

JUNE 20, 2019



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2019 DISPARITY STUDY

CITY OF TALLAHASSEE,
LEON COUNTY, AND BLUEPRINT



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2019 DISPARITY STUDY

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EXECUTIVE SUMMARY

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



EXECUTIVE SUMMARY

INTRODUCTION

MGT of America Consulting, LLC (MGT) was retained to conduct a **Minority, Women, and Small Business Enterprise (MWSBE) Disparity Study (Study)** for the City of Tallahassee, Leon County, Florida and Blueprint Intergovernmental Agency (City/County/Blueprint). In this chapter, MGT provides summary findings for the City/County/Blueprint. The Study analyzed procurement trends and practices for the study period of October 1, 2012 through September 30, 2017 (FY2013 – FY2017).

It is important to note that MGT has seen economic and programmatic improvements since the last set of disparity studies conducted in 2003 and 2009. There has been the consolidation of the City's and the County's MWSBE programs in the Office of Economic Vitality (OEV), significant growth of firms in the market area, and growth in the private sector marketplace. As a result of this economic growth, market area contractors and subcontractors are experiencing workload and capacity issues which has an impact on their availability to bid and do work in the area.

You will find in this Executive Summary:

- ◆ Evidence for the study's the central research question: *Is there factual predicate evidence to support the continuation a race- and gender-conscious MWBE program for the City/County/Blueprint?*
- ◆ Important Findings regarding MWBE utilization, availability and disparity for market area primes and construction subcontractors, anecdotal evidence, and private sector information.
- ◆ Commendations and Recommendations based on the study's findings and conclusions.

MGT found sufficient evidence of disparity and recommends the continuation of City/County/Blueprint's MWBE program to address identified disparities.

FINDINGS FOR MWBE UTILIZATION, AVAILABILITY AND DISPARITY

The City of Tallahassee - Prime Contractors

The expenditure utilization analysis shows that non-MWBE prime firms are utilized at substantially higher rates than their MWBE counterparts. Across all procurement categories, prime MWBE utilization, including Blueprint spending, amounted to 4.76 percent of \$526,165 million spent with firms in the relevant market area. The spend by the MWBE classifications were 1.88 percent for Non-minority Women firms, 1.05 percent for African American firms, 1.81 percent for Hispanic American firms, and 0.02 percent for Asian American firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 40.15. See **Table ES-1** below.

TABLE ES-1.
PRIME UTILIZATION, AVAILABILITY AND DISPARITY ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
ALL PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$5,536,135.95	1.05%	2.46%	42.71	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$81,890.00	0.02%	0.80%	1.94	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$9,545,432.21	1.81%	0.76%	237.91	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.11%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$15,163,458.16	2.88%	4.14%	69.66	Underutilization	Disparity*
NON-MINORITY WOMEN FIRMS	\$9,907,767.06	1.88%	7.73%	24.35	Underutilization	Disparity*
TOTAL MWBE FIRMS	\$25,071,225.22	4.76%	11.87%	40.15	Underutilization	Disparity*
NON-MWBE FIRMS	\$501,094,251.48	95.24%	88.13%	108.06	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

The City of Tallahassee – Construction Subcontractors

For the City's construction subcontractors, MGT estimated that 79.14 percent or \$54.3 million of spending went to non-MWBE firms, while only 20.86 percent or \$14.3 million when to MWBE firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 51.20. See **Table ES-2** below.

TABLE ES-2.
SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS
BY BUSINESS OWNERSHIP CLASSIFICATION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$10,046,063.73	14.64%	22.22%	65.88	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.00%	0.00	n/a	n/a
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	6.48%	0.00	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	3.70%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$10,046,063.73	14.64%	32.41%	45.17	Underutilization	Disparity*
NON-MINORITY WOMEN FIRMS	\$4,266,456.89	6.22%	8.33%	74.64	Underutilization	Disparity*
TOTAL MWBE FIRMS	\$14,312,520.62	20.86%	40.74%	51.20	Underutilization	Disparity*
NON-MWBE FIRMS	\$54,295,107.18	79.14%	59.26%	133.55	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

n/a - no utilization or availability so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

Blueprint - Prime Contractors

Prime utilization with MWBE amounted to 0.91 percent of the \$100.1 million spent with firms within the relevant market area. Spending was captured for three MWBE classifications; 0.90 percent or \$902.2 thousand for Non-minority Women firms, 0.01 percent or \$11.5 thousand for African American firms, and \$750 or 0.00 percent for Asian American firms. M/WBEs were underutilized, with a substantial and statistically significant disparity ratio of 6.47. See **Table ES-3** below.

TABLE ES-3.
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND ALL PROCUREMENT CATEGORIES
BLUEPRINT DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$11,527.20	0.01%	1.93%	0.60	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$750.00	0.00%	0.32%	0.23	Underutilization	Disparity
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	1.22%	0.00	Underutilization	Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.29%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$12,277.20	0.01%	3.77%	0.33	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS	\$902,206.77	0.90%	10.36%	8.70	Underutilization	Disparity*
TOTAL M/WBE FIRMS	\$914,483.97	0.91%	14.12%	6.47	Underutilization	Disparity*
NON-M/WBE FIRMS	\$99,200,631.45	99.09%	85.88%	115.38	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Blueprint – Construction Subcontractors

Overall, construction subcontract dollars were estimated to have been \$19.8 million or 33 percent of the \$59.9 million in Blueprint construction prime contracts in the market area. Based on the analysis, non-MWBE firms received \$10.8 million (54.9%) of construction subcontracts. African American firms received 12.23 percent or \$2.4 million while Nonminority women firms received 32.88 percent or \$6.49 million. MWBEs were underutilized with a disparity ratio of 95.98 but lacks statistical significance due to the relatively small size/share of population of Non-minority Women firms. See **Table ES-4** below.

TABLE ES-4.
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING
CONSTRUCTION
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$2,416,804.71	12.23%	19.00%	64.37	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.50%	0.00	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	4.50%	0.00	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	1.50%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$2,416,804.71	12.23%	25.50%	47.96	Underutilization	Disparity*
NON-MINORITY WOMEN FIRMS	\$6,498,195.24	32.88%	21.50%	152.93	Overutilization	No Disparity
TOTAL MWBE FIRMS	\$8,914,999.95	45.11%	47.00%	95.98	Underutilization	Disparity
NON-MWBE FIRMS	\$10,849,183.59	54.89%	53.00%	103.57	Overutilization	No Disparity

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Leon County - Prime Contractors

Leon County prime MWBE utilization amounted to 12.20 percent or \$15.1 million of total payments within the relevant market area; 5.95 percent or \$7.4 million for Nonminority Women firms, 4.70 percent or \$5.81 million for African American firms, 1.51 percent or \$1.87 million for Hispanic American firms, and 0.04 percent or \$52.1 thousand for Asian American firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 66.68. See **Table ES-5** below.

TABLE ES-5.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING
ALL PROCUREMENT CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$5,813,081.14	4.70%	5.89%	79.80	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$52,122.35	0.04%	1.13%	3.73	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$1,872,998.30	1.51%	1.30%	115.99	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.08%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$7,738,201.79	6.25%	8.40%	74.42	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS	\$7,363,517.86	5.95%	9.90%	60.11	Underutilization	Disparity*
TOTAL MWBE FIRMS	\$15,101,719.65	12.20%	18.30%	66.68	Underutilization	Disparity*
NON-MWBE FIRMS	\$108,634,994.17	87.80%	81.70%	107.46	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Leon County – Construction Subcontractors

MGT calculated that overall construction subcontract dollars to have been \$19.6 million or 33 percent of the \$59.4 million in County construction prime contracts in the market area. Based on the analysis, non-MWBE firms received \$13.8 million (70.16%) of construction subcontracts. African American firms received 20.71 percent or \$4.06 million, Nonminority women firms received 6.54 percent or \$1.28 million, and Hispanic American firms received 2.59 percent or \$507.9 thousand. MWBEs were underutilized with a substantial and statistically significant disparity ratio of 79.85. See **Table ES-6** below.

TABLE ES-6.
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING
CONSTRUCTION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$4,063,114.93	20.71%	28.62%	72.37	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.00%	n/a	n/a	n/a
HISPANIC AMERICAN FIRMS	\$507,858.66	2.59%	2.43%	106.56	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.00%	n/a	n/a	n/a
BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
TOTAL MINORITY FIRMS	\$4,570,973.59	23.30%	31.05%	75.04	Underutilization	Disparity*
NON-MINORITY WOMEN FIRMS	\$1,282,196.15	6.54%	6.32%	103.47	Overutilization	No Disparity
TOTAL MWBE FIRMS	\$5,853,169.74	29.84%	37.37%	79.85	Underutilization	Disparity*
NON-MWBE FIRMS	\$13,764,011.87	70.16%	62.63%	112.02	Overutilization	No Disparity

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

n/a No utilization or availability so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

FINDINGS FOR COMBINED MWBE UTILIZATION, AVAILABILITY AND DISPARITY

During the study period, October 1, 2012 through September 30, 2017, across all agencies and all procurement categories, M/WBE utilization amounted to 6.18 percent of total payments, or \$40,172,945 of \$649,902,191. There was statistically significant underutilization for all M/WBE groups, except Hispanic American, who were overutilized. **Table ES-7** shows a summary of M/WBE utilization, availability and disparity by business owner classification.

TABLE ES-7.

COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING FOR PRIMES, ALL PROCUREMENT CATEGORIES

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION %	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$11,349,217.09	1.75%	4.74%	36.81	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$134,012.35	0.02%	0.79%	2.61	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$11,416,287.51	1.76%	1.57%	111.74	Overutilization	No Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.18%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$22,901,659.95	3.52%	7.28%	48.38	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS	\$17,271,284.92	2.66%	8.99%	29.57	Underutilization	Disparity*
TOTAL M/WBE FIRMS	\$40,172,944.87	6.18%	16.27%	37.99	Underutilization	Disparity*
NON-M/WBE FIRMS	\$609,729,245.65	93.82%	83.73%	112.05	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded.

* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

During the study period, October 1, 2012 through September 30, 2017, across all agencies for the construction procurement category, Construction subcontractor payments are estimates based on U.S. Census data (see **Chapter 4**). Procedures are being put in place by the Office of Economic Vitality (OEV) to capture this data for the next disparity study cycle. MWBE subcontractor utilization amounted to 22.86 percent or \$20.16 million of total estimated payments of \$88.22 million. There was no utilization of Asian American or Native American subcontractor firms. There was substantial underutilization for all MWBE groups. See **Table ES-8** below

TABLE ES-8

COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION SUBCONTRACTORS

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$14,109,178.66	15.99%	21.33%	74.96	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.67%	0.00	Underutilization	Disparity
HISPANIC AMERICAN FIRMS	\$507,858.66	0.58%	6.67%	8.63	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	2.00%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$14,617,037.32	16.57%	30.67%	54.03	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS	\$5,548,653.04	6.29%	12.67%	49.65	Underutilization	Disparity*
TOTAL M/WBE FIRMS	\$20,165,690.36	22.86%	43.33%	52.75	Underutilization	Disparity*
NON-M/WBE FIRMS	\$68,059,119.05	77.14%	56.67%	136.13	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded.

* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

GOAL ATTAINMENT FOR 2019

The charts below (**Tables ES-9 – ES-11**) display goal attainment when compared to the 2019 Disparity Study for the City of Tallahassee, Blueprint and Leon County.

CITY OF TALLAHASSEE – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for the City, when compared to current City MWBE goals, was achieved for MBE and WBE Construction Subcontractors. See **Table ES-9** below.

TABLE ES-9.
CITY OF TALLAHASSEE CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	2003 CITY GOALS		2019 CITY GOAL ATTAINMENT		DIFFERENCE	
	MBE*	WBE*	MBE	WBE	MBE	WBE
Construction	7.50%	3.00%	2.98%	1.12%	-4.52%	-1.88%
Construction Subcontractor	7.50%	3.00%	14.64%	6.22%	7.14%	3.22%
A & E	7.50%	3.00%	1.15%	2.84%	-6.35%	-0.16%
Professional Services	12.50%	3.00%	2.11%	5.29%	-10.39%	2.29%
Other Services	7.50%	3.00%	4.96%	2.99%	-2.54%	-0.01%
Materials and Supplies	7.50%	3.00%	0.09%	0.66%	-7.41%	-2.34%

*Note: Other than Professional Services, goals are for Capital Budget projects \$100,000 or more.

BLUEPRINT – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for Blueprint, when compared to current Blueprint MWBE goals, was achieved for MBE and WBE Construction Subcontractors, and WBEs in Other Services and Materials and Supplies. See **Table ES-10** below.

TABLE ES-10.
BLUEPRINT CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	BLUEPRINT GOALS		2019 BLUEPRINT GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	7.50%	3.00%	0.00%	0.11%	-7.50%	-2.89%
Construction Subcontractor	7.50%	3.00%	12.23%	32.88%	4.73%	29.88%
A & E	7.50%	3.00%	0.00%	2.16%	-7.50%	-0.84%
Professional Services	12.50%	3.00%	0.00%	0.48%	-12.50%	-2.52%
Other Services	7.50%	3.00%	1.00%	9.09%	-6.50%	6.09%
Materials and Supplies	7.50%	3.00%	0.00%	3.56%	-7.50%	0.56%

*Note: Other than Professional Services, goals are for Capital Budget projects \$100,000 or more.

LEON COUNTY – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for Leon County, when compared to current County MWBE goals, was achieved for MBEs in Construction Subcontractors, MBEs Other Services and WBEs in Professional Services and Materials and Supplies. See **Table ES-11** below.

TABLE ES-11.
LEON COUNTY CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	2009 COUNTY GOALS		2019 COUNTY GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	8.00%	5.00%	3.95%	4.43%	-4.05%	-0.57%
Construction Subcontractor	17.00%	9.00%	23.30%	6.54%	6.30%	-2.46%
A & E	12.00%	14.00%	10.20%	7.49%	-1.80%	-6.51%
Professional Services	7.00%	15.00%	0.77%	0.79%	-6.23%	-14.21%
Other Services	10.00%	8.00%	21.98%	7.23%	11.98%	-0.77%
Materials and Supplies	1.00%	6.00%	0.10%	10.84%	-0.90%	4.84%

OTHER FINDINGS

DISPARITIES IN SURVEY OF BUSINESS OWNERS DATA (CHAPTER 6)

Findings from the U.S Census 2012 SBO data indicate there is substantial underutilization for most MWBE firms across industry sectors for the procurement categories identified for this study. Further, each of the five procurement categories analyzed showed substantial disparity among defined MWBE classes, where sufficient data were available.

DISPARITIES IN SELF-EMPLOYMENT AND REVENUE EARNINGS (CHAPTER 6)

Findings from the PUMS 2011 – 2016 data indicate that MWBE firms were significantly less likely than nonminority males to be self-employed. It is evident that racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment after other factors are controlled for. If they were self-employed, MWBE firms earned significantly less in 2011-2016 than self-employed nonminority males.

ANECDOTAL EVIDENCE OF DISCRIMINATION (CHAPTER 7)

Among the MWBE firms who responded to survey questions about barriers to doing business with the City/ County/Blueprint:

- ◆ Firms indicated that during most of the study period the MWBE programs and DBE program, were operated by two agencies. Firms indicated that the consolidated programs should help increase

utilization but will require additional resources, and support from the governing bodies for the programs to function effectively.

- ◆ Participants stated that contracts are too large for their firms to successfully compete on.
- ◆ Having two different program guidelines within the same office is counterproductive. OEV is in the process of consolidating their MWBE programs which will help address this issue.

Many MWBE firms identified two major barriers:

- ◆ Primes not being held accountable for utilizing MWBEs. Primes submit names of MWBE subs to get work, but do not use the subs named in their proposal.
- ◆ Primes are slow to pay for work completed. Accountability is needed to ensure primes are paying subcontractors timely and the contracted amounts.

Some MWBE firms felt that they were evaluated with a higher level of scrutiny regarding their qualifications and ability to perform compared to their nonminority counterparts.

COMMENDATIONS AND RECOMMENDATIONS

The following commendations and recommendations are based on multiple findings and do not necessarily tie to one finding. In developing the study’s recommendations MGT focused on addressing policy and operations, which will strengthen City/County/Blueprint’s efforts to achieve goals related to increasing the utilization of MWBEs in all City/County/Blueprint contracting and procurement.

RECOMMENDATION A: COMBINED ASPIRATIONAL M/WBE GOALS

One of the objectives of this disparity study was to determine if a set of consolidated MWBE goals was feasible, and if so, develop a set of consolidated goals for the City/County/Blueprint. We present a proposed set of consolidated goals in **Table ES-12**. The proposed consolidated goals are based on legal defensibility, current industry standards, and have been vetted by the Disparity Study Workgroup. The methodology used a combined M/WBE utilization calculation for the City/County/Blueprint and weighting for M/WBE availability and utilization.

The aspirational goals shown below should not be applied rigidly to every individual City/County/Blueprint procurement. Instead M/WBE goals should vary from project to project. Aspirational goals should be based on relative M/WBE availability.

TABLE ES-12.
PROPOSED 2019 COMBINED ASPIRATIONAL MBE AND WBE GOALS
CITY/COUNTY/BLEUPRINT

BUSINESS CATEGORY	CONSOLIDATED GOALS	
	MBE	WBE
Construction	5.00%	4.00%
Construction Subcontractor	14.00%	9.00%
A & E	8.00%	6.00%

BUSINESS CATEGORY	CONSOLIDATED GOALS	
	MBE	WBE
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Source: Chapter 8, 2019 City/County/Blueprint Disparity Study

RECOMMENDATION B: NARROWLY TAILORED M/WBE PROGRAM

Developments in court cases involving federal disadvantaged business enterprise (DBE) programs provide important insight into the design of local M/WBE programs. Federal courts have consistently found DBE regulations in 49 CFR 26 to be narrowly tailored.¹ The federal DBE program features in **Table ES-13** demonstrate the application of a narrowly tailored remedial procurement preference program. The City/County/Blueprint should adopt these features in any new M/WBE program.

TABLE ES-13.
NARROWLY TAILORED M/WBE PROGRAM FEATURES

	<i>Narrowly Tailored Goal-setting Features</i>	DBE Regulations
1.	The City/County/Blueprint should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The City/County/Blueprint should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The City/County/Blueprint should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)

Source: Suggested features in a proposed narrowly tailored M/WBE program based on USDOT 49 CFR 26.

COMMENDATION AND RECOMMENDATIONS C: SUBCONTRACTOR PROJECT GOALS

This study provides evidence to support the continuation of City/County/Blueprint’s MWBE program. This conclusion is based primarily on the following:

- ◆ Statistical disparities in current MWBE utilization which showed substantial underutilization in all business categories, for all MWBE groups, except for Hispanic Americans in Construction and Other Services;
- ◆ Evidence of discrimination in business formation and revenue earned from self-employment. Racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment and MWBE firms earned significantly less in 2011-2016 than self-employed nonminority males;
- ◆ Anecdotal evidence of disparate treatment to MWBE subcontractors by prime contractors; and
- ◆ Disparities identified in the private sector marketplace through the U.S. Census Survey of Business Owners (SBO) data.

¹ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000), *Gross Seed. v. State of Nebraska*, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004).

COMMENDATION

City/County/Blueprint should be commended for establishing subcontractor goals on certain City/County/Blueprint contracts. City/County/Blueprint has established procedures for its project specific subcontracting goal setting process.

RECOMMENDATIONS

- ◆ MGT recommends that City/County/Blueprint continue to establish project specific subcontracting goals on a contract by contract basis, based on the availability of ready, willing, and able MWBE firms.
- ◆ MGT recommends that City/County/Blueprint do not place goals on contracts where overutilization has been identified, i.e. Hispanic Americans in Construction and Other Services.
- ◆ MGT also recommends that City/County/Blueprint require prime contractors to document outreach efforts and reasons for rejecting qualified MWBEs and/or MWBEs that were the low bidder.

RECOMMENDATION D: BIDDER ROTATION

City/County/Blueprint should consider bidder rotation to limit habitual purchases from majority firms and to ensure that MWSBEs have an opportunity to bid along with majority firms. Bid rotation encourages MWSBE utilization, particularly in architecture and engineering, by providing each pre-qualified vendor an opportunity to be chosen to perform on a contract. For example, the School Board of Broward County use bid rotation as part of their Supplier Diversity Outreach Program. It is used for a prequalified panel of certified SBEs for smaller contracts valued at less than \$50,000.

RECOMMENDATION E: CONTRACT SIZE

Many MWBE firms stated that one of the barriers they faced was the size of contracts. Contracts are too large for their firms to successfully compete on. MGT recommends that City/County/Blueprint consider structuring smaller bid packages (unbundle), where feasible, so small firms can work as primes and subcontractors and have the capacity to bid and win subcontracts.

COMMENDATION AND RECOMMENDATION F: DATA MANAGEMENT

City/County/Blueprint should be commended for utilizing B2GNow, a contract compliance and monitoring tracking system. This system can maintain and track awarded projects (awards and payments) at the prime and sub level.

City/County/Blueprint should fully implement, monitor and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze M/WBE and SBE utilization data to monitor goal attainment. Data collection should include:

- ◆ Require primes (both M/WBE and non-M/WBE) to report all subcontractor and supplier utilization.
- ◆ Validate subcontractor utilization using compliance reporting.

- ◆ Consistently collect bid and proposal responses and identify those that are M/WBE firms.
- ◆ Document M/WBE and SBE bidders on City/County/Blueprint contracts.

COMMENDATION AND RECOMMENDATION G: PROMPT PAYMENT

- ◆ OEV should be commended for having a prompt payment policy for subcontractors. OEV requires every contract with a prime to include provisions to ensure prompt payment to subcontractors for satisfactory work. Failure to provide prompt payments may result in penalties for non-compliance.
- ◆ OEV also requires prime contractors to submit monthly M/WBE subcontractor reports. The OEV monitors the monthly activity of MWBE subcontractors to review progress payments. MWBE subcontractors who are not being paid in a timely manner may notify OEV. OEV's oversight is an effort to ensure subcontractors are paid timely for their goods and services.

RECOMMENDATION

- ◆ OEV should review current penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.

COMMENDATION H: SMALL BUSINESS ENTERPRISE (SBE) PROGRAM

City/County/Blueprint should be commended for encouraging SBE utilization. SBE programs have the advantage that they are generally not subject to constitutional challenge.

RECOMMENDATION

- ◆ City/County/Blueprint should consider the use of SBE bid preferences. SBE bid preferences operate along similar lines as MWBE bid preferences. For example, prime consultants could receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant. This would further encourage primes to utilize SBEs in their bids.

RECOMMENDATION I: PURCHASING CARDS

- ◆ City/County/Blueprint should consider promoting the utilization of MWSBEs on purchasing cards. This would require the purchasing card vendor to report on M/WBE utilization. Reporting on purchasing card MWSBE expenditures would help towards MWSBE goal attainment.

