan programs; directory of certified firms; uniform certification application; M/WBE program description; SBE program description; comprehensive contracting guides; M/WBE ordinance; how to do business information; bid tabulations; status of certification applications; links to management and technical assistance providers; newsletters; data on SBE and M/WBE utilization; annual M/WBE program reports; direct links to online purchasing manuals; capacity, bonding, qualifications, and experience data on certified firms; and 90-day forecasts of business opportunities.

⁴⁶ Small, Minority, and Women Business Owners (S/M/WBO) Conference, Frequently Asked Questions, at 6.

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.

N.16 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.

N.17 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?

**APPENDIX O:
LIST OF TRADE ASSOCIATIONS
AND AGENCIES CONTACTED
FOR VENDOR LISTS**

APPENDIX O

LIST OF TRADE ASSOCIATIONS AND AGENCIES CONTACTED FOR VENDOR LISTS

Organization
American Institute of Architects of Charlotte NC
American Subcontractors Association of Carolinas
Association of Building Contractors of the Carolinas
Carolina Minority Suppliers Development Council Inc.
Carolinas Asian American Chamber of Commerce
Carolinas Associated General Contractors
Central Piedmont Community College Small Business Center
Charlotte Black Pages
Charlotte Chamber of Commerce
Charlotte League of Businesses
Charlotte Mecklenburg Black Chamber of Commerce
Charlotte Mecklenburg Schools Building Services vendors
Charlotte Minority Business Development Center
Greater Women's Business Council
Hispanic Contractors Association
Latin American Chamber of Commerce
Mecklenburg Contractors Association
Mecklenburg County vendors
Metrolina Entrepreneurial Council Charlotte NC
Metrolina Minority Contractors Association
Metrolina Native American Indian Association
NAACP Charlotte-Mecklenburg Branch
National Association of Minority Architects
National Association of Women Business Owners
National Association of Women in Construction Charlotte NC
National Hispanic Entrepreneurial Organization
NC Dept of Transportation - Contractual Services
North Carolina Institute of Minority Economic Development
North Carolina Licensing Board for General Contractors
North Carolina Office of Historically Underutilized Businesses

Appendix O: List of Trade Associations and Agencies Contacted for Vendor Lists

Organization
North Carolina Plumbing and Heating Contractors
North Carolina Trucking Association
Professional Engineers of NC South Piedmont Chapter
Small Business Information Center Charlotte NC
Small Business Technology Development Center
United Minority Contractors Association of NC
University Park Baptist Church Economic Development
Urban Business Network

**APPENDIX P:
VENDORS AVAILABILITY**

APPENDIX P
VENDOR AVAILABILITY

EXHIBIT P-1
CITY OF CHARLOTTE
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BASED ON VENDOR DATA
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL
AREA

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	174	21.22%	41	5.00%	11	1.34%	17	2.07%	160	19.51%	403	49.15%	417	50.85%	820

Source: MGT developed a Master Vendor Database for the City of Charlotte covering the period of July 1, 2005 through June 30, 2010.

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

EXHIBIT P-2
CITY OF CHARLOTTE
CONSTRUCTION
AVAILABILITY OF FIRMS AT THE SUBCONTRACTOR LEVEL
BASED ON VENDOR DATA
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL
AREA

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	231	13.88%	64	3.85%	20	1.20%	28	1.68%	217	13.04%	560	33.65%	1,104	66.35%	1,664

Source: MGT developed a Master Vendor Database for the City of Charlotte covering the period of July 1, 2005 through June 30, 2010.

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

**EXHIBIT P-3
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BASED ON VENDOR DATA
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL
AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	39	8.35%	8	1.71%	13	2.78%	4	0.86%	88	18.84%	152	32.55%	315	67.45%	467

Source: MGT developed a Master Vendor Database for the City of Charlotte covering the period of July 1, 2005 through June 30, 2010.

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

**EXHIBIT P-4
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF FIRMS AT THE SUBCONSULTANT LEVEL
BASED ON VENDOR DATA
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL
AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	73	10.20%	23	3.21%	15	2.09%	9	1.26%	48	6.70%	168	23.46%	548	76.54%	716

Source: MGT developed a Master Vendor Database for the City of Charlotte covering the period of July 1, 2005 through June 30, 2010.

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

**EXHIBIT P-5
CITY OF CHARLOTTE
PROFESSIONAL SERVICES
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BASED ON VENDOR DATA
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL
AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	133	20.12%	15	2.27%	16	2.42%	10	1.51%	147	22.24%	321	48.56%	340	51.44%	661

Source: MGT developed a Master Vendor Database for the City of Charlotte covering the period of July 1, 2005 through June 30, 2010.

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

**EXHIBIT P-5
CITY OF CHARLOTTE
OTHER SERVICES
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BASED ON VENDOR DATA
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL
AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	420	29.41%	44	3.08%	24	1.68%	25	1.75%	232	16.25%	745	52.17%	683	47.83%	1,428

Source: MGT developed a Master Vendor Database for the City of Charlotte covering the period of July 1, 2005 through June 30, 2010.