RECOMMENDATION J: DESK AUDIT

The operation of a comprehensive MWBE program will require staff dedicated to conduct outreach, bid evaluation, monitoring and compliance, goal setting, and reporting. To enhance the effectiveness of the MWBE Program, MGT is recommending that a desk audit be performed to determine if additional resources are necessary.

RECOMMENDATION K: M/WBE GRADUATION

The City/County/Blueprint should consider a phased graduation process for firms that exceed the certification personal net worth requirements. A phased graduation will allow potential graduates to continue to build capacity without the effects of immediate removal from the program.

RECOMMENDATION L: BONDING

Bonding continue to be a barrier to MWBEs ability to secure contracts. City/County/Blueprint should consider simplifying the bonding process, reducing bond requirements, and providing assistance to MWBEs and other small businesses to obtain bonding assistance. For example, the Florida Department of Transportation has a small business initiative where they waive performance and bid bond requirements for contracts under \$250,000.

CONCLUSION

This study provides factual predicate evidence for continuing remedial efforts to include MWBEs in City/County/Blueprint's procurement. One of the objectives of the study was to examine the merits of consolidating OEV's MWSBE policies and procedures. The results of this study support the move in this direction.

Disparity was identified in most procurement categories and business ownership classifications. No disparity was found for prime Hispanic American firms in Construction and Other Services (due to utilization of 2 Hispanic American firms). See **Table ES-14** below. This evidence is based on quantitative and qualitative data from public and private sources. While City/County/Blueprint has made progress in MWBE inclusion, any future efforts must be narrowly tailored to rectify the issues identified in this report.

TABLE ES-14.
SUMMARY OF DISPARITY FINDINGS

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALES	MWBES OVERALL
Construction	Disparity	n/a	No Disparity*	n/a	Disparity*	Disparity*
Construction Subcontractors	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
A&E	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
Professional Services	Disparity*	Disparity	Disparity*	n/a	Disparity*	Disparity*
Other Services	Disparity*	Disparity*	No Disparity	n/a	Disparity*	Disparity*
Material & Supplies	Disparity*	Disparity*	Disparity*	n/a	Disparity*	Disparity*

Study Period: October 1, 2012 to September 30, 2017.

*Denotes statistical significance.

n/a denotes no utilization or availability, so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

The results of this study position the City/County/Blueprint to use procurement as a strategy for achieving greater business diversity and economic inclusion. The commitment to business diversity and inclusion is

embodied in the establishment of OEV and the recognition that procurement can be a powerful mechanism for promoting economic empowerment.

CHAPTER I. INTRODUCTION

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



I.1 INTRODUCTION

MGT of America Consulting, LLC (MGT) is pleased to submit the **Minority, Women, and Small Business Enterprise (MWSBE) Disparity Study (Study)** to the City of Tallahassee, Leon County, and Blueprint Intergovernmental Agency (City/County/Blueprint) Disparity Study Coalition. A disparity study determines if there are any disparities between the utilization of minority, women, or small business enterprises (MWSBEs) compared to the availability of MWSBEs in the marketplace who are ready, willing, and able to perform work. MGT examined the statistical data using the following business categories:

- Construction Services;
- Architecture and Engineering;
- Professional Services;
- Other Services; and
- Material and Supplies.

The Study analyzes whether a disparity exists between the number of available MWSBEs providing goods or services in the above business categories (availability) and the number who are working with the City/County/Blueprint as prime contractors or subcontractors (utilization).

CHAPTER SECTIONS



- 1.1 Introduction
- 1.2 Study Team
- 1.3 Background Study Context
- 1.4 Overview of Study Approach
- 1.5 Report Organization
- 1.6 Glossary of Terms

I.2 STUDY TEAM

The MGT team who conducted the City/County/Blueprint MWSBE Disparity Study is the most experienced and skilled team in the disparity study business. MGT staff have extensive social science research experience, particularly as it relates to disparity. The experience of our team enables us to navigate the challenges, obstacles, and volatility associated with conducting a thorough Disparity Study, which can derail even the most well-planned and executed study.

I.2.1 MGT PROJECT TEAM

MGT is a Tallahassee-based research and management consulting firm. Since 1990, MGT has conducted over 215 disparity and disparity-related studies. The team of experts who dedicated their time, attention, and expertise to this study include:

Dr. Fred Seamon, Executive Vice President/Qualitative Researcher

Dr. Seamon was responsible for ensuring the team had the necessary staff and resources to address the deliverables set forth in the scope of work. Dr. Seamon was also responsible for conducting the policy review. Dr. Seamon has over 30 years of consulting, research, and teaching experience. He has

been conducting research related to access and equity since he was a graduate student. Dr. Seamon has been involved in over 100 of MGT's disparity and disparity-related research studies. His disparity study areas of expertise include qualitative research methods, community engagement, and outreach and policy analysis. He has extensive experience analyzing the structure, operations, and processes of public sector organizations and nonprofit agencies, and conducting research studies related to access, equity, and disparities in education, business, and human services. His consulting experience also includes workforce development, organizational development, program evaluation, program auditing, and performance management in workforce development, developmental disabilities, and community philanthropy.

Mr. Reggie Smith, Vice President/Project Director

Mr. Smith is the leader of MGT's disparity study business unit and is nationally recognized for managing and directing disparity studies. He has directed over 36 disparity studies since joining MGT, and has managed some of the largest disparity studies in the country. He plays a key role in developing, refining, and executing MGT's methodology and quality standards for conducting disparity studies. Mr. Smith is a highly skilled project manager with the knowledge and skills necessary to manage the complexity of a disparity study. In addition to his disparity study experience, Mr. Smith has extensive experience providing consulting, training, and public relations services to private and public sector agencies, particularly in local government. Mr. Smith also specializes in managing and conducting reengineering, operational assessments, organizational and performance reviews, and administrative technology projects for city, county and state government agencies.

Ms. Vernetta Mitchell, Disparity Services Manager/Qualitative Research Manager

Ms. Mitchell led the qualitative research effort for this study. She has over 20 years of experience in minority business program development, public and private sector SBE and MWBE program administration, construction, and government procurement. She has successfully managed dozens of disparity studies since joining MGT, and has functional knowledge and expertise in project management, project scheduling, analytical reporting, facilitation, and public relations. Ms. Mitchell's extensive experience in procurement, construction, and program administration has enabled her to use her expertise in the development and management of qualitative data collection that has led to more efficient analyses and reporting of business participation.

Mr. Andres Bernal, Senior Consultant/Quantitative Data Manager

Mr. Bernal was responsible for collecting and analyzing City/County/Blueprint's contracting and procurement data, and serves as the data manager for MGT's disparity studies. He has extensive experience in the collection and analysis of large complex data, and applying various statistical and mathematical computations to reach reliable and valid conclusions that are used to shape disparity study findings and recommendations. Mr. Bernal has a law degree and an impressive background in economic theories, including Microeconomic Theory, Macroeconomic Theory, Econometrics, Urban Economics, Experimental Economics, Human and Labor Resource Economics, and Regression Analysis.

MGT SUBCONSULTANTS

Abelita LLC – (MBE)

Abelita LLC is a Tallahassee-based small business that was established in August 2012 as a business, management, and administrative services consulting company offering diversified services across market sectors. As a growing company, they have established a reputation and remarkable track record for being forward thinking, offering quality services, innovation, and excellence in meeting client needs. On this study, Abelita LLC assisted in coordinating and managing community engagement and outreach to the business community, developing the master minority, women, disadvantaged, airport concessions business enterprises (MWDDBE/ACDBE) database, and conducting in-depth interviews with business owners. Abelita serves state and local governments, along with higher education and private sector clients, and has provided consulting services to clients in several states, including Florida, Georgia, Alabama, South Carolina, Texas, Virginia, and Washington D.C. They endeavor to help clients reach their goals and objectives and have meaningful impact in the communities they serve.

CLG Management, LLC – (MBE)

CLG Management, LLC is a Tallahassee-based, women-owned small business established in 2006. The owner and founder, Joan Gardenhire, formerly worked with MGT and has over 20 years of experience in the consulting and construction industries providing project management and capacity building consulting services. She is proficient in the Federal Acquisition Regulations, the Small Business Act, and other federal legislative and executive orders, concerned with reducing barriers for minority and women-owned businesses. Ms. Gardenhire offers expertise in capacity building; technical assistance; and program design and implementation of small, minority, women, and disadvantaged business enterprises and local business incentive programs. On this study, CLG Management assisted with data collection, conducted in-depth interviews with stakeholders and business owners, and assisted with proposed recommendations. Ms. Gardenhire is a published writer on DBE issues, and has presented at conferences around the country. As a general contractor specializing in concrete and utility construction, she was previously named Woman of the Year in Construction by the National Association of Women in Construction (NAWIC).

Oppenheim Research – Anneliese Oppenheim, President (WBE)

Ms. Anneliese Oppenheim is the CEO of Oppenheim Research, and a longtime partner with MGT. Ms. Oppenheim was responsible for conducting the custom census surveys and the business owner telephone surveys for this project. She has over 15 years of experience in the field of survey analysis and opinion research. Her work has included public opinion polling, policy study, program evaluation, and product and advertising research.

Ms. Oppenheim was formerly a research associate and director of field operations for the Policy Sciences Program of Florida State University in Tallahassee. Since joining the Policy Sciences Program in 1978, she was responsible for operating the Program's Survey Research Center, managing all survey fieldwork, developing proposals, assisting faculty in survey research, collecting data, using survey information, and preparing survey reports.

MGT conducted the Study with the full and complete cooperation of City/County/Blueprint staff who provided information, support, and assistance throughout the study process. This level of cooperation made the successful completion of this project possible.

I.3 BACKGROUND STUDY CONTEXT

In May 2017, the City/County/Blueprint Disparity Study Coalition contracted with MGT to conduct an MWSBE Disparity Study. The Study covers procurement activity from October 1, 2012 through September 30, 2017 (FY2013 – FY2017). The objectives of this study were:

- ◆ Determine whether the City, County, or Blueprint, either in the past or currently, engages in discriminatory practices in the solicitation and award of contracts in Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies to MWSBEs.
- ◆ Determine if a legally justified need exists for the continuation of an MWSBE program in accordance with the guidelines set forth by the Supreme Court and relevant subsequent cases.

The study objectives and research questions underscore the City/County/Blueprint Disparity Coalition’s urgency to address increasing the participation of minority and women-owned businesses and recognition that increasing participation is a shared responsibility, and not solely the responsibility of the City, County, or Blueprint. The underlying premise in commissioning this study is improving access to contracting and procurement opportunities to increase minority and women-owned businesses’ share in the community’s economic prosperity. In other words, contracting and procurement can have a significant community impact and serve multiple purposes, including advancing equity and economic prosperity in a community. According to the Harvard Study², the City/County is the most economically segregated community in the US, where social and economic barriers are still in place and are still pervasive and persistent. Within this context, this study is viewed as a powerful mechanism for growing the capacity of minority and women-owned businesses by increasing opportunities to participate in contracting and procurement. The Harvard study was not reviewed or tested by MGT for accuracy, validity or reliability. See **Appendix I**. However, the Office of Economic Vitality (OEV) is making major strides which will impact the availability and utilization of small, minority, and women-owned businesses in the City/County/Blueprint marketplace. Some of the initiatives OEV has initiated since it was created include:

- ◆ Consolidation of the City of Tallahassee (COT) and Leon County MWSBE offices and their respective policies.
- ◆ Certification of minority- and women-owned firms for procurement opportunities beyond just COT and Leon County projects, e.g. Tallahassee Memorial Hospital, Florida A&M University, and Leon County Sheriff’s Office.
- ◆ Programs to help build capacity for existing MWSBE businesses, e.g., CapitalLoop campaign and the 4Es strategy (engage, educate, equip, empower).

² May 2015, Harvard University, “Impacts of Neighborhoods on Intergenerational Mobility.”

- ◆ Improving the procurement processes by which MWSBEs are engaged and active through the BidSync and B2Gnow systems.

1.4 OVERVIEW OF STUDY APPROACH

MGT followed a carefully designed work plan that allowed study team members to fully analyze availability and utilization of MWSBEs in the City/County/Blueprint geographic and product market from Fiscal Years October 1, 2012 through September 30, 2017 (i.e., the study period). The MWSBE Disparity Study business categories, defined in **Chapter 4, Market Area and Utilization Analysis**, are:

- ◆ Construction;
- ◆ Architecture and Engineering;
- ◆ Professional Services;
- ◆ Other Services;
- ◆ Material and Supplies.

The MWSBE Disparity Study analyzed contracting opportunities in these procurement categories in order to identify with particularity whether a statistical disparity exists. A statistical disparity demonstrates whether the City/County/Blueprint is a passive participant in private sector discrimination and/or whether lingering effects of past discrimination exist that give rise to a compelling governmental interest for the City/County/Blueprint MWSBE Programs.

The work plan consisted of, but was not limited to, the following major tasks:

- ◆ Establish data parameters and finalize the work plan.
- ◆ Conduct a legal review.
- ◆ Review the City/County/Blueprint policies, procedures, and programs.
- ◆ Determine the City/County/Blueprint geographic and product markets.
- ◆ Conduct market area and utilization analyses.
- ◆ Determine the availability of qualified firms.
- ◆ Analyze the availability and utilization of primes or subcontractors in the City/County/Blueprint geographic and product markets.

RESEARCH QUESTIONS

These research questions are embedded in relevant chapters throughout this report.

- Is there factual predicate evidence to support a race- and gender-conscious MWSBE program for the City/County/Blueprint?
- How does case law inform the research methodology for the City/County/Blueprint disparity study?
- Are there disparities between the availability and utilization of MWSBE primes and subcontractors?
- If so, what is the cause of the disparity? Is there other evidence that supports and/or explains why there is disparity?
- Does the City/County/Blueprint passively engage in private sector discrimination?
- Are there statistically significant disparities in the utilization of MWSBEs by primes on projects where there are no MWSBE goals?
- Is there qualitative/anecdotal evidence of disparate treatment of MWSBE subcontractors by prime contractors?

- ◆ Quantify the disparity between availability and utilization for primes and subcontractors.
- ◆ Conduct a survey of business owners.
- ◆ Collect and analyze anecdotal information.
- ◆ Prepare and present draft and final reports for the study.

I.5 REPORT ORGANIZATION

In addition to this introductory chapter, the City/County/Blueprint 2019 MWSBE Disparity Study report consists of:

CHAPTER 2	<p>LEGAL FRAMEWORK</p> <p>Chapter 2 presents the legal framework and an overview of the controlling legal precedents that impact remedial procurement programs with a particular concentration on the United States Court of Appeals for the Eleventh Circuit.</p>
CHAPTER 3	<p>REVIEW OF POLICIES, PROCEDURES, AND PROGRAMS</p> <p>Chapter 3 provides MGT’s analysis of the City/County/Blueprint race- and gender-neutral and race- and gender-conscious policies, procedures, and programs.</p>
CHAPTER 4	<p>MARKET AREA AND UTILIZATION ANALYSIS</p> <p>Chapter 4 presents the methodology used to determine the City/County/Blueprint relevant market area, and the analyses of vendor utilization by the City/County/Blueprint for the procurement of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies contracts.</p>
CHAPTER 5	<p>AVAILABILITY AND DISPARITY ANALYSIS</p> <p>Chapter 5 presents the availability of MWSBEs in the City/County/Blueprint geographic and product markets and the disparity between the availability and utilization of MWSBEs by the City/County/Blueprint.</p>
CHAPTER 6	<p>PRIVATE SECTOR ANALYSIS</p> <p>Chapter 6 provides an analysis of the disparities present in the private sector and the effect on MWSBEs. This private sector analysis demonstrates why the City/County/Blueprint race- and gender-conscious programs and goals are necessary to ensure it does not become a passive participant in private sector discrimination.</p>
CHAPTER 7	<p>ANECDOTAL ANALYSIS</p>

	Chapter 7 contains an analysis of anecdotal data collected from the survey of business owners, personal interviews, focus groups, and public meetings.
CHAPTER 8	FINDINGS AND RECOMMENDATIONS Chapter 8 provides a summary of the findings and recommendations based upon the analyses presented in this study.
APPENDICES	The appendices contain additional analyses and supporting documentation and data.

MGT recommends reading the 2019 MWSBE Disparity Study in its entirety to understand the basis for the findings and conclusions presented in **Chapter 8, Findings and Recommendations**.

1.6 GLOSSARY OF TERMS

This glossary contains definitions of common terms and acronyms used throughout the City/County/Blueprint 2019 MWSBE Disparity Study. Additional and more detailed definitions can be found in various chapters of the report.

ACDBE	Airport Concessions Disadvantaged Business Enterprise. An ACDBE is a concession that is a for-profit small business concern that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation, in which 51 percent of the stock is owned by one or more such individuals; and whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.
Anecdotal	A personal account of experiences collected through surveys, interviews, public hearings, and focus groups.
Aspirational Goal	A benchmark percentage of spending by an agency with a particular group over a period of time. The aspirational goal is typically an annual goal.
Anecdotal Database	A compiled list of utilized firms and registered vendors developed from several different sources, including Dun & Bradstreet. This list was used to develop the pool of available firms to participate in the anecdotal activities.
Awards	Awards reflect anticipated dollar amounts a prime contractor or vendor are scheduled to receive upon completion of a contract.
Contract	All types of City/County/Blueprint agreements, to include direct payments and purchase orders, for the procurement of Construction, Architecture and Engineering, Professional Services, Other Services, and Materials & Supplies.
Custom Census	Custom census involves using Dun & Bradstreet as a source of business availability. A short survey is conducted on a random sample of firms supplied by

	Dun & Bradstreet, requesting specific information, e.g., ethnic and gender status, willingness to work on City/County/Blueprint projects.
DBE	Disadvantaged Business Enterprise. A DBE is a for-profit business which is at least 51% owned and controlled by one or more socially or economically disadvantaged individuals, whose personal net worth does not exceed the US Department of Transportation’s current threshold.
Direct Payment	Payment made to prime contractors or vendors without the development of a contract.
Disparity Index/ Disparity Ratio	The ratio of the percentage of utilization and the percentage of availability for a particular demographic group times 100. Disparities were calculated for primes and subcontractors for each of the business categories.
Disparity Study	A study that reviews and analyzes the utilization and availability of disadvantaged, minority and women-owned businesses in a particular market area to determine if disparity exists in the awarding of contracts to minority, women and small business enterprises by a public entity.
Expenditures	Expenditures are payments made by the City/County/Blueprint to primes, and payments made by primes to subcontractors.
Good Faith Efforts	Documented evidence of the primes’ efforts to meet established project goals to contract with MWSBE firms.
Intermediate Scrutiny	The second level of federal judicial review used to determine whether certain governmental policies are constitutional. This level applies to gender-conscious programs. Less demanding than “strict scrutiny.”
Lowest Responsible, Responsive Bidder	An entity that provides the lowest price, has responded to the needs of the requestor, and has not violated statutory requirements for vendor eligibility.
MWBE	A minority- or woman-owned business enterprise. An MWBE is a business that is at least 51% owned and operated by one or more individuals who are African-American, Asian-American, Hispanic-American, Native-American, or non-minority women.
Master Vendor Database	A database that maintains firms who have conducted business with the City/County/Blueprint, registered with the City/County/Blueprint, bid on City/County/Blueprint projects, certified as minority, woman, or approved small local business with City/County/Blueprint, or are registered with Dun & Bradstreet who are willing to provide services that City/County/Blueprint procures.
MBE	A minority-owned business enterprise. An MBE is a business that is at least 51% owned and operated by one or more individuals who are African-American, Asian-American, Hispanic-American, or Native-American.

MSA	Metropolitan Statistical Area. Metropolitan Statistical Areas are geographic entities defined by the U.S. Office of Management and Budget (OMB) for use by federal statistical agencies in collecting, tabulating, and publishing federal statistics.
Non-MWBE	A firm not identified as minority or women-owned.
Passive Discrimination	The act of unintentionally perpetuating discrimination by awarding contracts to firms that discriminate against minority and women-owned firms.
Prima Facie	Evidence which is legally sufficient to establish a fact or a case.
Prime	The contractor or vendor to whom a purchase order or contract is issued by the City/County/Blueprint.
Private Sector	The for-profit part of the national economy that is not under direct government control.
Procurement Category	The type of service or good provided under a contract awarded. The categories analyzed in this Study are Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies.
Project Goals	Goals placed on an individual project or contract, as opposed to aspirational goals placed on overall agency spending. The goal is communicated as a percentage of the procurement that should be contracted with an MWBE firm.
Public Sector	The non-profit part of the economy that is controlled by the government.
PUMS	An acronym for Public Use Microdata Sample. PUMS contains records for a sample of housing units with information on the characteristics of each unit and each person in it. PUMS files are available from the American Community Survey (ACS) and the Decennial Census.
Purchase Order	A commercial document and first official offer issued by a buyer to a seller, indicating types, quantities, and agreed prices for products or services.
Regression Analysis	A technique for modeling and analyzing several variables when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held constant. For the purpose of this study, a multivariate regression analysis was used to examine the influence of an owner’s race and gender on gross revenues reported by firms participating in a survey of vendors administered during the study.
Relevant Market	The relevant market in a disparity study identifies the geographical location and product/service category of firms that have been awarded or paid the majority of the City/County/Blueprint contract dollars.
SBE	A small business enterprise. An SBE is a for-profit business pursuant to Section 3 of the Small Business Act whose annual average gross receipts are not in excess

	of the standards established by the Small Business Administration’s regulation under 13 C.F.R. 121 for a consecutive three-year period.
Sole Source	Contracting or purchasing goods or general services procured without a competitive process based on a justification that only one known source exists or that only one single supplier can fulfill the requirement.
Statistically Significant	The likelihood that a result or relationship is caused by something other than mere random chance. Statistical hypothesis testing is traditionally employed to determine if a result is statistically significant or not. This provides a "p-value" representing the probability that random chance could explain the result. In general, a 5% or lower p-value is considered to be statistically significant.
Strict Scrutiny	The highest level of federal judicial review used to determine whether certain governmental policies are constitutional. This level applies to race-conscious programs.
Subcontractor	A vendor or contractor providing goods or services to a prime contractor or vendor under contract with the City/County/Blueprint.
Survey of Vendors	A telephone or web-based survey administered to firms listed in the master vendor database to solicit responses from business owners and representatives about their firms and their experiences doing business or attempting to do business with the City/County/Blueprint.
Utilization	Examines the expenditures and awards made to primes and subcontractors in the City/County/Blueprint’s geographic market area for each procurement category (Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies). The utilization data is presented as the dollars spent or awarded and the percentage of the total dollars by racial, ethnic, and gender classification.
WBE	A woman-owned business enterprise. A WBE is a business that is at least 51% owned and operated by one or more non-minority women.

CHAPTER 2. LEGAL FRAMEWORK

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



This chapter provides legal background and framework for the City/County/Blueprint Disparity Study. This chapter is the standard MGT chapter for Eleventh Circuit decisions and includes a review of recent cases. The discussion that follows does not constitute legal advice to the City/County/Blueprint on minority- and woman-owned business (M/WBE) programs, affirmative action, or any other matter. Instead, it provides the legal context for the statistical and anecdotal analyses that appear in subsequent chapters of this report.

2.1 INTRODUCTION

The Supreme Court decision in *City of Richmond v. J.A. Croson Company*³ and later cases have established and applied the constitutional standards for an affirmative action program. This chapter identifies and analyzes those decisions, summarizing how courts evaluate the constitutionality of race- and gender-specific programs. Decisions of the Eleventh Circuit, which includes City/County/Blueprint, offer the most directly binding authority, but where those decisions leave issues unsettled, the review considers decisions from other circuits.

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

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

³ City of Richmond v. J.A. Croson Co., 488 U.S. 469 (1989).

CHAPTER SECTIONS



2.1	Introduction
2.2	Standards of Review for Race- and Gender-Specific Programs
2.3	To Withstand Strict Scrutiny, an MBE Program Must Be Based On Thorough Evidence Showing a Compelling Governmental Interest
2.4	Sufficiently Strong Evidence of Significant Statistical Disparities Between Qualified Minorities Available and Minorities Utilized Will Satisfy Strict Scrutiny and Justify a Narrowly Tailored M/WBE Program
2.5	Anecdotal Evidence of Discrimination in Disparity Studies
2.6	The Governmental Entity or Agency Enacting an M/WBE Program Must Be Shown To Have Actively or Passively Perpetuated the Discrimination
2.7	To Withstand Strict Scrutiny, an M/WBE Program Must Be Narrowly Tailored to Remedy Identified Discrimination
2.8	Personal Liability for Implementing an M/WBE Program
2.9	DBE Programs
2.10	SBE Programs
2.11	Conclusions

- A program designed to address the compelling governmental interest must be narrowly tailored to remedy the identified discrimination.
 - “Narrow tailoring” means the remedy must fit the findings.
 - The evidence showing compelling interest must guide the tailoring very closely.
 - Race-neutral alternatives must be considered first.
- A less exacting standard, intermediate judicial scrutiny, applies to programs that establish gender preferences.
 - To survive intermediate scrutiny, a remedial, gender-conscious program must serve important governmental objectives and be substantially related to the achievement of those objectives.
 - The evidence does not need to be as strong and the tailoring does not need to be as specific under intermediate scrutiny.

2.2 STANDARDS OF REVIEW FOR RACE- AND GENDER-SPECIFIC PROGRAMS

2.2.1 RACE-SPECIFIC PROGRAMS: THE CROSON DECISION

Croson established the legal framework for testing the validity of programs based on racial discrimination. In 1983, the Richmond City Council (the Council) adopted a Minority Business Utilization Plan (the Plan) following a public hearing in which citizens testified about historical societal discrimination. In adopting the Plan, the Council also relied on a study indicating that “while the general population of Richmond was 50 percent black, only 0.67 percent of the City’s prime construction contracts had been awarded to minority businesses in the 5-year period from 1978 to 1983.”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 and 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 enterprise (MBE). The Plan did not establish any

⁴ *Id.* at 479-80.

⁵ *Id.* at 480.

⁶ *Id.*

geographic limits for eligibility. Therefore, an otherwise qualified MBE from anywhere in the United States could benefit from the 30 percent set-aside.

J.A. Croson Company, a non-MBE mechanical plumbing and heating contractor, filed a lawsuit against the city of Richmond alleging that the Plan was unconstitutional because it violated the Equal Protection Clause of the Fourteenth Amendment. After a considerable record of litigation and appeals, the Fourth Circuit struck down the Richmond Plan and the Supreme Court affirmed this decision.⁷ The Supreme Court determined that strict scrutiny was the appropriate standard of judicial review for MBE programs, so that a race-conscious program must be based on a compelling governmental interest and be narrowly tailored to achieve its objectives. This standard requires a firm evidentiary basis for concluding that the underutilization of minorities is a product of past discrimination.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 classification meets this burden “only by showing at least that the classification serves ‘important governmental objectives and that the discriminatory means employed’ are ‘substantially related to the achievement of those objectives.’”¹⁰ The Eleventh Circuit has held that, “[u]nless and until the Supreme Court tells us otherwise, intermediate scrutiny remains the applicable constitutional standard in gender discrimination cases, and a gender preference may be upheld so long as it is substantially related to an important governmental objective.”¹¹

⁷ *Id.* at 511.

⁸ *Id.* at 493.

⁹ *Miss. Univ. for Women v. Hogan*, 458 U.S. 718, 724 (1982) (quoting *Kirchberg v. Feenstra*, 450 U.S. 455, 461 (1981)); see also *Tuan Anh Nguyen v. Immigration and Naturalization Serv.*, 533 U.S. 53, 60 (2001); *United States v. Virginia*, 518 U.S. 515, 531 (1996).

¹⁰ *Miss. Univ. for Women*, 458 U.S. at 724 (quoting *Wengler v. Druggists Mut. Ins. Co.*, 446 U.S. 142, 150 (1980)); see also *Tuan Anh Nguyen*, 533 U.S. at 60; *Virginia*, 518 U.S. at 533.

¹¹ *Eng’g Contractors Ass’n of S. Fla., Inc. v. Metro. Dade Cty.*, 122 F.3d 895, 908 (11th Cir. 1997).

Several federal courts have applied intermediate scrutiny to WBE programs and yet have found the programs to be unconstitutional.¹² Nevertheless, in ***Coral Construction v. King County***, the Ninth Circuit upheld a WBE program under the intermediate scrutiny standard.¹³ Even using intermediate scrutiny, the court in ***Coral Construction*** noted that some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy may be instituted in that industry. As the court stated, “the mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny.”¹⁴ Indeed, one court has questioned the concept that it might be easier to establish a WBE program than it is to establish an MBE program.¹⁵

2.2.3 AN OVERVIEW OF THE APPLICABLE CASE LAW

Croson did not find a compelling justification for a complete MBE program. ***Croson*** found the city of Richmond’s evidence to be inadequate as a matter of law. Nevertheless, more recent cases in other federal circuits have addressed applications of the law that were not considered in ***Croson***. Therefore, it becomes necessary to look to the decisions of other federal circuits to predict what level of evidence might be required to establish an affirmative action program. The discussion in this review will also focus on the most relevant decisions within the area of government contracting.

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

Finally, the ways in which municipalities participate in national disadvantaged business enterprise (DBE) programs is a specialized issue

Justice O’Connor, distinguishing her majority opinion on affirmative action in law school admissions from her opinions in government contracting cases, wrote

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

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

¹² See *Builders Ass’n of Greater Chicago v. Cty. of Cook (Builders Ass’n II)*, 256 F.3d 642 (7th Cir. 2001); *Eng’g Contractors Ass’n of S. Fla., Inc.*, 122 F.3d at 895; *Associated Util. Contractors v. Mayor and City Council of Baltimore*, 83 F. Supp. 2d 613 (D. Md. 2000). The Eighth Circuit did not address the application of intermediate scrutiny to WBE participation and upheld the federal DBE program in *Sherbrooke Turf, Inc. v. Minn. Dep’t of Transp.*, 345 F.3d 964 (8th Cir. 2003); *cert. denied*, 541 U.S. 1041 (2004), against non-minority challengers.

¹³ *Coral Constr. Co. v. King Cty.*, 941 F.2d 910 (9th Cir. 1991), *cert. denied*, 502 U.S. 1033 (1992).

¹⁴ *Id.* at 932.

¹⁵ *Builders Ass’n II*, 256 F.3d at 644. See also *W. States Paving Co. v. Wa. State Dep’t of Transp.*, 407 F.3d 983, 991 n.6 (9th Cir. 2005) (rejecting need for separate analysis of WBE program under intermediate scrutiny).

distinct from that of supporting municipal programs, even if the same kinds of evidence and same levels of review apply. In *Adarand Constructors, Inc. v. Peña*,¹⁶ the Supreme Court did decide that federal DBE programs should be examined by the same strict scrutiny standard that *Croson* mandated for state and local programs. Nevertheless, cases considering national DBE programs have many important distinctions from cases considering municipal programs, particularly when it comes to finding a compelling governmental interest.¹⁷ The national DBE cases have somewhat more application in determining whether a local program is narrowly tailored (to be discussed in Section 2.6).¹⁸

Therefore, the majority of this review will be based on decisions of the federal circuit courts applying *Croson* to city or county programs designed to increase participation by M/WBEs in government contracting. This is not a large body of case law. While other cases are useful regarding particular points, only a small number of circuit court cases have reviewed strictly local M/WBE programs and given clear, specific, and binding guidance about the adequacy of a complete factual record including thorough, local

Ultimately, only three circuit court decisions since *Croson* have passed definitively on thorough, strictly local disparity studies:

Engineering Contractors Association of South Florida, Inc.¹

Concrete Works IV²

H.B. Rowe³

¹*Eng'g Contrs. Ass'n Of S. Florida, Inc.*, 122 F.3d 895 (11th Cir 1997).

²321 F.3d 950.

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

disparity studies with at least some statistical analysis. Further, in one of the three directly applicable circuit court cases, the Third Circuit evaded the issue of compelling justification after lengthy discussion, holding that the Philadelphia M/WBE program was unconstitutional because it was not narrowly tailored.¹⁹

In *Engineering Contractors*, the Eleventh Circuit ultimately upheld the district court finding that Dade County's disparity studies were not adequate to support an M/WBE program, at least in the face of rebuttal

¹⁶ *Adarand Constructors, Inc. v. Peña*, 515 U.S. 200, 200-27 (1995).

¹⁷ See *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147, 1147-65 (10th Cir. 2000), cert. granted in part sub nom., *Adarand Constructors, Inc. v. Mineta*, 532 U.S. 967 (2001); cert. dismissed as improvidently granted, 534 U.S. 103 (2001); *Sherbrooke Turf Inc.*, 345 F.3d at 970-71.

¹⁸ The Ninth Circuit ruled in *Western States Paving Co. v. Washington State Department of Transportation* that specific evidence of discrimination was necessary at a state level in order for implementation of race-conscious goals to be narrowly tailored. *W. States Paving Co.*, 407 F.3d at 997-98. In *Northern Contracting v. Illinois Department of Transportation*, the district court, while not striking down the program, required the Illinois Department to develop local evidence of discrimination sufficient to justify the imposition of race-conscious goals. In this context, narrow tailoring still requires factual predicate information to support race-conscious program elements in a DBE program. *N. Contracting v. Ill. Dep't of Transp.*, No. 00-4515, 2004 U.S. Dist. LEXIS 3226, at *139-60 (N. D. Ill. Mar. 3, 2004).

¹⁹ *Contractors Ass'n of E. Pa. Inc. v. City of Philadelphia*, 91 F.3d 586, 605 (3rd Cir. 1996).

evidence.²⁰ By contrast, in **Concrete Works IV**, the Tenth Circuit, after holding that the district court had used an improper standard for weighing the evidence, went on to evaluate the evidence and determine that it was adequate as a matter of law to establish a compelling justification for Denver’s program. The Supreme Court refused to hear the appeal in **Concrete Works IV**,²¹ although the refusal alone has no precedential effect. The dissent to that denial, written by Justice Scalia with the Chief Justice joining, argues that these cases may mark a split in approach among the circuits that will need to be reconciled.²² In **H.B. Rowe v. Tippett**,²³ the Fourth Circuit upheld North Carolina’s M/WBE program for state-funded construction projects as applied to ethnic groups with sufficient statistical and anecdotal factual predicate evidence.

2.3 TO WITHSTAND STRICT SCRUTINY, AN MBE PROGRAM MUST BE BASED ON THOROUGH EVIDENCE SHOWING A COMPELLING GOVERNMENTAL INTEREST

For government contracting programs, courts have yet to find a compelling governmental interest for affirmative action other than remedying discrimination in the relevant marketplace. In other arenas, diversity has served as a compelling governmental interest for affirmative action. For example, the Ninth Circuit upheld race-based admission standards at an experimental elementary school in order to provide a more real world education experience.²⁴ More recently, in **Petit v. City of Chicago**,²⁵ the Seventh Circuit relied on **Grutter v. Bollinger**²⁶ in stating that urban police departments had “an even more compelling need for diversity” than universities and upheld the Chicago program “under the **Grutter** standards.”²⁷ The recent holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.

Croson identified two necessary factors for establishing racial discrimination sufficiently to demonstrate a compelling governmental interest in establishing an M/WBE program. First, discrimination must be

²⁰ *Compare Cone Corp. v. Hillsborough Cty.*, 908 F.2d 908 (11th Cir. 1990), an earlier decision of the Eleventh Circuit reversing summary judgment against an MBE program where more limited statistical evidence was found adequate to require a trial on the merits in the face of a relatively weak challenge.

²¹ *Concrete Works of Colo., Inc. v. City and Cty. of Denver (Concrete Works IV)*, 321 F.3d 950 (10th Cir.), cert. denied, 540 U.S. 1027 (2003).

²² *Id.* AT 1027-35 (SCALIA, J., DISSENTING).

²³ *H.B. ROWE V. TIPPETT*, 615 F. 3D 233 (4TH CIR. 2010).

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

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

²⁶ *Gruttter v. Bollinger*, 539 US 306 (2003). For an argument that other cases could serve as a compelling interest in public contracting, see Michael K. Fridkin, *The Permissibility of Non-Remedial Justification for Racial Preferences in Public Contracting*, 24 N. Ill. U. L. Rev. 509, 509-10 (2004).

²⁷ *Petit* 352 F.3d at 1114.

identified in the relevant market.²⁸ Second, “the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,”²⁹ either actively or at least passively with the “infusion of tax dollars into a discriminatory industry.”³⁰

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.

BURDEN OF PROOF

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

introduces its statistical proof as evidence of its remedial purpose, thereby supplying the [district] court with the means for determining that [it] had a firm basis for concluding that remedial action was appropriate, it is incumbent upon the nonminority [employees] to prove their case; they continue to bear the ultimate burden of persuading the [district] court that the [public employer’s] evidence did not support an inference of prior discrimination and thus a remedial purpose, or that the plan instituted on the basis of this evidence was not sufficiently “narrowly tailored.”

Eng’g Contrs. Ass’n of S. Florida, Inc., 122 F.3d 895, 916 (quoting *Howard v. McLucas*, 871 F.2d 1000, 1007 (11th Cir.1989)).

The Tenth Circuit in *Concrete Works IV* ruled that the district court in reviewing the evidence should only have asked whether Denver had demonstrated strong evidence from which an inference of past or present discrimination could be drawn.³¹ Denver was not required to prove the existence of discrimination. The Tenth Circuit went on to state that Denver did not have the “burden of establishing by a preponderance that not only were there inferences to discrimination, but in fact that the inferences were correct.”³² The Tenth Circuit also clarified the burden faced by the plaintiff in these cases, so that “once Denver meets its burden, [the plaintiff] must introduce credible particularized evidence to rebut [the city’s] initial showing of the existence of a compelling interest.”³³

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

²⁸ *Croson*, 488 U.S. at 492.

²⁹ *Coral Constr. Co.*, 941 F.2d at 916.

³⁰ *Id.*

** *Concrete Works IV*, 321 F.3d at 950.

³² *Id.*

³³ *Id.* at 959.

affirmative action program.³⁴ Some cases required both pre-enactment and post-enactment evidence.³⁵ In connection with post-enactment evidence the Eleventh Circuit stated in *Engineering Contractors* that, “[g]overnment actors are free to introduce post-enactment evidence in defending affirmative action programs, but if that evidence fails to meet the applicable evidentiary burden, a federal court cannot simply presume that, absent the programs, sufficient evidence of discrimination would have been found.”³⁶

The Supreme Court case in *Shaw v. Hunt*³⁷ 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. Therefore, the critical issue was whether the legislative body believed that discrimination had existed before the districts were drafted.³⁸ Following the *Shaw* decision, two district courts rejected the use of post-enactment evidence in the evaluation of the constitutionality of local minority business programs.³⁹

2.3.2 STALENESS OF DATA AND TIME PERIOD OF STUDY

Courts also evaluate the data introduced to support programs. For instance, courts have considered the volume of data, how current it is, and how much data must be reviewed in order to satisfy strict scrutiny. Although there is not clear requirement about how many years should be studied (i.e., the data time range), some courts caution against relying on small sample sizes⁴⁰. With regard to the age of data, in *Rothe*, a federal appeals court held that disparity studies with 2003 data could support reenacting a federal program in 2006⁴¹. Agencies could rely on the most current available data, noting other circuit court decisions involving “studies containing data more than five years old when conducting compelling interest analyses.”⁴²

³⁴ See *Constr. Ass’n of E. Pa. Inc. v. Philadelphia*, 6 F.3d 990, 1009 n.18 (2nd Cir. 1993); *Concrete Works of Colo., Inc. v. City and Cty. of Denver (Concrete Works II)*, 36 F.3d 1513, 1521 (10th Cir. 1994).

³⁵ See *Coral Constr. Co.*, 941 F.2d at 910-20.

³⁶ *Eng’g Contractors Ass’n of S. Fla., Inc.*, 122 F.3d at 911.

³⁷ *Shaw v. Hunt*, 517 U.S. 899 (1996).

³⁸ *Id.* at 910.

³⁹ *Associated Util. Contractors of Md. Inc. v. Mayor and City Council of Baltimore*, 83 F. Supp. 2d 613, 620-22 (D. Md. 2000); *W. Tenn. Chapter of Associated Builders and Contractors v. Memphis City Schs.*, 64 F. Supp. 2d 714, 718-21 (W.D. Tenn. 1999).

⁴⁰ *Associated Gen. Contractors of Am. v. City of Columbus*, 936 F. Supp. 1363 (S.D. Ohio 1996); vacated by 172 F.3d 411 (6th Cir. 1999).

⁴¹ *Rothe Dev. Corp. v. United States Dep’t of Def.*, 545 F.3d 1023, 1039 (Fed. Cir. 2008).

⁴² *Id.* (citing *W. States Paving Co.*, 407 F.3d at 992; *Sherbrooke Turf, Inc.*, 345 F.3d at 970).

2.3.3 OUTREACH PROGRAMS

There is some debate about whether or not outreach programs are subject to strict scrutiny. In *Peightal v. Metropolitan Dade County*, the Eleventh Circuit treated recruiting and outreach efforts as “race-neutral” policies.⁴³ Other lower court cases have stated that expanding the pool disadvantages no one and thus a distinction should be made between inclusive and exclusive outreach.⁴⁴ Similarly, in *Allen v. Alabama State Bd. of Education*, a case involving teacher certification examinations, the Eleventh Circuit stated that the,

Board must be conscious of race in developing the examination, choosing test items to minimize any racially disparate impact within the framework of designing a valid and comprehensive teaching examination. Nothing in *Adarand* requires the application of strict scrutiny to this sort of race-consciousness.⁴⁵

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

It is well settled that “all racial classifications imposed by government must be analyzed by a reviewing court under strict scrutiny”. *Grutter v. Bollinger*, 539 U.S. 306, 326 (2003) (quoting *Adarand Constructors, Inc. v. Pena*, 515 U.S. 200, 227 (1995)). To the extent that Defendants argue that the MVP did not contain racial classifications because it did not include set-asides or mandatory quotas, we note that strict scrutiny applies to all racial classifications, not just those creating binding racial preferences. The MVP includes racial classifications. It is therefore subject to strict scrutiny.⁴⁶

2.3.4 DISABLED BUSINESS ENTERPRISE

Disabled business enterprise programs are quite common in federal, state, and local government. Section 15(g) of the Small Business Act provides for a goal of not less than three percent utilization of service-disabled veteran businesses in federal contracting.⁴⁷ Section 36 of the Act grants the authority to set-aside for service-disabled veteran-owned businesses.⁴⁸ These policies were strengthened and reaffirmed in October 2004, in Executive Order 13360. The U.S. Army alone projected \$1.8 billion in set-asides to service-disabled veteran-owned businesses in FY 2008.⁴⁹

⁴³ *Peightal v. Metro. Dade Cty.*, 26 F.3d 1554, 1557-58 (11th Cir. 1994).

⁴⁴ *Shuford v. Alabama State Bd. of Educ.*, 897 F. Supp. 1535, 1551-52 (M.D. Ala. 1995).

⁴⁵ *Allen v. Ala. State Bd. of Educ.*, 164 F.3d 1347, 1352 (11th Cir. 1999); vacated by 216 F.3d 1263 (11th Cir. 2000).

⁴⁶ *Virdi v. Dekalb Cty. Sch. Dist.*, 135 Fed. Appx. 262, 267 (11th Cir. 2005).

⁴⁷ 15 U.S.C. § 644(g) (2018).

⁴⁸ 15 U.S.C. § 657(f).

⁴⁹ U.S. Army Office of Small Business Programs, www.vetbiz.gov/library/Army.pdf.

Disabled business enterprise programs are common at the state and local government level and are often a component of an M/WBE program.⁵⁰ Some state government agencies, in particular in California and Connecticut, also set aside government contracts for disabled business enterprises or disabled veterans' business enterprises. California follows the federal program with a three percent disabled goal.⁵¹ The state of Connecticut set aside 25 percent of its project for SBEs and then 25 percent of the SBE program is for certified M/WBEs. Disabled firms are classified as minority firms for purposes of the rule.⁵² There are also state laws granting preferences of some sort to the disabled, and particularly service disabled veterans.⁵³

While there has been an extensive body of case law involving the Americans for Disabilities Act, there have been no federal court cases challenging the constitutionality of disabled business enterprises under the Equal Protection clause. There are at least two reasons for this absence of a court record. First, at the state and local government level, these programs are typically very small, having only a handful of participants. Second, and more importantly, the U.S. Supreme Court has not ruled that the disabled are a suspect class and therefore government programs addressing the disabled are not subject to strict scrutiny, or even intermediate scrutiny.⁵⁴ Instead programs both favoring and hampering the disabled are subject to the rational relationship test, the lowest level of judicial scrutiny.

⁵⁰ See N.C. E. O. #150 (Hunt), (1999); N.C. Gen. Stat. §§ 143-48, 143-128.2(g)(1)-(3) (2018); City of Philadelphia, E.O. #02-05; 37 R.I. Gen. Laws § 2.2-3 (2018) (procurement of Goods and services are available from certified Rhode Island Disability Business Enterprises (DBEs) whose workforce consists of more than 75% persons with disabilities or certified nonprofit rehabilitation facilities).