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

**EXHIBIT P-6
CITY OF CHARLOTTE
GOODS AND SUPPLIES
AVAILABILITY OF FIRMS AT THE PRIME LEVEL
BASED ON VENDOR DATA
WITHIN THE CHARLOTTE-GASTONIA-SALISBURY COMBINED STATISTICAL
AREA**

	African Americans ¹		Hispanic Americans ¹		Asian Americans ¹		Native Americans ¹		Nonminority Women		M/WBE Firms		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	150	9.95%	32	2.12%	25	1.66%	27	1.79%	233	15.45%	467	30.97%	1,041	69.03%	1,508

Source: MGT developed a Master Vendor Database for the City of Charlotte covering the period of July 1, 2005 through June 30, 2010.

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

**APPENDIX Q:
UTILIZATION ANALYSIS FOR
CONSTRUCTION AT THE
PRIME LEVEL BY
THRESHOLD LEVEL**

APPENDIX Q

UTILIZATION ANALYSIS AT THE PRIME LEVEL BY THRESHOLD LEVELS

Construction and Construction-Related Services

MGT of America, Inc. (MGT) obtained contracting data from the City of Charlotte's Key Business Units' (KBUs) Aviation, Charlotte Area Transit System (CATS), Engineering and Property Management (EPM), Charlotte Mecklenburg Utilities (CMU). MGT used this data to further analyze the utilization of M/WBE firms by examine specific dollar ranges of contract awards. The established threshold ranges for construction and construction-related services were:

- Up to \$200,000,
- Between \$200,001 and \$300,000,
- Between \$300,001 and \$500,000,
- Between \$500,001 and \$1 million, and
- Greater than \$1 million.

**EXHIBIT Q-1
CITY OF CHARLOTTE
CONSTRUCTION AND CONSTRUCTION-RELATED SERVICES
UTILIZATION ANALYSIS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
NUMBER AND PERCENTAGE OF CONTRACTS
BY DOLLAR 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 Prime Contracts #
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	
Up to \$200,000	40	10.08%	6	1.51%	5	1.26%	8	2.02%	86	21.66%	145	36.52%	252	63.48%	397
Between \$200,001 and \$300,000	1	2.17%	2	4.35%	6	13.04%	0	0.00%	10	21.74%	19	41.30%	27	58.70%	46
Between \$300,001 and \$500,000	3	6.38%	2	4.26%	5	10.64%	0	0.00%	5	10.64%	15	31.91%	32	68.09%	47
Between \$500,001 and \$1,000,000	3	5.36%	1	1.79%	4	7.14%	0	0.00%	4	7.14%	12	21.43%	44	78.57%	56
Greater than \$1,000,000	1	0.55%	0	0.00%	19	10.50%	6	3.31%	17	9.39%	43	23.76%	138	76.24%	181
Total	48	6.60%	11	1.51%	39	5.36%	14	1.93%	122	16.78%	234	32.19%	493	67.81%	727

Source: MGT developed a contracting database based on contract data provided by the City of Charlotte's Key Business Units' (KBUs) Aviation, Charlotte Area Transit System (CATS), Engineering and Property Management (EPM), Charlotte Mecklenburg Utilities (CMU).

¹ Percent of total dollars awarded to prime contractors limited to construction and some architecture and engineering/professional technical contracts from CMU, EPM, Aviation, and CATS.

**EXHIBIT Q-2
CITY OF CHARLOTTE
CONSTRUCTION AND CONSTRUCTION-RELATED SERVICES
UTILIZATION ANALYSIS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
DOLLAR AND PERCENTAGE OF DOLLARS
BY DOLLAR 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 Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Up to \$200,000	\$2,319,852	9.06%	\$669,967	2.62%	\$494,282	1.93%	\$375,840	1.47%	\$5,957,738	23.27%	\$9,817,678	38.35%	\$15,780,034	61.65%	\$25,597,712
Between \$200,001 and \$300,000	\$287,945	2.52%	\$444,063	3.89%	\$1,572,126	13.75%	\$0	0.00%	\$2,443,298	21.38%	\$4,747,432	41.53%	\$6,682,700	58.47%	\$11,430,132
Between \$300,001 and \$500,000	\$1,134,077	6.14%	\$834,767	4.52%	\$1,862,724	10.08%	\$0	0.00%	\$1,849,481	10.01%	\$5,681,049	30.73%	\$12,803,179	69.27%	\$18,484,228
Between \$500,001 and \$1,000,000	\$1,866,038	4.61%	\$677,726	1.67%	\$3,182,775	7.86%	\$0	0.00%	\$2,347,225	5.79%	\$8,073,763	19.93%	\$32,436,417	80.07%	\$40,510,180
Greater than \$1,000,000	\$1,381,010	0.15%	\$0	0.00%	\$62,634,487	6.78%	\$20,077,377	2.17%	\$61,176,321	6.62%	\$145,269,195	15.72%	\$779,064,144	84.28%	\$924,333,340
Total	\$6,988,921	0.68%	\$2,626,523	0.26%	\$69,746,395	6.84%	\$20,453,217	2.00%	\$73,774,062	7.23%	\$173,589,118	17.01%	\$846,766,474	82.99%	\$1,020,355,592

Source: MGT developed a contracting database based on contract data provided by the City of Charlotte's Key Business Units' (KBUs) Aviation, Charlotte Area Transit System (CATS), Engineering and Property Management (EPM), Charlotte Mecklenburg Utilities (CMU).