⁵¹ Cal. E.O. #D-43-01 (2001). The California Disabled Veteran Business Enterprise Set Aside Program establishes a goal for state entities to award at least 3% of their contracts for materials, supplies, equipment, alterations, repairs, or improvements to disabled veteran business enterprises. A 2001 act (Assembly Bill 941) requires the departments subject to this goal to appoint disabled veteran business enterprise advocates.

⁵² Conn. Gen. Stat. § 2-56(f) (2015).

⁵³ See § 295.07(1), Fla. Stat. (2016) (exempting disabled veterans from specific hiring procedures and employment exams for state jobs); § 196.081, Fla. Stat. (2013) (tax exemption for disabled veterans).

⁵⁴ *City of Cleburne v. Cleburne Living Ctr.*, 473 U.S. 432 (1985) (no rational basis for discriminatory application of special use permit for group home for mentally disabled).

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.”⁵⁵ 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.⁵⁶

To meet this more precise requirement, courts have accepted the use of a disparity index.⁵⁷ The Supreme Court in *Croson* recognized statistical measures of disparity that compared the number of qualified and available M/WBEs with the rate of municipal construction dollars actually awarded to M/WBEs in order to demonstrate discrimination in a local construction industry.⁵⁸ The Eleventh Circuit has stated that, “The utility of disparity indices or similar measures to examine the utilization of minorities or women in a particular industry has been recognized by a number of federal circuit courts.”⁵⁹ The Ninth Circuit has stated, “In our recent decision [*Coral Construction*] we emphasized that such statistical disparities are ‘an invaluable tool’ in demonstrating the discrimination necessary to establish a compelling interest.”

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.

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

2.4.1 SUBCONTRACTOR UTILIZATION

Subcontractor studies have suffered from simply lacking the appropriate data set to conduct the relevant analysis. Significantly, in *Engineering Contractors* the study used the total sales and receipts *from all sources* for the firms that had filed a subcontractor’s release of lien on Dade County projects. The Appeals

⁵⁵ *Croson*, 488 U.S. at 501 (quoting *Hazelwood Sch. Dist. v. United States*, 433 U.S. 299, 307-08 (1977)).

⁵⁶ *Id.* at 502.

⁵⁷ See, e.g., *Concrete Works IV*, 321 F.3d at 964-69; *Associated Gen. Contractors v. Coal. for Econ. Equity (AGCC II)*, 950 F.2d 1401, 1414 (9th Cir. 1991).

⁵⁸ *Croson*, 488 U.S. at 503-04.

⁵⁹ *E’g Contractors Ass’n of South Fa., Inc.*, 122 F.3d at 914.

Court agreed with the District Court that such an approach "is not a reasonable way to measure *Dade County* subcontracting participation."⁶⁰

2.4.2 DETERMINING AVAILABILITY

To perform proper disparity analysis, the government must determine "availability"—the number of qualified minority contractors willing and able to perform a particular service for the municipality.

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.⁶¹ 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 have resulted in controversies. Bidder data was used for prime contracting in the *Engineering Contractors* case. However, the Eleventh Circuit did not opine that bidder data was the only source of availability data for disparity studies. At least one commentator has suggested using bidder data to measure M/WBE availability,⁶² but *Croson* does not require the use of bidder data to determine availability. In *Concrete Works IV*, in the context of the plaintiffs' complaint that the city of Denver had not used such information, the Tenth Circuit noted that bid information also has its limits.⁶³ Firms that bid may not be qualified or able, and firms that do not bid may be qualified and able, to undertake agency contracts.

For subcontracting availability, the study in *Engineering Contractors* used the percentage of firms that filed a subcontractor release of lien to the percentage of subcontracting revenue.⁶⁴ The Eleventh Circuit, however, repeated the district court's criticism of the use of subcontractor liens which included revenue that was not limited to Dade County projects. Consequently, the Eleventh Circuit did not expressly opine on the proper source of subcontractor availability.⁶⁵

2.4.3 RACIAL CLASSIFICATIONS

In determining availability, choosing the appropriate racial groups to consider becomes an important threshold interest.⁶⁶ In *Croson*, the Supreme Court criticized the city of Richmond's inclusion of "Spanish

⁶⁰ *Id.* at 920.

⁶¹ *Croson*, 488 U.S. at 498.

⁶² LaNoe, George R., *Who Counts? Determining the Availability of Minority Businesses for Public Contracting After Croson*, 21 Harv. J. L. and Pub. Pol. 793, 833-34 (1998).

⁶³ *Concrete Works IV*, 321 F.3d at 983-84.

⁶⁴ *Eng'g Contractors Ass'n of S. Fla., Inc.*, 122 F.3d at 919.

⁶⁵ *Id.* at 920.

⁶⁶ Racial groups, as the term is used herein, include both racial and ethnic categories.

speaking, Oriental, Indian, Eskimo, or Aleut persons” in its affirmative action program.⁶⁷ These groups had not previously participated in City contracting and “The random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggests that perhaps the City’s purpose was not in fact to remedy past discrimination.”⁶⁸ To evaluate availability properly, data must be gathered for each racial group in the marketplace. The Federal Circuit has also required that evidence as to the inclusion of particular groups be kept reasonably current.⁶⁹

2.4.4 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, but some circuit courts have done so, including the Tenth Circuit in *Concrete Works II*, the first appeal in the city of Denver litigation.⁷⁰ Concrete Works of Colorado, a non-M/WBE construction company, argued that *Croson* precluded consideration of discrimination evidence from the six-county Denver Metropolitan Statistical Area (MSA), so Denver should use data only from within the city and county of Denver. The Tenth Circuit, interpreting *Croson*, concluded, “The relevant area in which to measure discrimination . . . is the local construction market, but that is not necessarily confined by jurisdictional boundaries.”⁷¹ The court further stated, “It is important that the pertinent data closely relate to the jurisdictional area of the municipality whose program we scrutinize, but here Denver’s contracting activity, insofar as construction work is concerned, is closely related to the Denver MSA.”⁷²

The Tenth Circuit ruled that because more than 80 percent of Denver Department of Public Works construction and design contracts were awarded to firms located within the Denver MSA, the appropriate market area should be the Denver MSA, not the city and county of Denver alone.⁷³ Accordingly, data from the Denver MSA were “adequately particularized for strict scrutiny purposes.”⁷⁴ The Eleventh Circuit did not define the relevant market in *Engineering Contractors*.

⁶⁷ *Croson*, 488 U.S. at 506.

⁶⁸ *Id.*

⁶⁹ *Rothe Dev. Corp.*, 262 F.3d at 1323.

⁷⁰ *Concrete Works II*, 36 F.3d at 1520.

⁷¹ *Id.*

⁷² *Id.*

⁷³ *Id.*

⁷⁴ *Id.*

2.4.5 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.”⁷⁵ The Court, however, did not define the test for determining whether a firm is qualified.

Considering firm qualifications is important not only to assess whether M/WBEs in the relevant market area can provide the goods and services required, but also to ensure proper comparison between the number of qualified M/WBEs and the total number of similarly qualified contractors in the marketplace.⁷⁶ In short, proper comparisons ensure the required integrity and specificity of the statistical analysis. For instance, courts have specifically ruled that the government must examine prime contractors and subcontractors separately when the M/WBE program is aimed primarily at one or the other.⁷⁷

2.4.6 WILLINGNESS

Croson requires that an “available” firm must be not only qualified but also willing to provide the required services.⁷⁸ In this context, it can be difficult to determine whether a business is willing. Courts have approved including businesses in the availability pool that may not be on the government’s certification list. In *Concrete Works II*, Denver’s availability analysis indicated that while most MBEs and WBEs had never participated in City contracts, “almost all firms contacted indicated that they were interested in [municipal work].”⁷⁹ In *Contractors Association of Eastern Pennsylvania, Inc.*, the Third Circuit explained, “[i]n the absence of some reason to believe otherwise, one can normally assume that participants in a market with the ability to undertake gainful work will be ‘willing’ to undertake it.”⁸⁰ The court went on to note:

[P]ast discrimination in a marketplace may provide reason to believe the minorities who would otherwise be willing are discouraged from trying to secure the work. . . . [I]f there has been discrimination in City contracting, it is to be expected that [African American] firms may be discouraged from applying, and the low numbers [of African American firms

⁷⁵ *Croson*, 488 U.S. at 501 (quoting *Hazelwood Sch. Dist.*, 433 U.S. at 308 n.13 (1977)).

⁷⁶ See *Hazelwood School Dist.*, 433 U.S. at 308 n.13; *Contractors Ass’n of E. Pa.*, 91 F.3d at 603.

⁷⁷ *W. H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 (5th Cir.1999).

⁷⁸ *Croson*, 488 U.S. at 509.

⁷⁹ *Concrete Works II*, 36 F.3d at 1529.

⁸⁰ *Contractors Ass’n of E. Pa., Inc.*, 91 F.3d at 603.

seeking to prequalify for City-funded contracts] may tend to corroborate the existence of discrimination rather than belie it.⁸¹

2.4.7 ABILITY

Another availability consideration is whether the firms under consideration are able to perform a particular service. Courts have recognized that contractor “capacity” is an important element in determining M/WBE availability.⁸² Therefore, legal challenges to race- and gender-conscious government contracting programs often question whether M/WBE firms have the “capacity” to perform particular services. In *Rowe* the court noted that the disparity study consultant explained that capacity does not have the same force for subcontracts, which are relatively small. An NCDOT study provided evidence that more than 90 percent of subcontracts were less than \$500,000.⁸³ 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.”⁸⁴ The Ninth Circuit in ***AGC v. California Department of Transportation*** noted that the disparity study did adjust availability for capacity factors.⁸⁵ In contrast the Tenth Circuit in ***Concrete Works*** downplayed capacity and noted evidence that firms with few permanent employees can perform large public contracts by hiring subcontractors and employees.⁸⁶

2.4.8 STATISTICAL SIGNIFICANCE

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.⁸⁷ The Eleventh Circuit has addressed the role of statistical significance in assessing levels of disparity in public contracting. Generally, disparity indices of 80 percent or higher—indicating close to full participation—are not considered significant.⁸⁸ The court referenced the Equal Employment Opportunity Commission’s disparate impact guidelines, which establish the 80 percent test as the threshold for determining a *prima facie* case of discrimination.⁸⁹ According to the Eleventh Circuit, no circuit that has explicitly endorsed using disparity indices has held that an index of 80 percent or greater

⁸¹ *Id.* at 603-04.

⁸² *W. States Paving Co.*, 407 F.3d at 999-1000; *Rothe Dev. Corp.*, 545 F.3d at 1042-45

⁸³ *H.B. Rowe*, 615 F.3d at 247.

⁸⁴ *Id.*

⁸⁵ *Associated Gen. Contractors of Am., San Diego Chapter, Inc. v. Cal. Dep’t of Transp.*, 713 F.3d 1187, 1196 (9th Cir. 2013).

⁸⁶ *Concrete Works IV*, 321 F.2d at 981.

⁸⁷ *See Contractors Ass’n of E. Pa., Inc.*, 91 F.3d at 599-601.

⁸⁸ *Eng’g Contractors Ass’n of S. Fla., Inc.*, 122 F.3d at 914.

⁸⁹ *Id.* citing 29 C.F.R. § 1607.4D, concerning the disparate impact guidelines and threshold used in employment cases).

is probative of discrimination, but they have held that indices below 80 percent indicate “significant disparities.”⁹⁰

In support of the use of standard deviation analyses to test the statistical significance of disparity indices, the Eleventh Circuit observed that “[s]ocial scientists consider a finding of two standard deviations significant, meaning there is about one chance in 20 that the explanation for the deviation could be random and the deviation must be accounted for by some factor other than chance.”⁹¹ With standard deviation analyses, the reviewer can determine whether the disparities are substantial or statistically significant, lending further statistical support to a finding of discrimination. On the other hand, if such analyses can account for the apparent disparity, the study will have little if any weight as evidence of discrimination.

Further, the interpretations of the studies must not assume discrimination has caused the disparities, but must account for alternative explanations of the statistical patterns.⁹² The Third and Fifth Circuits have also indicated that statistics about prime contracting disparity have little, if any, weight when the eventual M/WBE program offers its remedies solely to subcontractors.⁹³ In *Engineering Contractors* there was a separate analysis of prime contracting and subcontracting.⁹⁴

2.5 ANECDOTAL EVIDENCE OF DISCRIMINATION IN DISPARITY STUDIES

Most disparity studies present anecdotal evidence along with statistical data. The Supreme Court in *Croson* discussed the relevance of anecdotal evidence and explained: “[E]vidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader remedial relief is justified.”⁹⁵

In *Engineering Contractors*, the County presented testimony from M/WBE program staff, affidavits from 23 M/WBEs and a survey of Black-owned firms. The Eleventh Circuit acknowledged that the “picture painted by the anecdotal evidence [was] not a good one.”⁹⁶ However, The Eleventh Circuit had a limited

⁹⁰ *Id.* (citing *Contractors Ass’n of E. Pa., Inc.*, 6 F.3d at 1005 (crediting disparity index of 4 percent); *Concrete Works II*, 36 F.3d at 1524 (crediting disparity indices ranging from 0 percent to 3.8 percent)).

⁹¹ *Id.* (quoting *Peightal*, 26 F.3d at 1556 n.16).

⁹² *Id.* at 922.

⁹³ *Contractors Ass’n of E. Pa., Inc.*, 91 F.3d at 599; *W.H. Schott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 (5th Cir. 1999).

⁹⁴ *Eng’g Contractors Ass’n of S. Fla., Inc.*, 122 F.3d at 920.

⁹⁵ *Croson*, 488 U.S. at 509.

⁹⁶ *Eng’g Contractors Ass’n of S. Fla., Inc.*, 122 F.3d at 925.

discussion of the requirements for anecdotal evidence because the statistical evidence was weak and the Court noted that “only in the rare case will anecdotal evidence suffice standing alone.”⁹⁷

Although **Croson** did not expressly consider the form or level of specificity required for anecdotal evidence, the Ninth Circuit has addressed both issues. In **Coral Construction**, the Ninth Circuit addressed the use of anecdotal evidence alone to prove discrimination. Although King County’s anecdotal evidence was extensive, the court noted the absence in the record of any statistical data in support of the program. Additionally, the court stated, “While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a *systemic pattern of discrimination necessary for the adoption of an affirmative action plan.*”⁹⁸ The court concluded, by contrast, that “the combination of convincing anecdotal and statistical evidence is potent.”⁹⁹

Regarding the appropriate form of anecdotal evidence, the Ninth Circuit in **Coral Construction** noted that the record provided by King County was “considerably more extensive than that compiled by the Richmond City Council in **Croson.**”¹⁰⁰ The King County record contained “affidavits of at least 57 minority or [female] contractors, each of whom complain[ed] in varying degree[s] of specificity about discrimination within the local construction industry.”¹⁰¹ The **Coral Construction** court stated that the M/WBE affidavits “reflect[ed] a broad spectrum of the contracting community” and the affidavits “certainly suggest[ed] that ongoing discrimination may be occurring in much of the King County business community.”¹⁰²

In **Associated General Contractors of California v. Coalition for Economic Equity (AGCC II)**, the Ninth Circuit discussed the specificity of anecdotal evidence required by **Croson**.¹⁰³ Seeking a preliminary injunction, the contractors contended that the evidence presented by the city of San Francisco lacked the specificity required by both an earlier appeal in that case and by **Croson**.¹⁰⁴ The court held that the City’s findings were based on substantially more evidence than the anecdotes in the two prior cases, and “were clearly based upon

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

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

⁹⁷ *Id.*

⁹⁸ *Coral Constr. Co.*, 941 F.2d at 919 (emphasis added).

⁹⁹ *Id.* See also *AGCC II*, 950 F.2d at 1414-15.

¹⁰⁰ *Coral Constr. Co.*, 941 F.2d at 917.

¹⁰¹ *Id.* at 917-18.

¹⁰² *Id.*

¹⁰³ *AGCC II*, 950 F.2d at 1414-15.

¹⁰⁴ *Id.* at 1403-1405.

dozens of specific instances of discrimination that are laid out with particularity in the record, as well as significant statistical disparities in the award of contracts.”¹⁰⁵

The court also ruled that the City was under no burden to identify specific practices or policies that were discriminatory.¹⁰⁶ Reiterating the City's perspective, the court stated that the City “must simply demonstrate the existence of past discrimination with specificity; there is no requirement that the legislative findings specifically detail each and every instance that the legislative body ha[d] relied upon in support of its decision that affirmative action is necessary.”¹⁰⁷ Not only have courts found that a municipality does not have to specifically identify all the discriminatory practices impeding M/WBE utilization, but the Tenth Circuit in **Concrete Works IV** also held that anecdotal evidence collected by a municipality does not have to be verified.¹⁰⁸

2.6 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.”¹⁰⁹ **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.”¹¹⁰ 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.¹¹¹

¹⁰⁵ *Id.* at 1416. This evidence came from 10 public hearings and “numerous written submissions from the public.” *Id.* at 1414.

¹⁰⁶ *Id.* at 1416, n.11.

¹⁰⁷ *Id.* at 1416.

¹⁰⁸ *Concrete Works IV*, 321 F.3d at 989.

¹⁰⁹ *Croson*, 488 U.S. at 492 (emphasis added).

¹¹⁰ *Id.* See generally Ayres, Ian and Frederick E. Vars, *When Does Private Discrimination Justify Public Affirmative Action?* 98 Columbia L. Rev. 1577 (1998).

¹¹¹ *Croson*, 488 U.S. at 492.

The Tenth Circuit decision in *Adarand* concluded that evidence of private sector discrimination provided a compelling interest for a DBE program.¹¹² Later cases have reaffirmed that the government has a compelling interest in avoiding the financing of private discrimination with public dollars.¹¹³

Relying on this language in *Crosen*, a number of local municipalities have increased their emphasis on evidence of discrimination in the private sector. This strategy has not always succeeded. In the purest case, Cook County did not produce a disparity study but instead presented anecdotal evidence that M/WBEs were not solicited for bids in the private sector.¹¹⁴ Cook County lost the trial and the resulting appeal.¹¹⁵ Similarly, evidence of private sector discrimination presented in litigation was found inadequate in the Philadelphia and Dade County cases.¹¹⁶ The Third Circuit stated, in discussing low MBE participation in a local contractors association in the city of Philadelphia, that “racial discrimination can justify a race-based remedy only if the city has somehow participated in or supported that discrimination.”¹¹⁷ Nevertheless, recently in *Concrete Works IV*, the Tenth Circuit upheld the relevance of data from the private marketplace to establish a factual predicate for M/WBE programs.¹¹⁸ That is, courts mainly seek to ensure that M/WBE programs are based on findings of active or passive discrimination in the government contracting marketplace, and not simply attempts to remedy general societal discrimination.

Courts also seek to find a causal connection between a statistical disparity and actual underlying discrimination. In *Engineering Contractors*, one component of the factual predicate was a study comparing entry rates into the construction business for M/WBEs and non-M/WBEs.¹¹⁹ The analysis provided statistically significant evidence that minorities and women entered the construction business at rates lower than would be expected, given their numerical presence in the population and human and financial capital variables. The study argued that those disparities persisting after the application of appropriate statistical controls were most likely the result of current and past discrimination. Even so, the Eleventh Circuit criticized this study for reliance on general census data and for the lack of particularized evidence of active or passive discrimination by Dade County, holding that the district court was entitled to find that the evidence did not show compelling justification for an M/WBE program.¹²⁰ The Court in *Engineering Contractors* was also critical of the use of disparities in census data that did not control for capacity.¹²¹

Interestingly, some courts have been willing to see capital market discrimination as part of the required nexus between private and public contracting discrimination, even if capital market discrimination could

¹¹² *Adarand Constructors, Inc.*, 228 F.3d at 1164-65.

¹¹³ *Associated Gen. Contractors of Ohio, Inc. v. Drabik*, 214 F.3d 730, 734-35 (6th Cir. 2000). See also *Concrete Works II*, 36 F.3d at 1529; *Coral Constr. Co.*, 941 F.2d at 916.

¹¹⁴ *Builders Ass’n of Greater Chicago v. Cty. of Cook (Builders Ass’n I)*, 123 F. Supp. 2d 1087, 1117 (N.D. Ill. 2000).

¹¹⁵ *Builders Ass’n II*, 256 F.3d at 648.

¹¹⁶ *Contractors Ass’n of E. Pa., Inc.*, 91 F.3d at 599-602; *Eng’g Contractors Ass’n of S. Fla., Inc.*, 122 F.3d at 920-26.

¹¹⁷ *Contractors Ass’n of E. Pa., Inc.*, 91 F.3d at 602; see also *Webster v. Fulton Cty.*, 51 F. Supp. 2d 1354, 1363 (N.D. Ga. 1999).

¹¹⁸ *Concrete Works IV*, 321 F.3d at 976.

¹¹⁹ *Eng’g. Contractors of S. Fla., Inc.*, 122 F.3d at 921-22.

¹²⁰ *Id.* at 922.

¹²¹ *Id.* at 923.

arguably be seen as simply part of broader societal discrimination. In *Adarand v. Slater*, the Tenth Circuit favorably cited evidence of capital market discrimination as relevant in establishing the factual predicate for the federal DBE program.¹²² The same court, in *Concrete Works IV*, found that barriers to business formation were relevant insofar as this evidence demonstrated that M/WBEs were “precluded from the outset from competing for public construction contracts.”¹²³ This capital market evidence was not part of the *Engineering Contractors* decision.

Courts have come to different conclusions about the effects of M/WBE programs on the private sector evidence itself. For instance, is M/WBE participation in public sector projects higher than on private sector projects simply because the M/WBE program increases M/WBE participation in the public sector, or is such a pattern evidence of private sector discrimination? The Seventh Circuit raised the former concern in the recent Cook County litigation.¹²⁴ *Concrete Works IV*, however, expressly cited as evidence of discrimination that M/WBE contractors used for business with the city of Denver were not used by the same prime contractors for private sector contracts.¹²⁵

Finally, is evidence of a decline in M/WBE utilization following a change in or termination of an M/WBE program relevant and persuasive evidence of discrimination? The Eighth Circuit in *Sherbrooke Turf* and the Tenth Circuit in *Concrete Works IV* did find that such a decline in M/WBE utilization was evidence that prime contractors were not willing to use M/WBEs in the absence of legal requirements.¹²⁶ Other lower courts have arrived at similar conclusions.¹²⁷

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.¹²⁸ Moreover, *Concrete Works IV*,¹²⁹ a case that did find a compelling interest for a local M/WBE program, did not consider the issue of narrow

¹²² *Adarand Constructors, Inc.*, 228 F.3d at 1169-70.

¹²³ *Concrete Works IV*, 321 F.2d at 977. The district court rejected evidence of credit market discrimination as adequate to provide a factual predicate for an M/WBE program. *Concrete Works of Colo., Inc. v. City and Cty. of Denver (Concrete Works III)*, 86 F.Supp. 2d 1042, 1072-73 (D. Colo. 2000).

¹²⁴ *Builders Ass’n II*, 256 F.3d at 645.

¹²⁵ *Concrete Works IV*, 321 F.3d at 984-85.

¹²⁶ *Id.* at 985; *Sherbrooke Turf, Inc.*, 345 F.3d at 973.

¹²⁷ See *N. Contracting, Inc.*, No. 00-4515, 2004 U.S. Dist. LEXIS 3226 at *150-51.

¹²⁸ *Contractors Ass’n of E. Pa., Inc.*, 91 F.3d at 606; *Eng’g Contractors Ass’n of S. Fla, Inc.*, 122 F.3d at 926-29; *Verdi v. DeKalb Cty. Sch. Dist.*, 135 Fed. Appx. 262, 268 (11th Cir. 2005).

¹²⁹ *Concrete Works IV*, 321 F.3d at 992-93.

tailoring. Instead, the Tenth Circuit held that the plaintiffs had waived any challenge to the original ruling of the district court¹³⁰ that the program was narrowly tailored.

Nevertheless, the federal courts have found that the DBE program established pursuant to federal regulations (49 CFR, Part 26) and issued under the Transportation Equity Act (TEA-21) (1998) has been narrowly tailored to serve a compelling interest.¹³¹ The federal courts had previously ruled that there was a factual predicate for the federal Department of Transportation (DOT) DBE program, but that in its earlier versions the program was not narrowly tailored.¹³² The more recent rulings provide some guidance as to what program configurations the courts will judge to be narrowly tailored. The Eleventh Circuit in particular has identified the following elements of narrow tailoring: (1) the necessity for the relief and the efficacy of alternative remedies; (2) the flexibility and duration of the relief, including the availability of waiver provisions; (3) the relationship of numerical goals to the relevant labor market; and (4) the impact of the relief on the rights of innocent third parties.¹³³

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 MBE participation in contracting or purchasing activities. **Engineering Contractors** focused its discussion on the race neutral prong of narrow tailoring, where it saw the Dade County program as being the most problematic. In **Engineering Contractors** Dade County was criticized by the federal appeals court for solely relying on a disparity study of SBA lending and a conclusory analysis in the study. It found that while it had relied on the study, the County had neglected to address race-neutral alternatives such as contract specifications, bonding, financing, bid restrictions payment procedures and the high level of discretion granted to County employees and did not evaluate its limited technical and financial aid programs.¹³⁴ The Court also noted that “the County has taken no steps to inform, educate, discipline, or penalize its own officials and employees responsible for misconduct.”¹³⁵

In upholding the narrow tailoring of federal DBE regulations, the Eighth Circuit noted that those regulations “place strong emphasis on ‘the use of race-neutral means to increase minority business participation in government contracting’.”¹³⁶ The Tenth Circuit had noted that the DBE regulations

¹³⁰ *Concrete Works of Colo., Inc. v. City and Cty. of Denver (Concrete Works I)*, 823 F. Supp. 821, 844-45 (D.Colo. 1993).

¹³¹ *Adarand Constructors, Inc.*, 228 F.3d at 1158, 1187; *Sherbrooke Turf Inc.*, 345 F.3d at 968-69, 974; *W. States Paving Co.*, 407 F.3d at 983.

¹³² *In re Sherbrooke Sodding (Sherbrooke I)*, 17 F. Supp. 2d 1026, 1034-35, 1037 (D.Minn. 1998) (finding the program was not narrowly tailored). In 1996, before the new DBE regulations, the district court in Colorado, upon remand from the 1995 U.S. Supreme Court, made a similar ruling in *Adarand Constructors, Inc. v. Peña*, 965 F. Supp. at 1581.

¹³³ *Eng’g. Contractors of S. Fla., Inc.* 122 F.3d at 928.

¹³⁴ *Id.* at 927-28.

¹³⁵ *Id.* at 929.

¹³⁶ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972 (quoting *Adarand Constructors, Inc.*, 515 U.S. at 237-38).

provided that “if a recipient can meet its overall goal through race-neutral means, it must implement its program without the use of race-conscious contracting measures, and enumerate a list of race-neutral measures.”¹³⁷ Those measures included “helping overcome bonding and financing obstacles, providing technical assistance, [and] establishing programs to assist start-up firms.”¹³⁸

Strict scrutiny does not mandate that every race-neutral measure be considered and found wanting. The Eighth Circuit also affirmed that “Narrow tailoring does not require exhaustion of every conceivable race neutral alternative,” but it does require “serious, good faith consideration of workable race-neutral alternatives.”¹³⁹

2.7.1.1 FLEXIBILITY AND DURATION OF THE REMEDY

Engineering Contractors has a limited discussion of program flexibility except to note that, “the waiver provisions included in the WBE program make the numerical target sufficiently flexible to withstand intermediate scrutiny.”¹⁴⁰ In discussing waivers the Eighth Circuit also found that “the revised DBE program has substantial flexibility.”¹⁴¹

A State may obtain waivers or exemptions from any requirement and is not penalized for a good faith failure to meet its overall goal. In addition, the program limits preferences to small businesses falling beneath an earnings threshold, and any individual whose net worth exceeds \$ 750,000 cannot qualify as economically disadvantaged.¹⁴²

DBE and M/WBE programs achieve flexibility by using waivers and variable project goals to avoid merely setting a quota. **Croson** favorably mentioned the contract-by-contract waivers in the federal DOT DBE program.¹⁴³ Virtually all successful MBE programs have this waiver feature in their enabling legislation. As for project goals, the approved DBE provisions set aspirational, non-mandatory goals; expressly forbid quotas; and use overall goals as a framework for setting local contract goals, if any, based on local data. All of these factors have impressed the courts that have upheld the constitutionality of the revised DOT DBE program.¹⁴⁴

With respect to program duration, in **Adarand Constructors, Inc. v. Peña**, the Supreme Court wrote that a program should be “appropriately limited such that it will not last longer than the discriminatory effects it is designed to eliminate.”¹⁴⁵ The Eighth Circuit also noted the limits in the DBE program, stating that

¹³⁷ *Adarand Constructors, Inc.*, 228 F.3d. at 1179.

¹³⁸ *Id.*

¹³⁹ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972 (quoting *Grutter*, 539 U.S. at 337-40). *See also Coral Constr. Co.*, 941 F.2d at 923; *AGCC II*, 950 F.2d at 1417.

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

¹⁴¹ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972.

¹⁴² *Id.* at 972 (citing, 49 C.F.R. § 26.67(b)).

¹⁴³ *Croson*, 488 U.S. at 488-89; *Coral Constr. Co.*, 941 F.2d at 924-25.

¹⁴⁴ *See Coral Constr. Co.*, 941 F. 2d at 924-25.

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

“the DBE program contains built-in durational limits,” in that a “State may terminate its DBE program if it meets its annual overall goal through race-neutral means for two consecutive years.”¹⁴⁶ The Eighth Circuit also favored durational limits in *Grutter* in its statement, “TEA-21 is subject to periodic congressional reauthorization. Periodic legislative debate assures all citizens that the deviation from the norm of equal treatment of all racial and ethnic groups is a temporary matter, a measure taken in the service of the goal of equality itself.”¹⁴⁷

Other appellate courts have noted several possible mechanisms for limiting program duration: such as required termination if goals have been met,¹⁴⁸ decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.¹⁴⁹ Governments therefore have some duty to ensure that they update their evidence of discrimination regularly enough to review the need for their programs and to revise programs by narrowly tailoring them to fit the fresh evidence.¹⁵⁰ It is still an unresolved issue whether all of these provisions are necessary in every case.

2.7.2 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*, has played a strong part in decisions finding other programs unconstitutional.¹⁵¹

With regard to goals the Eleventh Circuit noted the following:

[W]e do not agree with the district court that it was "irrational" for the County to set a goal of 19% HBE participation when Hispanics make up more than 22% of the relevant contracting pool in every SIC category, and more than 30% for SIC 15. We see nothing impermissible about setting numerical goals at something less than absolute parity. Stated somewhat differently, a local government need not choose between a program that aims at parity and no program at all.¹⁵²

By contrast, the Eighth, Ninth, and Tenth Circuits have approved the goal-setting process for the DOT DBE program, as revised in 1999.¹⁵³ The approved DOT DBE regulations require that goals be based on one of

¹⁴⁶ *Sherbrooke Turf, Inc.*, 345 F. 3d at 972 (citing 49 C.F.R. § 26.51(f)(3)).

¹⁴⁷ *Id.* (quoting *Grutter*, 539 U.S. at 337-40).

¹⁴⁸ *Sherbrooke Turf, Inc.*, 345 F.3d at 972.

¹⁴⁹ *Adarand Constructors Inc.*, 228 F.3d at 1179-80.

¹⁵⁰ *Rothe Dev. Corp.*, 262 F.3d at 1323-24 (commenting on the possible staleness of information after seven, 12, and 17 years).

¹⁵¹ See *Builders Ass'n II*, 256 F.3d at 647; *Kohlbeck v. City of Omaha*, 447 F.3d at 556-57 (8th Cir. 2006).

¹⁵² *Eng'g. Contractors of S. Fla., Inc.* 122 F.3d at 927.

¹⁵³ *Adarand Constructors Inc.*, 228 F.3d at 1181-82; *Sherbrooke Turf, Inc.*, 345 F.3d at 971-73. *W. States Paving Co.*, 407 F.3d at 994-95.

several methods for measuring DBE availability.¹⁵⁴ The Eighth Circuit noted that the “DOT has tied the goals for DBE participation to the relevant labor markets,” insofar as the “regulations require grantee States to set overall goals based upon the likely number of minority contractors that would have received federally assisted highway contracts but for the effects of past discrimination.”¹⁵⁵ The Eighth Circuit acknowledged that goal setting was not exact, but nevertheless, the exercise required the following:

... the States to focus on establishing realistic goals for DBE participation in the relevant contracting markets. This stands in stark contrast to the program struck down in *Croson*, which rested upon the completely unrealistic assumption that minorities will choose a particular trade in lockstep proportion to their representation in the local population.¹⁵⁶

Moreover, the approved DBE regulations use built-in mechanisms to ensure that DBE goals are not set excessively high relative to DBE availability. For example, the approved DBE goals are to be set-aside if the overall goal has been met for two consecutive years by race-neutral means. The approved DBE contract goals also must be reduced if overall goals have been exceeded with race-conscious means for two consecutive years. The Eighth Circuit found these provisions to be narrowly tailored, particularly when implemented according to local disparity studies that carefully calculated the applicable goals.¹⁵⁷

2.7.3 BURDEN ON THIRD PARTIES

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

Congress and DOT have taken significant steps to minimize the race based nature of the DBE program. Its benefits are directed at all small businesses owned and controlled by the socially and economically disadvantaged. While TEA21 creates a rebuttable presumption that members of certain racial minorities fall within that class, the presumption is rebuttable, wealthy minority owners and wealthy minority-owned firms are excluded, and certification is available to persons who are not presumptively disadvantaged but can demonstrate actual social and economic disadvantage. Thus, race is made relevant in the program, but it is not a determinative factor.¹⁵⁸

Waivers and good faith compliance are also tools that serve this purpose of reducing the burden on third parties.¹⁵⁹ The DOT DBE regulations have also sought to reduce the program burden on non-DBEs by avoiding DBE concentration in certain specialty areas.¹⁶⁰ These features have gained the approval of the

¹⁵⁴ 49 C.F.R., § 26.45 (2006).

¹⁵⁵ *Sherbrooke Turf, Inc.*, 345 F.3d at 972 (citing, 49 C.F.R. § 26.45(c)-(d) (Steps 1 and 2)).

¹⁵⁶ *Id.* at 972 (quoting, *Croson*, 488 U.S. at 507).

¹⁵⁷ *Id.* at 973-74.

¹⁵⁸ *Sherbrooke Turf, Inc.* 345 F. 3d at 972-73 (citing, *Grutter*, 539 U.S. at 439-40; *Gratz v. Bollinger*, 539 U.S. 244, 273 (2003)).

¹⁵⁹ See 49 CFR, § 26.53 (2006).

¹⁶⁰ See 49 CFR, § 26.33 (2006).

Tenth Circuit, the only circuit court to have discussed them at length as measures of lowering impact on third parties.¹⁶¹

2.7.4 OVER-INCLUSION

Narrow tailoring also involves limiting the number and type of beneficiaries of the program. As noted above, there must be evidence of discrimination to justify a group-based remedy, and over-inclusion of uninjured individuals or groups can endanger the entire program.¹⁶² Federal DBE programs have succeeded in part because regulations covering DBE certification do not provide blanket protection to minorities.¹⁶³

Critically, the MBE program must be limited in its geographical scope to the boundaries of the enacting government's marketplace. The Supreme Court indicated in *Croson* that a local agency has the power to address discrimination only within its own marketplace. One fault of the Richmond MBE programs was that minority firms were certified from around the United States.¹⁶⁴

In *Coral Construction*, the Ninth Circuit concluded that the King County MBE program failed this part of the narrow tailoring test because the definition of MBEs eligible to benefit from the program was overbroad. The definition included MBEs that had had no prior contact with King County if the MBE could demonstrate that discrimination occurred "in the particular geographic areas in which it operates."¹⁶⁵ This MBE definition suggested that the program was designed to eradicate discrimination not only in King County but also in any particular area in which a non-local MBE conducted business. In essence, King County's program focused on the eradication of society wide discrimination, which is outside the power of a state or local government. "Since the County's interest is limited to the eradication of discrimination within King County, the only question that the County may ask is whether a business has been discriminated against in King County."¹⁶⁶

In clarifying an important aspect of the narrow tailoring requirement, the court defined the issue of eligibility for MBE programs as one of participation, not location. For an MBE to reap the benefits of an affirmative action program, the business must have been discriminated against in the jurisdiction that established the program.¹⁶⁷ As a threshold matter, before a business can claim to have suffered discrimination, it must have attempted to do business with the relevant governmental entity.¹⁶⁸ It was found significant that "if the County successfully proves malignant discrimination within the King County

¹⁶¹ *Adarand Constructors, Inc.*, 228 F.3d at 1183.

¹⁶² See *Builders Ass'n II*, 256 F.3d at 647-48.

¹⁶³ *Sherbrooke Turf, Inc.*, 345 F.3d at 972-73.

¹⁶⁴ *Croson*, 488 U.S. at 508.

¹⁶⁵ *Coral Constr. Co.*, 941 F. 2d at 925 (internal citations omitted).

¹⁶⁶ *Id.* (emphasis omitted).

¹⁶⁷ *Id.*

¹⁶⁸ *Id.*

business community, an MBE would be presumptively eligible for relief if it had previously sought to do business in the County.”¹⁶⁹

To summarize, according to the Ninth Circuit, the presumptive rule requires that the enacting governmental agency establish that systemic discrimination exists within its jurisdiction and that the MBE is, or has attempted to become, an active participant in the agency's marketplace.¹⁷⁰ Since King County's definition of an MBE permitted participation by those with no prior contact with King County, its program was overbroad. By useful contrast, *Concrete Works II* held that the more extensive but still local designation of the entire Denver MSA constituted the marketplace to which the programs could apply.¹⁷¹

2.8 PERSONAL LIABILITY FOR IMPLEMENTING AN M/WBE PROGRAM

One lower court decision in the Eleventh Circuit, *Herschell Gill Consulting Engineers, Inc. v. Miami-Dade County*,¹⁷² held that Dade County and its Commissioners were held jointly and severally liable for nominal damages and attorney's fees for implementing an M/WBE program in violation of constitutional rights under Section 1983.

In general government officials have absolute immunity for legislative acts, but not for administrative acts. Thus, government officials are immune from personal liability for adopting an M/WBE program but can be personally liable for applying specific policies to particular contracts. Government officials are entitled to “qualified immunity” if their actions did not violate “clearly established statutory or constitutional rights of which a reasonable person would have known.”¹⁷³ In *Herschell Gill*, there was no recent disparity study of County contracting, there was parity in contracting, the previous program had been struck down by the same federal court, there was no substantial consideration of race-neutral alternatives and the County had not followed its own ordinance in adjusting goals.

2.9 DBE PROGRAMS

2.9.1 FACTUAL PREDICATE FOR DBE PROGRAMS

The Ninth Circuit in *Western States Paving Co. v. Washington State Department of Transportation* cited the following evidence that Congress considered in finding a factual predicate supporting the federal Disadvantaged Business Enterprise (DBE) program:

¹⁶⁹ *Id.*

¹⁷⁰ *Id.*

¹⁷¹ *Concrete Works II*, 36 F.3d at 1520.

¹⁷² *Herschell Gill Consulting Eng'rs, Inc., v. Miami Dade Cty.*, 333 F.Supp.2d 1305 (S.D. Fla. 2004).

¹⁷³ *Harlow v. Fitzgerald*, 457 U.S. 800, 818 (1982).

- ♦ Minority business ownership percentage does not reflect the percentage of the population.
- ♦ MBEs have gross receipts that are on average approximately one-third those of firms owned by non-minorities.
- ♦ MBEs own 9 percent of all businesses but receive only 4.1 percent of federal contracting dollars.
- ♦ WBEs constitute almost a third of all small businesses but receive less than 3 percent of federal contracting dollars.
- ♦ Majority-owned construction firms receive more than 50 times as many loan dollars per dollar of equity capital as black firms with the same borrowing characteristics.
- ♦ After many state and local governments stopped their M/WBE programs there was a significant drop in M/WBE utilization in the construction industry.
- ♦ The U.S. Department of Justice study *The Compelling Interest for Affirmative Action in Federal Procurement: A Preliminary Survey* found discrimination by trade unions, financial lenders, prime contractors, business networks, suppliers, and bonding companies and “old boys network.”¹⁷⁴

The Ninth Circuit also concurred with the ruling of the federal circuit in ***Rothe Development Corp. v. Department of Defense*** (as well as the Eighth Circuit in ***Sherbrooke Turf***) that Congress did not need to possess evidence of discrimination in every state to enact the national DBE program.¹⁷⁵

2.9.2 “AS APPLIED” CHALLENGE IN WESTERN STATES PAVING

The Washington DOT DBE program was struck down in ***Western States Paving*** not because the federal DBE program had no factual predicate and not because the federal DBE program lacked narrow tailored program features. Instead, the Ninth Circuit ruled that the Washington DOT DBE program was not narrowly tailored “as applied.”¹⁷⁶ While a state does not have to independently provide a factual predicate for its DBE program, the Ninth Circuit found that “it cannot be said that TEA-21 is a narrowly tailored remedial measure unless its application is limited to those States in which the effects of discrimination are actually present.”¹⁷⁷ In effect, while the Washington DOT was not required to produce a separate factual predicate for a DBE program, it was still required to produce a factual predicate (of sorts) to justify race-conscious elements in the local implementation of its DBE program.

While the Washington DOT conceded that it had no studies of discrimination in highway contracting, it argued that there was evidence of discrimination in the fact that DBEs received 9 percent of subcontracting dollars on state-funded projects where there were no DBE goals and 18 percent of federal funded projects where there were DBE goals. But the Ninth Circuit stated that “even in States in which

¹⁷⁴ *W. States Paving Co.*, 407 F.3d at 992.

¹⁷⁵ *Id.* (citing *Rothe Dev. Corp.*, 262 F.3d at 1329).

¹⁷⁶ The Ninth Circuit distinguished a previous case which did not involve an ‘as applied’ challenge to the federal DBE program. *Milwaukee County Pavers Ass’n v. Fiedler*, 922 F.2d 419 (7th Cir. 1991). The Seventh Circuit disagreed with the Ninth Circuit’s reading of *Milwaukee County Pavers*. See *N. Contracting, inc.*, 473 F.3d at 721 n. 5.

¹⁷⁷ *W. States Paving Co.*, 407 F. 3d at 998.

there has never been discrimination, the proportion of work that DBEs receive on contracts that lack affirmative action requirements will be lower than the share that they obtain on contracts that include such measures because minority preferences afford DBEs a competitive advantage.”¹⁷⁸

In contrast, the Eighth Circuit in *Sherbrooke Turf* and the Tenth Circuit in *Adarand v. Slater* found that a decline in DBE utilization following a change in or termination of a DBE program was relevant evidence of discrimination in subcontracting.¹⁷⁹ The Tenth Circuit stated that while this evidence “standing alone is not dispositive, it strongly supports the government’s claim that there are significant barriers to minority competition in the public subcontracting.”¹⁸⁰

The Ninth Circuit also dismissed the disparity between the proportion of DBE subcontractors and the proportion of DBE dollars on state-funded contracts, because “DBE firms may be smaller and less experienced than non-DBE firms (especially if they are new businesses started by recent immigrants) or they may be concentrated in certain geographic areas of the State, rendering them unavailable for a disproportionate amount of work.”¹⁸¹ The Ninth Circuit quoted the D.C. Circuit in *O’Donnell* to the effect that:

. . . minority firms may not have bid on . . . construction contracts because they were generally small companies incapable of taking on large projects; or they may have been fully occupied on other projects; or the District’s contracts may not have been as lucrative as others available in the Washington metropolitan area; or they may not have had the expertise needed to perform the contracts; or they may have bid but were rejected because others came in with a lower price.¹⁸²

The Ninth Circuit noted further that “if this small disparity has any probative value, it is insufficient, standing alone, to establish the existence of discrimination against DBEs.” The Ninth Circuit contrasted this minor disparity with the Ninth Circuit’s decision in *Associated General Contractors of California, Inc. v. Coalition for Economic Equity*, where “discrimination was likely to exist where minority availability for prime contracts was 49.5% but minority dollar participation was only 11.1%.”¹⁸³

¹⁷⁸ *Id.* at 1000.

¹⁷⁹ *Sherbrooke Turf, Inc.*, 345 F.3d 964.

¹⁸⁰ *Adarand Constructors, Inc.*, 228 F.3d at 1174; *see also Concrete Works IV*, 321 F.3d at 985.

¹⁸¹ *W. States Paving Co.*, 407 F.3d at 1001.

¹⁸² *Id.* (quoting *O’Donnell Constr. Co. v. District of Columbia*, 963 F.2d 420, 426 (D.C. Cir. 1992)).

¹⁸³ (quoting *AGCC II*, 950 F.2d at 1414).