¹ Percent of total dollars awarded to prime contractors limited to construction and some architecture and engineering/professional technical contracts from CMU, EPM, Aviation, and CATS.

Architecture and Engineering/Professional Technical Services

The established threshold ranges for architecture and engineering or professional technical-related services were:

- Up to \$100,000,
- Between \$100,001 and \$300,000,
- Between \$300,001 and \$500,000,
- Between \$500,001 and \$1 million, and
- Greater than \$1 million.

Appendix Q: Utilization Analysis at the Prime Level by Threshold Levels

**EXHIBIT Q-3
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
AND PROFESSIONAL TECHNICAL SERVICES
UTILIZATION ANALYSIS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
NUMBER AND PERCENTAGE OF CONTRACTS
BY DOLLAR 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
	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#	% ¹	#
Up to \$100,000	6	3.97%	4	2.65%	3	1.99%	2	1.32%	19	12.58%	34	22.52%	117	77.48%	151
Between \$100,001 and \$300,000	3	1.86%	1	0.62%	12	7.45%	0	0.00%	14	8.70%	30	18.63%	131	81.37%	161
Between \$300,001 and \$500,000	0	0.00%	0	0.00%	7	11.48%	0	0.00%	4	6.56%	11	18.03%	50	81.97%	61
Between \$500,001 and \$1,000,000	0	0.00%	0	0.00%	1	1.82%	0	0.00%	0	0.00%	1	1.82%	54	98.18%	55
Greater than \$1,000,000	0	0.00%	1	3.33%	0	0.00%	0	0.00%	1	3.33%	2	6.67%	28	93.33%	30
Total	9	1.97%	6	1.31%	23	5.02%	2	0.44%	38	8.30%	78	17.03%	380	82.97%	458

Source: MGT developed a contracting database based on contract data provided by the City of Charlotte's Key Business Units' (KBUs) Aviation, Charlotte Area Transit System (CATS), Engineering and Property Management (EPM), Charlotte Mecklenburg Utilities (CMU).

¹ Percent of total dollars awarded to prime contractors limited to construction and some architecture and engineering/professional technical contracts from CMU, EPM, Aviation, and CATS.

Appendix Q: Utilization Analysis at the Prime Level by Threshold Levels

**EXHIBIT Q-4
CITY OF CHARLOTTE
ARCHITECTURE AND ENGINEERING
AND PROFESSIONAL TECHNICAL SERVICES
UTILIZATION ANALYSIS AT THE PRIME LEVEL
BY RACE/ETHNICITY/GENDER CLASSIFICATION
DOLLAR AND PERCENTAGE OF DOLLARS
BY DOLLAR 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 Dollars
	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$	% ¹	\$
Up to \$100,000	\$244,450	3.14%	\$177,000	2.27%	\$94,556	1.21%	\$86,692	1.11%	\$1,011,893	12.98%	\$1,614,591	20.71%	\$6,180,081	79.29%	\$7,794,672
Between \$100,001 and \$300,000	\$498,500	1.56%	\$250,000	0.78%	\$2,410,804	7.54%	\$0	0.00%	\$2,672,873	8.36%	\$5,832,177	18.23%	\$26,158,157	81.77%	\$31,990,334
Between \$300,001 and \$500,000	\$0	0.00%	\$0	0.00%	\$2,910,962	12.04%	\$0	0.00%	\$1,677,326	6.94%	\$4,588,288	18.98%	\$19,585,339	81.02%	\$24,173,627
Between \$500,001 and \$1,000,000	\$0	0.00%	\$0	0.00%	\$1,000,000	2.58%	\$0	0.00%	\$0	0.00%	\$1,000,000	2.58%	\$37,828,132	97.42%	\$38,828,132
Greater than \$1,000,000	\$0	0.00%	\$1,583,767	1.49%	\$0	0.00%	\$0	0.00%	\$2,000,000	1.88%	\$3,583,767	3.37%	\$102,611,938	96.63%	\$106,195,705
Total	\$742,950	0.36%	\$2,010,767	0.96%	\$6,416,322	3.07%	\$86,692	0.04%	\$7,362,092	3.52%	\$16,618,823	7.95%	\$192,363,647	92.05%	\$208,982,470

Source: MGT developed a contracting database based on contract data provided by the City of Charlotte's Key Business Units' (KBUs) Aviation, Charlotte Area Transit System (CATS), Engineering and Property Management (EPM), Charlotte Mecklenburg Utilities (CMU).

¹ Percent of total dollars awarded to prime contractors limited to construction and some architecture and engineering/professional technical contracts from CMU, EPM, Aviation, and CATS.