2.10 SBE PROGRAMS

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.¹⁸⁴ The SWPC was created to channel war contracts to small business. In 1947, Congress passed the Armed Forces Procurement Act, declaring that “[i]t is the policy of Congress that a fair proportion of the purchases and contracts under this chapter be placed with small business concerns.”¹⁸⁵ Continuing this policy, the 1958 Small Business Act requires that government agencies award a “fair proportion” of procurement contracts to small business concerns.¹⁸⁶

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

. . . to make studies and recommendations to the appropriate Federal agencies to insure that a fair proportion of the total purchases and contracts for property and services for the Government be placed with small-business enterprises, to insure that a fair proportion of Government contracts for research and development be placed with small-business concerns, to insure that a fair proportion of the total sales of Government property be made to small-business concerns, and to insure a fair and equitable share of materials, supplies, and equipment to small-business concerns.¹⁸⁷

Every acquisition of goods and services anticipated to be between \$3,000 and \$100,000 is set aside exclusively for small businesses unless the contracting officer has a reasonable expectation of fewer than two bids by small businesses.¹⁸⁸

There has been only one constitutional challenge to the long-standing federal small business enterprise (SBE) programs. In *J.H. Rutter Rex Manufacturing Co. v. United States*,¹⁸⁹ a federal vendor unsuccessfully challenged the Army’s small business set-aside program as in violation of the due process clause of the Fifth Amendment to the U.S. Constitution, as well as the Administrative Procedures Act and the Armed Forces Procurement Act.¹⁹⁰ The court held that classifying businesses as small was not a “suspect classification” subject to strict scrutiny.

¹⁸⁴ See, generally, Hasty III, Thomas J., *Minority Business Enterprise Development and the Small Business Administration’s 8(a) Program: Past, Present, and (Is There a) Future?* 145 Mil. L. Rev. 1 (1994).

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

¹⁸⁶ 15 USC § 631(a).

¹⁸⁷ 15 U.S.C. § 637(b)(11).

¹⁸⁸ 18 C.F.R. § 19.502-2 (2006).

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

¹⁹⁰ *J.H. Rutter Rex Mfg. Co. v. United States*, 534 F. Supp. 331, 332 (E.D. La. 1982), *aff’d* 706 F.2d 702 (5th Cir. 1993) (finding violations of the Due Process Clause, “the 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)).

Instead the court ruled:

Since no fundamental rights are implicated, we need only determine whether the contested socio-economic legislation rationally relates to a legitimate governmental purpose. Our previous discussion adequately demonstrates that the procurement statutes and the regulations promulgated thereunder are *rationally related* to the sound legislative purpose of promoting small businesses in order to contribute to the security and economic health of this Nation.¹⁹¹

A large number of state and local governments have maintained small business preference programs for many years.¹⁹² No district court cases were found overturning a state or local small business preference program. One reason for the low level of litigation in this area is that there is no significant organizational opposition to SBE programs. There are no reported cases of Associated General Contractors (AGC) litigation against local SBE programs. And the legal foundations that have typically sued M/WBE programs have actually promoted SBE procurement preference programs as a race-neutral substitute for M/WBE programs.

There has been one state court case in which an SBE program was struck down as unconstitutional. The Cincinnati SBE program called for maximum practical M/WBE participation and required bidders to use good faith effort requirements to contract with M/WBEs up to government-specified M/WBE availability. Failure to satisfy good faith effort requirements triggered an investigation of efforts to provide opportunities for M/WBE subcontractors. In *Cleveland Construction v. Cincinnati*,¹⁹³ 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.¹⁹⁴

No cases were found challenging the constitutionality of local HUBZone programs¹⁹⁵ or Section 3 programs,¹⁹⁶ which are other types of businesses that have received procurement preferences by local governments.

¹⁹¹ *J.H. Rutter Rex Mfg. Co.*, 706 F.2d at 713 (internal citations omitted and emphasis added). See also *Dandridge v. Williams*, 397 U.S. 471, 485-86 (1970).

¹⁹² See § 287.001 et seq., Fla. Stat. (starting small business program in 1985); Minn. Stat. § 137.31 (University of Minnesota Started in 1979); N.J. Stat. § 52:32-17 et seq. (small business program started in 1983).

¹⁹³ *Cleveland Constr. Inc. v. Cincinnati*, 169 Ohio App. 3d 627, 649-50 (Ohio 1st DCA 2006).

¹⁹⁴ *Id.* at 641.

¹⁹⁵ 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**. 13 C.F.R. 126.200 (1999).

¹⁹⁶ A Section 3 business is defined as a business, (1) That is 51 percent or more owned by section 3 residents; or (2) Whose permanent, full-time employees include persons, at least 30 percent of whom are currently section 3 residents, or within three years of the date of first employment with the business concern were section 3 residents; or (3) That provides evidence of a commitment to subcontract in excess of 25 percent of the dollar award of all subcontracts to be awarded to business concerns that meet the qualifications set forth in paragraphs (1) or (2) in this definition of "section 3 business concern." 24 CFR 135.5.

2.11 CONCLUSION

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

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

CHAPTER 3. REVIEW OF POLICIES,
PROCEDURES, AND PROGRAMS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



3.1 INTRODUCTION

Chapter 3 examines the City/County/Blueprint procurement policies and procedures. A thorough examination and review of policies and procedures is important in establishing a legally defensible disparity study and designing potential remedies. This chapter also provides an overview of initiatives to increase participation and utilization of minority, women, and small businesses (MWSBE) and disadvantaged businesses (DBEs) in contracting and purchasing with City/County/Blueprint.

MGT's review of policies and procedures is presented in six sections. Section 2 describes the methodology used to conduct the review. The remaining sections summarize procurement policies, procedures, programs, and the structure and environment in which policies are carried out. The review and examination of policies in this chapter is intended to provide the foundation for the analysis of utilization and availability in **Chapters 4, 5** and the findings and recommendations in **Chapter 8**.

CHAPTER SECTIONS



1. Introduction
2. Methodology and Definitions
3. Procurement Structure and Environment
4. Procurement Policies and Procedures
5. Diversity and Inclusion Policies/Programs
6. Conclusion

3.2 METHODOLOGY AND DEFINITIONS

This section describes the steps undertaken to review and summarize procurement policies and procedures. In conducting the review, it was noted that the City of Tallahassee and Leon County operated separate MWSBE programs during the Study Period (October 1, 2012-September 30, 2017). It was also noted that the City of Tallahassee operated a DBE Program during the study period, but Leon County did not. To achieve greater collaboration, efficiency, and impact the OEV was created and became fully operational in 2017. The OEV includes the former Leon County and City of Tallahassee MWSBE and DBE offices. Relative to MWSBE participation, MGT's review focused on developing an understanding of the purchasing environment prior to establishing the OEV, as well as the post-OEV purchasing environment. To conduct the review and to prepare this summary, a multi-pronged approach was used, which included collecting and reviewing source documents and materials related to purchasing policies, procedures, and practices. Policies and procedures were also reviewed and discussed with key stakeholders, including OEV staff, as well as City, County, and Blueprint Intergovernmental Agency (IA) staff. The discussions with staff were used to help document purchasing policies and their impact on internal end users and businesses doing business with or seeking to do business with the City, County, and Blueprint IA. However, an overall assessment of the impact of policies, procedures, and practices can only be made in conjunction with the statistical and anecdotal evidence contained in **Chapters 4, 5, and 7** of this report. The review of policies and procedures included the following major steps:

- ◆ Finalizing the scope of the policy review.
- ◆ Collection, review, and summarization of procurement policies in use during the study period.

- ◆ Collection, review, and summarization of policies, procedures, and other information and data pertaining to remedial programs.
- ◆ Interviews with staff to determine how procurement policies have been implemented, including the application of policies, discretionary use of policies, exceptions to policies, and the impact of policies on key users.
- ◆ Review of applicable rules, regulations, and federal and state laws governing contracting and procurement.
- ◆ And review of previous disparity studies conducted in Tallahassee and Leon County.

Major policy related documents and other information collected and reviewed are itemized in **Table 3-1**.

TABLE 3-1.
DOCUMENTS REVIEWED DURING THE POLICY AND PROCEDURES REVIEW

INDEX	DESCRIPTION
<i>Procurement Documents</i>	
1.	City Commission Policy 241-Procurement Policy
2.	City of Tallahassee Purchasing Procedures Manual, August 17,2017
3.	Leon County Board of Commissioners Policy 96-1-Purchasing Policy
4.	Blueprint Intergovernmental Agency-Procurement Policy
5.	City of Tallahassee Administrative Policies and Procedures Manual, Minority/Women/Small Business Enterprise Opportunity and Participation Policies and Procedures
6.	Leon County Policy 96-1 Part B Minority Women and Small Business Enterprise Program
7.	City of Tallahassee DBE Plan February 2013
8.	City of Tallahassee ACDBE Program Plan FY 2016-FY 2018
9.	FY 2016-FY2018 ACDBE Goal Methodology
10.	OEV Certification Application
11.	OEV Recertification Application
12.	Leon County Ordinance Number 02-02(Local Preference)
<i>Statutes and Regulations</i>	
13.	<i>Florida Statutes Chapter 255</i> <i>F.S.255.0518 Opening Sealed Bids for Public Works Projects</i> <i>F.S. 255.0525 Advertising for Bids/Proposals</i> <i>F.S.255.0705 Florida Prompt Payment Act</i> <i>F.S.255.101 Utilization of Minority Business Enterprises</i>

INDEX	DESCRIPTION
14.	<i>Florida Statutes Chapter 287 Procurement of Personal Property and Services</i> <i>F.S. 287.017FY17 Purchasing Threshold Categories</i> <i>F.S.287.055 Consultants Competitive Negotiation Act</i> <i>F.S Procurement of Commodities or Contractual Services</i> <i>F.S.218.70-218.79 Local Government Prompt Payment Act</i>
15.	United States Department of Transportation Disadvantaged Business Program, 49 C.F.R. Part 23 and 26
<i>Previous Disparity Studies</i>	
16.	MGT of America, Inc 2009 Leon County Disparity Study Update
<i>Other Related Documents</i>	
17.	City Auditor Report # 1609 Compliance with the City Minority Business Enterprise by certain contractors and subcontractors on the Upper Lake Lafayette Nutrient Reduction Facility Project
18.	City Auditor Report # 1202 Compliance with the City’s MBE Program Policy and Federal DBE Policy for Selected Capital Construction Projects
19.	Leon County Minority, and Small Business Enterprise Programs Evaluation Committee Final Report, April 2017
20.	Leon County Acceptance of Status Report of Minority and Women-Owned Business Enterprise Expenditures January 2014
21.	Leon County Acceptance of the Status Report of Minority and Women-Owned Business Enterprise Expenditures FY 2013 and FY 2014
22.	Leon County Status Report on FY 2015 Minority and Women-Owned Business Enterprise Expenditures
23.	Minority, Women, & Small Business Enterprise Citizen Advisory Committee Orientation Manual, 2017

3.2.1 DEFINITIONS

Documenting and understanding definitions was important to the review of policies and procedures. The sections which follow include “standard definitions” used in procurement, and selected definitions extracted from City, County, and Blueprint policy documents. The definitions are important because they help to provide context for policies reviewed by MGT, and understanding the differences and similarities between the City, County, and Blueprint.

STANDARD DEFINITIONS

- ◆ Consulting Services: services requiring special knowledge, learning, skill, or intelligence, which is provided under a contract that does not involve the traditional relationship of employer and employee.
- ◆ General Goods and Services: goods, services, equipment, personal property and any other items procured that are not procured under a construction or maintenance contract and are neither consulting services nor professional services.
- ◆ Professional Services: services that involve disciplines requiring special knowledge or attainment and a high order of learning, skill, and intelligence. It encompasses labor and skill, predominantly mental or intellectual in nature, rather than physical or manual. This includes professional services such as architecture and engineering.

- ◆ Disadvantaged Business Enterprise (DBE): a for-profit business enterprise which is at least 51% owned by one or more socially and economically disadvantaged individuals. For publicly owned businesses, at least 51 percent of the stock is owned by one or more socially and economically disadvantaged individuals.
- ◆ Minority Business Enterprise (MBE): a for-profit business which is at least 51 percent owned and controlled by one or more minority person(s), and, if publicly owned, at least 51 percent of the stock is owned by one or more minorities and management and daily business operations are controlled by one or more of the minority individuals who own it.
- ◆ Small Business Enterprise (SBE): a for-profit business pursuant to Section 3 of the Small Business Act whose annual average gross receipts are not in excess of the standards established by the Small Business Administration's regulation under 13 C.F.R. 121 for a consecutive three-year period.
- ◆ Women-Owned Business Enterprise (WBE): a for-profit business at least 51 percent owned and controlled by one or more Non-minority women, and, if publicly owned, at least 51 percent of the stock is owned by one or more Non-minority women and the management and daily business operations are controlled by one or more of the women who own it.¹⁹⁷

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- ◆ Competitive Negotiation: A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with multiple vendors who submit proposals in response to a solicitation.
- ◆ Competitive Sealed Bid: A method for acquiring offers for procurement of goods, services, or construction in which award is made to the lowest responsive and responsible bidder based on responses to an invitation for bid.
- ◆ Competitive Threshold: A dollar limit established by the City Commission for determining the method of procuring a supply or service.
- ◆ Continuing Services Agreement: A type of agreement that provides for furnishing of specified types of professional services for a stated term pursuant to individual task or purchase orders.
- ◆ Contract: A written agreement which is signed by the City and one or more other parties, and which sets forth specific terms and conditions for the procurement or furnishing of goods, services, or professional services.
- ◆ Contracting Officer: An individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings.
- ◆ Non-Competitive Negotiations: A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with a single vendor.
- ◆ Off-the-Shelf Purchase: An item produced and stocked in inventory by a vendor awaiting the receipt of orders or contracts for sale.

¹⁹⁷ Prepared by MGT.

- ◆ Procurement: Buying, leasing, renting, or otherwise acquiring any materials, supplies, services, construction, and equipment, including description of specifications and requirements, selection and solicitation resources, preparation and award of contracts.
- ◆ Purchasing Authority: The authority to approve the acquisition of supplies or services on behalf of the City of Tallahassee as designated by the City Commission, Appointed Official, Procurement Services Manager, or appropriate Department Head.
- ◆ Purchase Order: The document used to purchase goods and services to meet a specific need.
- ◆ Request for Quotation (RFQ): An informal solicitation or request for information, where oral or written quotes are obtained from vendors, without formal advertising or receipt of sealed bids.
- ◆ Services: The furnishing of labor, time, or effort by a vendor, which does not result in the delivery of a tangible product.
- ◆ Supplies: Commodities or equipment.
- ◆ Term Contract: A type of agreement that provides prices for specific types of goods or services (other than professional services) that is in effect for a stated term. Continuing services contracts are a major tool used by Aviation and Public Works for major capital projects.
- ◆ Vendor: Any natural person or business that responds to a solicitation by the City relating to procurement of goods or services.¹⁹⁸

LEON COUNTY

- ◆ Agreement/Contract: All types of Leon County agreements for the purchase or disposal of supplies, services, materials, equipment, or construction and which name the terms and obligations of the business transaction.
- ◆ Blanket Purchase Order: A purchase order issued to a vendor for an amount not to exceed the face value of the purchase order. A blanket purchase order is for the procurement of commodities or services no single item of which shall exceed the threshold for small purchases unless the appropriate method of procurement was used to generate the Blanket Purchase Order.
- ◆ Change Order: A written order amending the scope of, or correcting errors, omissions, or discrepancies in a contract or purchase order.
- ◆ Commodity: A product that the County may contract for or purchase for the use and benefit of the County. A specific item, it is different from the rendering of time and effort by a provider.
- ◆ Competitive Sealed Bidding (Invitation for Bid): A written solicitation for sealed competitive bids used for the procurement of a commodity, group of commodities, or services valued more than the threshold for this category.
- ◆ Contractual Services: The rendering by a contractor of its time and effort rather than the furnishing of specific commodities. The term applies only to those services rendered by individuals and firms who are independent contractors, and such services may include, but are not limited to, evaluations; consultations; maintenance; accounting; security; management systems;

¹⁹⁸ City Commission Policy 242.

management consulting; educational training programs; research and development studies or reports on the findings of consultants engaged there under; and professional, technical, and social services.

- ◆ Cooperative Purchasing: Procurement conducted by, or on behalf of, more than one public procurement unit.
- ◆ Definite Quantity Contract: A contract whereby the contractor(s) agrees to furnish a specific quantity of an item or items at a specified price and time to specified locations. Delivery by the vendor and acceptance of the specific quantity by the County completes such contract.
- ◆ Emergency Purchase: A purchase necessitated by a sudden unexpected turn of events (e.g., acts of God, riots, fires, floods, accidents or any circumstances or cause beyond the control of the agency in the normal conduct of its business) where the delay incident to competitive bidding would be detrimental to the interests of the County.
- ◆ Field Quotes: The procurement procedure used by the operating department or divisions to purchase commodities or contractual services with a value within the threshold amounts set for this category and are conducted by the department or division.
- ◆ Informal Sealed Bid: A written solicitation method used by the County for securing prices and selecting a provider of commodities or services with a value within the threshold for this category.
- ◆ Invitation for Bid (Competitive Sealed Bidding): A written solicitation for sealed competitive bids used for the procurement of a commodity, group of commodities, or services valued more than the threshold for this category. The invitation for bids is used when the County is capable of specifically defining the scope of work for which a contractual service is required or when the County is capable of establishing precise specifications defining the actual commodity or group of commodities required.
- ◆ Invitation to Negotiate: A written solicitation that calls for responses to select one or more persons or business entities with which to commence negotiations for the procurement of commodities or contractual services.
- ◆ Joint Venture:
 - a) a combination of contractors performing a specific job in which business enterprises participate and share a percentage of the net profit or loss; or
 - b) a joint business association of a minority individual(s)/firm(s) as defined herein, and a non-minority individual(s)/firm(s) to carry out a single business enterprise for which purpose the individuals/firms combine their property, money, efforts, skills and/or knowledge.
- ◆ Professional Services: Those services within the scope of the practice of architecture, professional engineering, landscape architecture, or registered land surveying, as defined by the State of Florida, or those performed by any architect, professional engineer, landscape architect, or registered land surveyor in connection with his professional employment or practice.
- ◆ Purchase Order: That document used by Leon County to request that a contract be entered into for a specified need, and may include, but not be limited to, the technical description of the requested item, delivery schedule, transportation, criteria for evaluation, payment terms, and other specifications.

- ◆ Purchasing Quotes: The procedure used to purchase commodities or contractual services wherein the Purchasing Director or Purchasing Agents obtain either written or oral quotations from two or more vendors for purchases within the threshold amounts set for this category.
- ◆ Request for Information: A written or electronically posted request to vendors for information concerning commodities or contractual services. Responses to these requests are not offers and may not be accepted to form a binding contract.
- ◆ Request for Proposals (RFP): A written solicitation for sealed proposals with the title, date, and hour of public opening designated. The request for proposals may be used when the County is unable to specifically define the scope of work for which the commodity, group of commodities, or contractual service is required, and when the County is requesting that a qualified offeror propose a commodity, group of commodities, or contractual service to meet the specifications of the solicitation document.
- ◆ Request for a Quote: A solicitation that calls for pricing information for purposes of competitively selecting and procuring commodities and contractual services from qualified or registered vendors.
- ◆ Small Purchases: The procurement of commodities or services with a value within the thresholds set for this category without the requirement of quotes, bids, or public notice under procedures established by the Purchasing Division.
- ◆ Sole (Single) Source Purchases: The purchase of a commodity, service, equipment, or construction item(s) from one available practical source of supply. A Sole (single) Source may be declared such by the Board of County Commissioners for reasons acceptable to it.
- ◆ Term Contract: Indefinite quantity contract whereby a contractor(s) agrees to furnish an item or items during a prescribed period of time (such as 3, 6, 9, 12 months, or a specific date). The specified period of time or date completes such contract.¹⁹⁹

BLUEPRINT INTERGOVERNMENTAL AGENCY

- ◆ Change Order: Modifications to a capital project contract's work scope, cost, or schedule phasing, as authorized by the applicable authority.
- ◆ Competitive Negotiation: A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with multiple vendors who submit proposals in response to a solicitation.
- ◆ Competitive Sealed Bid: A method for acquiring offers for procurement of goods, services, or construction in which award is made to the lowest responsive and responsible bidder based on responses to an invitation for bid received from qualified vendors.
- ◆ Competitive Threshold: A dollar limit established for determining the method of procuring a particular supply or service.
- ◆ Continuing Services Agreement: A type of agreement that provides for furnishing of specified types of professional services for a stated term pursuant to an individual task or purchase order.

¹⁹⁹ Leon County Policy 96-1.

- ◆ Contract: A written agreement, regardless of its title, which is signed on behalf of the Agency and one or more other parties and that sets forth specific terms and conditions for the procurement or furnishing of goods, services or professional services.
- ◆ Contract Amendment: Any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provision of the contract, accomplished by mutual action of the parties to the contract.
- ◆ Contracting Officer: An individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings.
- ◆ Department of PLACE: The Department of Planning, Land Management and Community Enhancement (PLACE) created by the City and County consisting of the Tallahassee – Leon County Planning Department, the Leon County – City of Tallahassee Blueprint Intergovernmental Agency and the Office of Economic Vitality.
- ◆ Non-Competitive Negotiations: A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with a single vendor.
- ◆ Procurement: Buying, leasing, renting or otherwise acquiring any materials, supplies services, construction, and equipment, including description of specifications and requirements, selection and solicitation resources, preparation and award of contracts.
- ◆ Purchasing Authority: The authority to approve the acquisition of supplies or services on behalf of the Agency.
- ◆ Request for Quotation (RFQ): An informal solicitation or request for information, where oral or written quotes are obtained from vendors, without formal advertising or receipt of sealed bids.
- ◆ Services: The furnishing of labor, time, or effort by a vendor, which does not result in the delivery of a tangible product.
- ◆ Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, Blueprint Intergovernmental Agency and the Office of Economic Vitality, reporting directly to the Intergovernmental Management Committee or their Designees.
- ◆ Blueprint Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, reporting directly to the Director of PLACE.
- ◆ Office of Economic Vitality Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.
- ◆ Office of Economic Vitality: The legal entity established by the City and County to implement and administer, on behalf of Blueprint, OEV programs and Blueprint 2020 Economic Development Programs.
- ◆ Supplies: Commodities or equipment.
- ◆ Term Contract: A type of agreement that provides prices for specific types of goods or services (other than professional services) that is in effect for a stated term.

- ◆ Vendor: Any natural person or business that responds to a solicitation relating to procurement of goods or services.²⁰⁰

3.3 PROCUREMENT STRUCTURE AND ENVIRONMENT

The structure and environment in which procurement is carried out was important to the policy review, particularly related to minority, women, and small business enterprise programs.

The procurement function is essential to ensuring the acquisition of goods and services according to established policies and procedures for advertisement, solicitation, and approval. City of Tallahassee, Leon County, and Blueprint staff who are responsible for procurement perform a broad spectrum of activities and functions based upon established procurement policies and procedures. Staff who are responsible for procurement activities and functions adhere to professional standards established by the National Association of Purchasing Management (NAPM) and the National Institute of Governmental Purchasing (NIGP). Within this context, procurement staff are responsible for the following:

- ◆ Coordination of all phases of the purchasing and acquisitions process;
- ◆ Purchase of all goods, services, and equipment used; and
- ◆ Coordination, support, and technical assistance to end users.

With combined budgets exceeding over \$1 billion, procurement is an essential activity for supporting City, County, and Blueprint operations. **Exhibits 3-1 to 3-3** show the current organization structure of the City, County, and Blueprint. The organization units purchase a variety of goods and services for internal operations and to provide services to citizens in Leon County and Tallahassee. To operate efficiently and provide essential services, procurement and contracting must be continuous and ongoing. Within this context, the organization units shown in **Exhibits 3-1 to 3-3** engage in purchasing at varying levels on a regular basis.

Interviews with staff provided insight into procurement practices during the study period and current procurement operations, practices, and processes. Based on the comments and input received from staff, there is a clear focus and heightened sensitivity to expanding opportunities for small and minority and women-owned businesses. In fact, some staff view growing local small and minority and women-owned businesses and expanding opportunities as a critical economic development goal. According to staff, operations enhancements under the OEV structure, along with strategies to grow and strengthen small and minority businesses will ultimately result in better economic outcomes for the entire community.

3.3.1 OFFICE OF ECONOMIC VITALITY

In 2016, the County and City MWSBE and DBE offices were consolidated and realigned under the Tallahassee—Leon County OEV with the goal of streamlining the certification process, contract monitoring, and providing access to City/County procurement opportunities. The OEV is now the face of

²⁰⁰ Blueprint IA Procurement Policy.

City, County, and Blueprint efforts to improve and increase access to procurement opportunities for minority, women-owned, and small businesses. The OEV reports to the Director of PLACE, **Exhibit 3-3**, and is currently staffed with four (4) positions: director, deputy director, and two (2) senior coordinator positions. MGT noted that the consolidation resulted in fewer staff, but the same number of programs must be administered. Staff commented that OEV can ultimately enhance operations, systems, and processes by increasing communication, coordination, and synergy across the entire procurement spectrum, if adequately staffed. Relative to small and minority businesses, OEV is responsible for certification, outreach, contract monitoring, tracking and reporting of all activities, initiatives, strategies associated with the inclusion of minority, women-owned, and small businesses in the procurement process. To this end, the OEV is primarily responsible for the following goals:

1. Implement a collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.
2. Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community's strengths in this capacity.
3. Better identify, understand, and align all available assets, organizations, and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.
4. Responsible allocation of resources to achieve goals as well as to refine the foundation for future growth and opportunities.

Organizationally and functionally, the OEV fulfills the following roles:

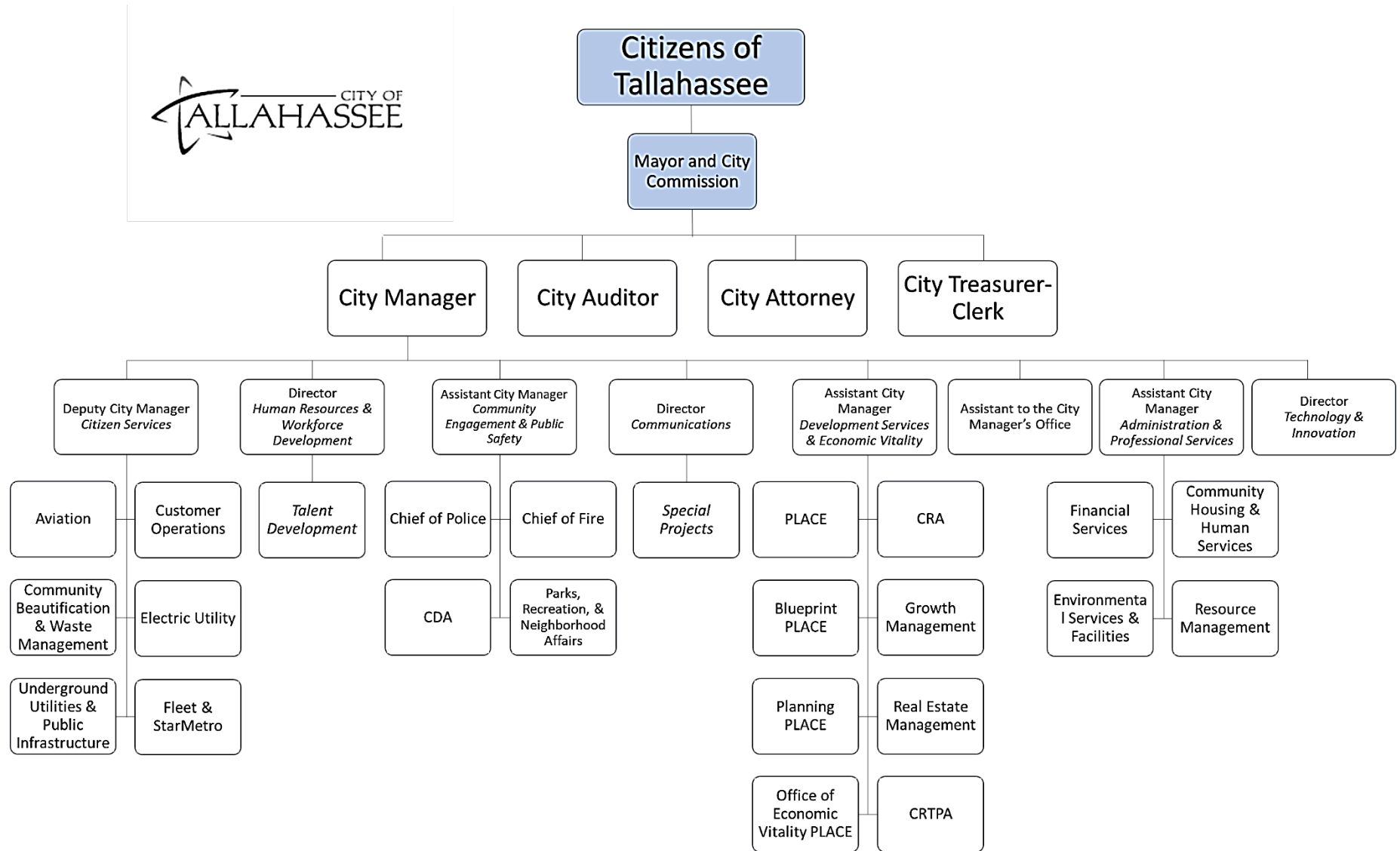
- ◆ Planning and implementing outreach and marketing strategies to increase awareness of and participation in procurement opportunities.
- ◆ Ensuring policies and procedures are aligned with best practices.
- ◆ Working to continuously improve compliance and reporting processes.
- ◆ Assisting with building capacity of small and minority businesses that are ready, willing, and able to participate in procurement opportunities.

More specifically, the OEV is responsible for the following relative to small and minority businesses:

- ◆ Ensuring greater participation in all forms of procurement and contracting.
- ◆ Monitoring and reporting participation and utilization.
- ◆ Monitoring and ensuring compliance through all phases of procurement and contracting.
- ◆ Interacting and engaging in discussions and meetings to provide assistance, advice, and support to ensure consideration of small and minority businesses in procurement and contracting.
- ◆ Planning and execution of outreach activities and other activities to promote and encourage partnering and teaming relationships.
- ◆ Coordination and communication with the City and County regarding the shared responsibility for promoting, supporting, and helping to increase the participation and utilization of small and minority businesses in procurement and contracting.²⁰¹

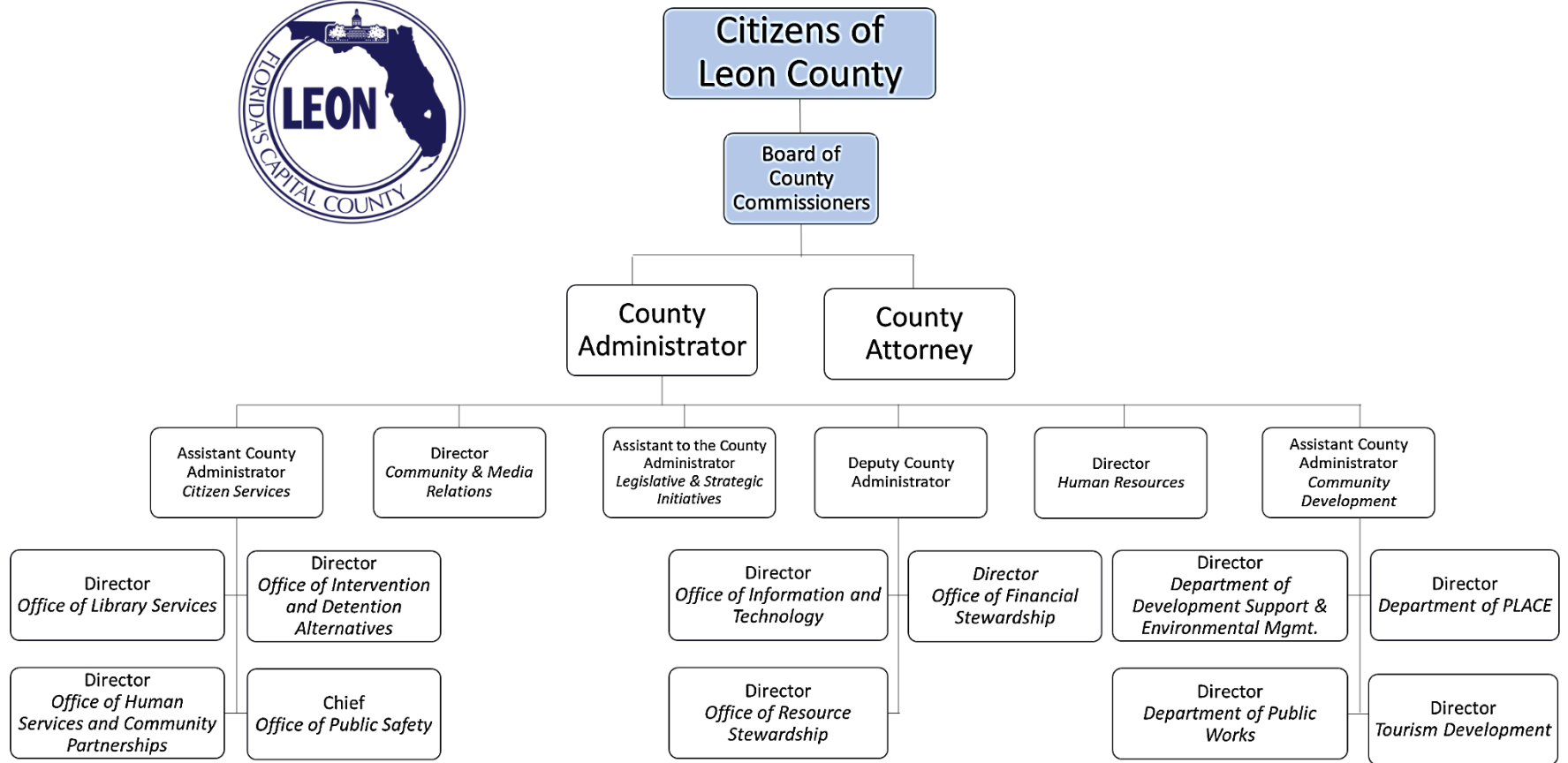
²⁰¹ Minority, Women, & Small Business Enterprise Citizen Advisory Committee Orientation Manual.

EXHIBIT 3-1.
CITY OF TALLAHASSEE ORGANIZATION CHART



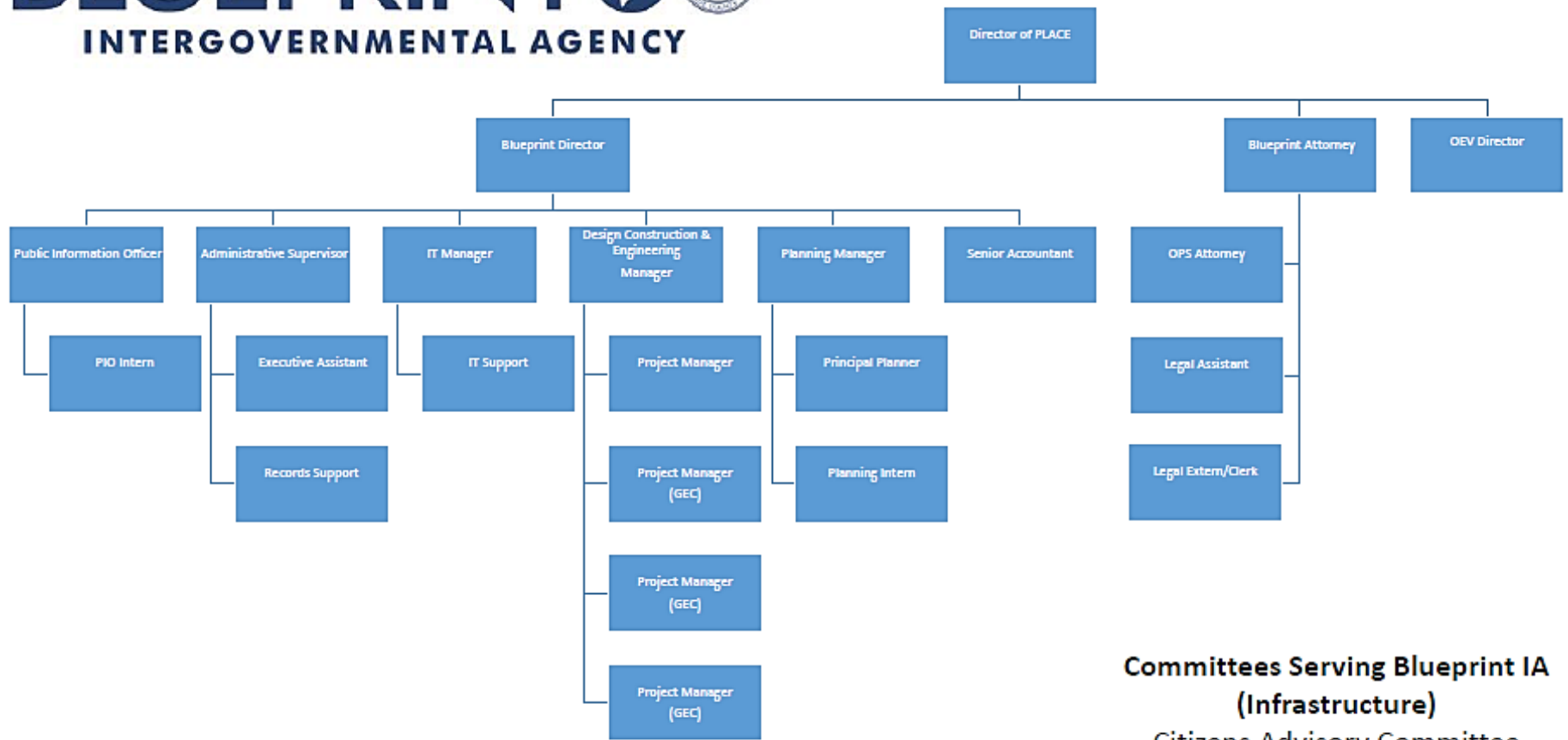
Source: OEV. Recreated by MGT, 2018.

EXHIBIT 3-2.
LEON COUNTY ORGANIZATION CHART



Source: OEV. Recreated by MGT, 2018.

EXHIBIT 3-3.
BLUEPRINT INTERGOVERNMENTAL AGENCY ORGANIZATION CHART



**Committees Serving Blueprint IA
(Infrastructure)**
Citizens Advisory Committee
Technical Coordinating Committee

Revised May 16, 2018

Source: Blueprint. Recreated by MGT, 2018.

3.4 PROCUREMENT POLICIES AND PROCEDURES

3.4.1 OVERVIEW OF PROCUREMENT POLICIES

The purchasing policies of the City of Tallahassee, Leon County, and Blueprint Intergovernmental Agency are designed to provide guidance, direction, and information to internal users to ensure goods and services are purchased according to prescribed policies and relevant Florida Statutes. Certain policies examined by MGT governing City, County, and Blueprint procurement were very similar. For example, all three entities use some form of noncompetitive and competitive bidding and all three entities procure certain professional services according to the Florida’s Consultants Competitive Negotiation Act (CCNA). Virtually all of Blueprint’s policies closely align with City policies.

The following review is narrowly tailored to focus on policies which have a more direct impact on purchasing goods and services, as well as participation of small and minority businesses in procurement. Although MGT reviewed a variety of procurement related documents and information, the sections which follow are intended to provide a high-level summary of policies, procedures, and practices. It is not intended to provide a detailed discussion of processes associated with each policy or the “nuts and bolts” of how policies are routinely carried out. Instead MGT’s primary focus was on how policies and procedures are being used to facilitate increased participation of minority and women vendors, and whether there are barriers and impediments built into the policies, or how policies are operationalized, that adversely impact participation of minority and women vendors. As such, MGT closely examined the following:

- ◆ City Commission Policy 241-Procurement Policy
- ◆ Leon County Board of Commissioners Policy 96-1-Purchasing Policy
- ◆ Blueprint Intergovernmental Agency Procurement Policy
- ◆ City of Tallahassee Minority Business Enterprise Opportunity and Participation Policies and Procedures
- ◆ Leon County Policy 96-1 Part B Minority Women and Small Business Enterprise Program
- ◆ City of Tallahassee DBE Plan 2013
- ◆ City of Tallahassee ACDBE Program Plan FY 2016-2018
- ◆ Florida Statutes Chapter 255 and Chapter 287

The review of the above documents helped shape discussions with staff about how policies are implemented, and how policies impact vendors seeking contracting and procurement opportunities. In reviewing these documents MGT also noted whether relevant state and federal laws and regulations listed in **Table 3-1** are referenced. MGT’s review primarily focused on the following:

- ◆ Purchasing Authority
- ◆ Purchasing Thresholds
- ◆ Source Selection Methods
- ◆ Exempt Procurement

3.4.2 PURCHASING AUTHORITY

City of Tallahassee Policy 242, Leon County Policy 96-1, and Blueprint IA Policy 101 delineate purchasing approval authority for each entity. These policies are important because they provide guidance, direction, and boundaries for all purchasing activity. The governing body of each entity—City Commission, County Commission, and Intergovernmental Agency Board—have unlimited purchasing authority, and are the final decision makers on purchases, contracts, and change orders of a certain dollar value. Delegation of purchasing approval authority is a common practice in all three entities. For example, in the City of Tallahassee, purchasing approval authority is delegated to department directors for purchases up to \$25,000. What this means in practice is that department directors have a certain degree of latitude and discretion in instances where purchasing authority has been delegated. MGT’s experience has shown that minority and woman owned businesses tend not to benefit from “purchasing discretion” as much as nonminority businesses, primarily because of a tendency to engage in “habit buying” or “habit purchasing.” As a result, in many of the studies conducted by MGT, this practice almost automatically excluded vendors with whom departments are unfamiliar and/or unaware of their availability. MGT has also documented situations where this practice resulted in “legacy awards” to a few select vendors that spanned 20 years or more. In this study, the utilization analysis and anecdotal analysis will determine the existence or prevalence of this practice during the study period.

3.4.2.1 CITY OF TALLAHASSEE

Table 3-2 shows purchasing approval authority for the City of Tallahassee. As shown in **Table 3-2** purchasing approval authority is vested in the City Commission, City Manager, or other appointed officials for purchases over \$125,000. Procurement Services has approval authority for purchases below \$125,000, Purchasing Supervisors have approval authority for purchases below \$50,000 and department directors have approval for up to \$25,000.

TABLE 3-2.
CITY OF TALLAHASSEE PROCUREMENT APPROVAL AUTHORITY

Authority	Expenditure Approval Level	Designee/ Backup	Execution PO's/Contracts
City Commission	Unlimited	Board approval required	City Manager (or other appointed official)
City Manager or other appointed officials	<p>NON-CAPITAL PROJECTS</p> <p>Approves expenditures not to exceed \$250,000.</p> <p>Reviews, approves and recommends expenditures greater than \$250,000 to the City Commission and approves all contracts, expenditures and change orders associated with approved capital projects.</p> <p>CAPITAL PROJECTS</p> <p>Approves and awards all purchases, contracts and change orders for all capital projects approved by the City Commission in the capital budget</p>	<p>City Manager</p> <p>designees: Director of Management & Administration or appropriate Assistant City Manager or other as assigned by appropriate Appointed Official</p>	<p>City Manager or designee shall approve all grants and inter-governmental agreements.</p> <p>The Procurement Services Manager has been designated signature authority on behalf of the City Manager for all procurement related contracts.</p>

Authority	Expenditure Approval Level	Designee/ Backup	Execution PO's/Contracts
Procurement Services Manager	Not to exceed \$125,000.	Purchasing Supervisor or other designee	Purchasing Supervisor or other designee
Supervisor, Purchasing Services	Not to exceed \$50,000.	Designated Supervisor or Purchasing Specialist	Designated Supervisor or Purchasing Specialist
Department Directors	Not to exceed \$25,000.	Designated Supervisor	Department Director or designated Supervisor (Contracts Only)

Source: City of Tallahassee Purchasing Procedures Manual, Revised August 17, 2017.

3.4.2.2 LEON COUNTY

As shown in **Table 3-3** the County Commission has signature authority over \$250,000, the County Administrator up to \$250,000, and the Purchasing Director up to \$100,000. County policy also allows for the delegation of purchasing authority.

TABLE 3-3.
LEON COUNTY CONTRACT AWARD AND SIGNATURE AUTHORITY THRESHOLDS

Table 2 Contract Award and Signature Authority Thresholds	
Individual	Threshold ¹
Purchasing Director	*Procurement Agreements up to \$100,000
County Administrator	*Procurement Agreements greater than \$100,000 and no greater than \$250,000
Board of County Commissioners	*Procurement Agreements greater than \$250,000

¹Term contracts will be awarded based upon the value of the initial term of the contract.
*All contracts will be in a form approved by the County Attorney's Office prior to execution.

Source: Leon County Policy 96-1.

3.4.3 PURCHASING THRESHOLDS

Tables 3-4 to 3-6 show the purchasing thresholds for the City, County, and Blueprint. As shown below, \$100,000 is the threshold for competitive sealed bids for each entity. Neither requires competition for small purchases under \$1,000. Also, the City and Blueprint use the same thresholds.

TABLE 3-4.
CITY OF TALLAHASSEE CONTRACT AWARD AND SIGNATURE AUTHORITY THRESHOLDS

Threshold	Method of Competition
All Purchases	
<=\$1,000	No competition required
>\$1,000 but <=\$10,000	Phone or written request for quotation
>\$10,000 but <=\$25,000	Written request for quotation
Off-the-Shelf Purchases	
>\$25,000 but <=\$100,000	Written request for quotation
>\$100,000	Competitive Sealed Bid

Threshold	Method of Competition
Non Off-the-Shelf Purchases	
>\$25,000	Competitive Sealed Bid/Competitive Negotiation.
Professional Services—See Note 1	
<=F.S. 287.017 Category Two	Non-Competitive Negotiation
>F.S. 287.017 Category Two—See Note 2	Competitive Negotiation

Source: Tallahassee City Commission Policy 242.

Table 3-5 shows purchasing categories and thresholds amounts for Leon County.

TABLE 3-5.
LEON COUNTY PURCHASING CATEGORIES; THRESHOLD AMOUNTS

Purchasing Process Thresholds	
Procurement Method	Threshold
Petty Cash/Reimbursement (Section 5.02)	Not to exceed \$100
Small Purchase Procedures (Section 5.03)	\$1 to \$1,000
Tangible Property/Controlled Asset	\$1 to \$2,500
Consumables	\$1 to \$5,000
Warehouse Operations (Section 5.031)	
Blanket Purchase Orders (Section 5.04)	not to exceed \$5,000
Non-contractual Basis	not to exceed annual contract value
Contractual Basis	
Field Quotes (Section 5.05)	\$1,000 to \$5,000
Tangible Property/Controlled Asset	\$2,500 to \$5,000
Consumables	
Purchasing Quotes (Section 5.06)	\$5,000.01 to \$50,000
Bid – Informal Bid Process – Standard (Section 5.07)	\$50,000.01 to \$100,000
Bid – Informal Bid Process for Tenant Renovations/Improvements to County Space Leased by Private Entities (Section 5.07.1)	\$50,000.01 to \$200,000
Bid – Competitive Sealed Bids (Section 5.08)	\$100,000.01 and above
RFP – Competitive Sealed Proposals (Sections 5.09 and 5.09.1)	Purchasing Director –Authorized to Release RFPs Expected to Result in Costs No Greater than \$100,000; County Administrator Authorized to release all RFPs

Source: Leon County Policy 96-1.

Table 3-6 shows competitive thresholds for Blueprint Intergovernmental Agency.

TABLE 3-6.
BLUEPRINT COMPETITIVE THRESHOLDS

Threshold	Method of Competition
All Purchases	
<=\$1,000	No competition required
>\$1,000 but <=\$10,000	Phone or written request for quotation
>\$10,000 but <=\$25,000	Written request for quotation
Off-the-Shelf Purchases	
>\$25,000 but <=\$100,000	Written request for quotation
>\$100,000	Competitive Sealed Bid
Non Off-the-Shelf Purchases	
>\$25,000 (See Note 3)	Competitive Sealed Bid/Competitive Negotiation
Professional Services – See Note 1	
<=F.S. 280.017 Category Two	Non-Competitive Negotiation
> F.S. 280.017 Category Two – See Note 2	Competitive Negotiation

Source: Blueprint Procurement Policy 101.

Based upon MGT's review, procurement policies utilized during the study period provide detailed guidance for the purchasing authority and thresholds in **Tables 3-4, 3-5, and 3-6**, and delineate roles and responsibilities for review and approval by departments, staff, City Commission, County Commission, and Intergovernmental Management Committee.

3.4.4 SOURCE SELECTION METHODS

Table 3-7 shows major source selection methods used by the City, County, and Blueprint. The City's source selection is guided by City Commission Policy 242, Leon County by Policy 96-1, and Blueprint is guided by Procurement Policy 101. All three entities use both informal solicitation (where oral or written quotes are obtained from vendors), and formal solicitation (that require advertising or receipt of sealed bids). City and County policies in place during the study period referenced their respective MWBE programs in source selection processes. For example, the City Procedures Manual includes language related to the MBE Program in the solicitation process, including detailing the Purchasing Division's responsibility in Section 6.5.5 and Section 6.18.1.1.1 for consulting with the MBE Program in the RFP review process and determining MBE participation goals. The County also includes provisions related to participation of MWSBEs in the solicitation process including pre-solicitation meetings to ensure MWSBE targets are being established correctly. Within the context of non-competitive, competitive, and formal and informal solicitation, various sourcing methods are deployed, including written and verbal quotes, small purchases, informal and formal bids, blanket purchase orders, competitive sealed proposals, field quotes, and other source selection methods that provide potential opportunities for small and minority businesses.

TABLE 3-7.
TYPES OF PROCUREMENT

Procurement Methods	City of Tallahassee	Leon County	Blueprint
Non-Competitive Procurement	✓	✓	✓
Small Purchases	✓	✓	✓
Informal Bids	✓	✓	✓
Non-Competitive Negotiation	✓	✓	✓
Competitive Procurement	✓	✓	✓
Invitation for Quotes (IFQ)		✓	
Sealed Invitation for Bid (IFB)	✓	✓	✓
Sealed Request for Proposal (RFP)	✓	✓	✓
Sealed Request for Qualifications (RFQ)	✓	✓	✓

Source: Created by MGT.

Table 3-8 shows the competitive sealed bids and competitive sealed proposals source selection that is common across the three entities. In all three entities, competitive sealed bids typically require a Request for Proposals (RFP).

TABLE 3-8.
COMPETITIVE SEALED BIDS/COMPETITIVE SEALED PROPOSALS SOURCE SELECTION

Activity Description	Competitive Sealed Bids (IFB)	Competitive Sealed Proposals (RFP)
Statement of Work (SOW)/Specifications	Specific as to the performance/design	End results oriented by statement of work – Proposer must develop and provide solution
Public Opening of Proposals	Yes– all data is available to other bidders and the public	No
Evaluation	Based primarily on responsiveness to technical specifications, price, price related factors and other stated factors	Based on pre-determined technical and quality factors with an evaluation committee assigning weighted values to various parts of each proposal
Discussions	No	Individual discussions with proposers to determine understanding of proposal requirements and/or to negotiate contract terms
Changes	No	Awarded respondent is allowed to resubmit (if necessary) an offer that might change the solution and the price
Award	Lowest Responsive and Responsible Bidder	Best Value Proposal – not necessarily the lowest price

Source: Created by MGT from City and County Policy.

3.4.5 EXEMPT PROCUREMENT CATEGORIES

As outlined in City, County, and Blueprint policies, several procurement categories are exempt from some or all requirements that apply to formal procurements. These include professional services defined by the Consultants Competitive Negotiation Act (CCNA), Sole Source Procurements, Cooperative Purchasing, Emergency Purchases, and other exempt categories. Major categories of exempt procurement utilized by the City, County, and Blueprint are shown in **Table 3-9**.

TABLE 3-9.
EXEMPT PROCUREMENT

Procurement Methods	City of Tallahassee	Leon County	Blueprint
Professional Services	✓	✓	✓
Cooperative Procurement	✓	✓	✓
Emergency Procurement	✓	✓	✓
Sole Source Procurement	✓	✓	✓
Other Governmental Agreements	✓	✓	✓

Source: Created by MGT.

Professional Services

Professional services are procured according to provisions in the Consultants’ Competitive Negotiation Act (CCNA; §287.055). In all three entities, the general process steps, including the determination of a need, advertising the solicitation, solicitation transmittal, addenda, receipt of proposals, etc. are handled according to established procedures. Source selection according to CCNA provisions apply to the selection of professional engineers, architects, registered land surveyors, landscape architects, financial and fiscal consultants, accountants, investment managers, actuarial consultants, risk management and insurance consultants, computer system analysis, and general management consultants. In addition to consulting, the competitive negotiation process may also be used advantageously for the procurement of certain unique services and goods.

Cooperative Purchases

Cooperative procurement is a process by which two or more agencies cooperate to purchase supplies or services from the same vendor. Cooperative procurement must be a mutual agreement between the buyers and vendor as well. The City, County, and Blueprint may enter into joint agreements with governmental or non-profit agencies for the purpose of pooling funds for supplies or services.

Emergency Purchases

An emergency purchase is a purchase of supplies or services when there is a threat to public health, welfare, or safety; natural unexpected events; accidents; or loss under conditions where the operation of a department or division would be seriously impaired if immediate action were not taken. These circumstances and conditions do not allow time for normal competitive purchasing procedures.

Sole Source Purchases

A sole source procurement is when only one vendor or one known source is available for the supplies or services required. Overall, a sole source purchase is not a method of selecting a vendor, but rather a statement that the Department is not aware of any other vendors capable of providing the needed supplies or services.

3.5 DIVERSITY AND INCLUSION POLICIES/PROGRAMS

The major impetus of this disparity study is ensuring access to procurement opportunities and utilization and availability of disadvantaged, minority and women-owned businesses. As mentioned earlier, the County and the City maintained MWSBE and DBE offices during the study period that were consolidated and realigned under OEV. The sections which follow summarize the MWSBE policies and programs in place during the study period.

City of Tallahassee Minority Business Enterprise (MBE)

The City MBE Policy was initially approved by the City Commission in October 1991 following the completion of the City's disparity study conducted by MGT. The MBE Policy was revised in 1994 and 2014. The primary objective of the City MBE Program was remedying effects of past discrimination by assisting certified minority businesses with identifying and participating in City procurement opportunities. To achieve its primary objective, the City MBE Program was organized and structured to provide for the following:

- ◆ Representative utilization of MWSBE firms in all aspects of the City's procurement activity;
- ◆ Elimination of any institutional and procedural barriers which would prohibit active participation in the City's procurement opportunities;
- ◆ Training, education, and technical assistance opportunities to enhance MWSBE's chances for successful participation in the City purchasing and contracting program; and
- ◆ Public information on the opportunities available for doing business with the City.²⁰²

The City's MBE program was responsible for the following during the study period:

1. Review City solicitations to generate awareness by minority firms of the potential purchase and contractual opportunities.
2. Work with Procurement Services to facilitate a better understanding of bidding and contracting procedures among MBE firms.
3. Provide assistance to user departments in identifying minority businesses and working with departments to develop appropriate MBE participation goals.
4. Provide MBE point recommendations for all Construction Bids in excess of \$100,000 and Request for Proposals (RFP) responses.
5. Review city bid and RFP solicitations to ensure that appropriate MBE and/or DBE language is utilized in accordance with city, state or federal guidelines/requirements.
6. Review and approve/deny requests for MBE participation waivers on bids/RFP solicitations (request must be made prior to release of the solicitation).

²⁰² City MBE Policy.

To assist certified minority businesses with participating in City procurement opportunities, the MBE Policy established participation goals. For large capital projects (greater than \$100,000), the policy required a minimum 7.5 percent participation goal for certified African-American contractors and 3.5 percent for certified female contractors. The policy also included provisions for awarding additional points to prime contractors who exceeded minimum levels. Sections 16.5.71-16.5.73 in the MWSBE Policy include key provisions for the following:

- ◆ MWBE Participation Goals
- ◆ Good Faith Efforts
- ◆ Prompt Payment
- ◆ Certification/Recertification/Decertification/Right of Appeal
- ◆ Contract Compliance Monitoring and Enforcement
- ◆ Remedies
- ◆ Mentor - Protégé and Joint Ventures
- ◆ MWSBE Advisory Committee

The MWSBE Policy contains provisions that are clear in their intent and guidance relative to MBE participation. On the whole, the MWSBE Policy is comprehensive relative to evaluating bids and satisfying participation goals, certification and penalties and sanctions resulting from contract compliance, monitoring and enforcement. What is not as evident is the consistency and effectiveness related to policy implementation—issues that were raised in the City Auditor Report #1609 issued in March 2016, and Audit Report #1304 issued in January 2013. Both reports identified several opportunities to strengthen the MBE Office by providing more support and resources, such as training and technology solutions. In 2014, the SBE component was added and included local small businesses, as well as small business set-asides.

DBE Program

During the study period the City's MBE Office was also responsible for the DBE program. DBE programs are designed to ensure compliance with the Transportation Equity Act for the 21st Century (TEA-21) enacted by Congress in 1998 along with regulations in 49 C.F.R. Part 26 (part 23 for airport concessions). The City established a DBE program in accordance with regulations of the U.S. Department of Transportation, 49 CFR Part 26 as a condition of receiving federal financial assistance from the Department of Transportation.

The City's 2013 DBE Plan provides detailed provisions and requirements in accordance with CFR Part 26 including:

- ◆ Administrative Requirements
- ◆ DBE Goals
- ◆ Good Faith Efforts
- ◆ Certification Standards
- ◆ Certification Procedures

- ◆ Compliance and Enforcement

The Tallahassee International Airport ACDBE (Airport Concession Disadvantaged Business Enterprise) program was established in accordance with regulations in CFR Part 23 as a condition of receiving funds authorized for airport development. ACDBE policy objectives include the following:

- ◆ Ensure nondiscrimination in the award and administration of opportunities for concessions;
- ◆ Create a level playing field on which ACDBEs can compete fairly for opportunities for concessions;
- ◆ Ensure the ACDBE program is narrowly tailored in accordance with applicable law;
- ◆ Ensure that only firms that fully meet eligibility standards are permitted to participate as ACDBEs;
- ◆ Promote the use of ACDBEs in all types of concession activities;
- ◆ Assist the development of firms that can compete successfully outside of the ACDBE program; and
- ◆ Provide appropriate flexibility in providing opportunities for ACDBEs.²⁰³

ACDBE policy provisions mirror certain DBE provisions described above, including establishing both race-conscious and race-neutral goals. In the ACDBE Program Plan there are two overall ACDBE goals, one for car rentals and another for concessions other than car rentals. Although the 2013 DBE Plan included goals for aviation and transit, the primary focus was construction related projects for Star Metro and construction projects at the airport.

Leon County MWSBE

The County's MWSBE Policy is found in County Policy 96-1. Its primary purpose is to "end disparity and to increase opportunities for certified minority and women-owned business enterprises and small business enterprises in a competitive environment."²⁰⁴ The MWSBE Policy describes the role of the MWSBE Program and the administrative authority and responsibilities of the MWSBE Director, including responsibilities for maintaining a MWSBE database, monitoring MWSBE utilization, and establishing aspirational targets. The County's MWSBE Policy contains provisions similar to those found the City's MBE Policy including:

- ◆ Certification/Recertification/Decertification/Denial/Appeals
- ◆ Good Faith Efforts
- ◆ Contract Management
- ◆ Monitoring Utilization
- ◆ MWSBE Citizens Advisory Committee
- ◆ Reporting
- ◆ Small Business Enterprise

²⁰³ ACDBE Program Plan FY 2016-FY 2018.

²⁰⁴ Leon County Policy 96-1.

Leon County’s MWBE and SBE Programs were administered based upon the 2009 MGT Disparity Study. The MWSBE Program included two separate program areas: (1) the MWBE component is race and gender specific, and focused on firms owned and operated by minorities and women; and, (2) The SBE component is focused on businesses that meet the small business criteria in terms of their size and net worth, regardless of the owner’s gender or ethnicity.

The 2009 Disparity Study Update included proposed MWBE aspirational targets to establish levels of participation by certified MWBEs, which the Board incorporated in Policy No. 96-1, “Purchasing and Minority/Women Business Enterprise Policy.” As outlined in MGT’s recommendations, aspirational targets were intended to vary by project based upon realistic MWBE availability. The aspirational targets shown in **Table 3-10** from 2009 Disparity Study were also intended to promote relationships between larger (primes) and smaller (subcontractors) businesses.

TABLE 3-10.
ASPIRATIONAL TARGETS – POLICY NO. 96-1

Procurement Category	Aspirational MBE Target	Aspirational WBE Target
Construction Prime Contractors	8%	5%
Construction Subcontractors	17%	9%
Architecture & Engineering	12%	14%
Professional Services	7%	15%
Other Services	10%	8%
Materials and Supplies	1%	6%

Source: Leon County Policy 96-1.

Leon County’s Small Business Enterprise Program

The County’s SBE Program is a race- and gender-neutral program designed to foster growth by providing small businesses an opportunity to gain experience, knowledge, and training to compete and secure contracts with Leon County. To qualify as an SBE, a business’ net worth is limited to no more than \$2 million, 50 or fewer full/part-time employees, and the majority owner and the business had to reside in Leon, Gadsden, Jefferson or Wakulla Counties. The SBE Program reserved procurement opportunities for exclusive competition among SBEs when at least three SBEs were certified in the relevant procurement category, and available to compete for the procurement opportunity. According to County policy and shown in **Table 3-11**, the projects released through the SBE Program had an estimated contract cost of \$100,000 or less and varied across business categories.

TABLE 3-11.
SBE CONTRACT COST THRESHOLDS

Business Category	Estimated Contract Cost
Construction: Prime Contractor	\$100,000 or less
Professional Services	\$50,000 or less
Other Services	\$25,000 or less
Materials & Supplies	\$25,000 or less

Source: Leon County Policy 96-1.

Certification Process

Leon County and the City of Tallahassee share an Interlocal Agreement (February 2010) which encourages full participation by local MWBEs in the County’s procurement processes and fosters more economic development throughout the community. The Agreement enables the County and the City to streamline the certification process for the MWBE applicants in the local market area, which consists of Leon, Gadsden, Jefferson, and Wakulla counties. Leon County and the City MWBE Offices act as a one-stop shop, thus eliminating the need for multiple certifications. In addition, both jurisdictions mutually recognize the MWBE certifications of the other for the purposes of procurement opportunities. **Table 3-12** shows the comparison between the City and County MWBE certification.

TABLE 3-12.
CERTIFICATION COMPARISON TABLE, LEON COUNTY AND CITY OF TALLAHASSEE

POLICY	LEON COUNTY			CITY OF TALLAHASSEE		
	MBE	WBE	SBE	MBE	WBE	SBE
Majority Owner(s) must be a Minority or Minorities who manage and Control the business. In the case of a publicly owned business, at least 51% of all classes of the stock, which is owned, shall be owned by one or more of such persons.	✓			✓		
Majority Owner(s) must be a Woman or Women who manage and control the business. In the case of a publicly owned business, at least 51% of all classes of the stock, which is owned, shall be owned by one or more of such persons.		✓			✓	
Majority Ownership in the business shall not have been transferred to a woman or minority, except by descent or a bona fide sale within the previous 2 years.	✓	✓		✓	✓	
Majority Owner(s) must reside in Leon, Gadsden, Jefferson, or Wakulla County Florida.	✓	✓	✓	✓	✓	✓
Majority Owner(s) must be a United States citizen or lawfully admitted permanent resident of the United States.	✓	✓	✓	✓	✓	✓
Business must be legally structured either as a corporation, organized under the laws of Florida, or a partnership, sole proprietorship, limited liability, or any other business or professional entity as required by Florida law.	✓	✓	✓	✓	✓	✓
Business must be Independent and not an affiliate, front, façade, broker, or pass through.	✓	✓	✓	✓	✓	✓
Business must be a for-profit business concern.	✓	✓	✓	✓	✓	✓
Business must be currently located within the Market Area.	✓	✓	✓	✓	✓	✓
Business must have all licenses required by local, state, and federal law.	✓	✓	✓	✓	✓	✓
Business must currently be licensed and engaging in commercial transactions typical of the field, with customers in the Local Market Area other than state or government agencies, for each specialty area in which Certification is sought. Further, if a Supplier, business must be making sales regularly from goods maintained in stock.	✓	✓	✓	✓	✓	✓

POLICY	LEON COUNTY			CITY OF TALLAHASSEE		
	MBE	WBE	SBE	MBE	WBE	SBE
Business must have expertise normally required by the industry for the field for which Certification is sought.	✓	✓	✓	✓	✓	✓
Business must have a net worth no more than \$2 million.	✓	✓	✓	N/A	N/A	N/A
Business must employ 50 or fewer full- or part- time employees, including leased employees.	✓	✓	✓	✓	✓	✓
Annual gross receipts on average, over the immediately preceding three (3) year period, shall not exceed: <ul style="list-style-type: none"> ◆ For businesses performing Construction – \$2,000,000/year. ◆ For businesses providing Other Services or Materials & Supplies - \$2,000,000/year. ◆ For businesses providing Professional Services – \$1,000,000/year. 	✓	✓	✓			15% of SBA size standards for applicable industry SLBE
Business must have been established for a period of one (1) calendar year prior to submitting its application for SBE certification.			✓			
Business must have a record of satisfactory performance on no less than three (3) projects, in the business area for which it seeks certification, during the past 12 calendar months.			✓			
Primary Business Location in the Local Market Area* SLBE						✓
Business must have been established for a period of six (6) consecutive months prior to submitting its application for SBE certification						✓
Valid business tax certificate, if applicable	✓			✓	✓	✓

Source: Created by MGT.

3.6 CONCLUSION

The City, County, and Blueprint utilize detailed written procurement policies and procedures to ensure consideration of MWSBEs across all procurement categories. During the study period, policies and procedures were revised as needed. During the study period, both the City and County had well established programs designed to increase the participation and utilization of minority and women-owned businesses. MGT’s policy review did not uncover any inherent or built-in barriers that would intentionally restrain or constrain MWSBEs from participating in procurement opportunities. In fact, the policies reviewed by MGT have adequate provisions which, if implemented efficiently and effectively, could ensure access to procurement opportunities for MWSBEs. Whether this is the case or not will be determined in conjunction with the other data gathering and analysis that is essential to the disparity study.

In its review, MGT found that the procurement function in each organization appear to be staffed and structured appropriately, and in each there is a focus on better meeting the needs and expectations of end users. Based on MGT’s review, the OEV structure holds great promise once OEV is sufficiently staffed and operating as one system housed under the same organization structure, with a common database,

policies, and other operations that will ensure OEV achieves its objectives. One of the goals of the disparity study is to assist OEV in this effort.

Organizationally, OEV is still in its infancy and is appropriately focused on continuous improvement, sustainable and cost-effective solutions, and developing a cohesive and high performing team of professionals.

CHAPTER 4. MARKET AREA AND
UTILIZATION ANALYSIS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



4.1 INTRODUCTION

This chapter presents the results of MGT’s market area and utilization analyses of firms used by the City/County/Blueprint for procurements between October 1, 2012 through September 30, 2017. The specific procurement categories analyzed were Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies.

Utilization data is central to defining the market area. Thus, this chapter begins by explaining how the City/County/Blueprint geographic and product markets were determined. Next, MGT analyzes the dollar spend within these marketplaces by procurement category and race, ethnicity, and gender.

CHAPTER SECTIONS



- 4.1 Introduction
- 4.2 Data Collection and Management
- 4.3 City of Tallahassee Analysis
 - 4.3.2.5 Starmetro Utilization
 - 4.3.2.6. Aviation General Utilization
 - 4.3.2.7 Aviation Concessions Utilization
- 4.4 Blueprint Analysis
- 4.5 Leon County Analysis

4.2 DATA COLLECTION AND MANAGEMENT

To identify appropriate data for the market area analysis and subsequent availability, utilization, and disparity analyses, MGT conducted data assessment interviews with City/County/Blueprint staff knowledgeable about the prime contract, vendor, and airport concessions data in order to identify the most appropriate data sources to use for the study. Based on the data assessment interviews and follow-up discussions with City/County/Blueprint staff, it was agreed that the City’s PeopleSoft system and the County’s Banner and B2GNow systems maintained the most comprehensive set of expenditure data during the study period. Upon receipt of data from PeopleSoft, Banner, and B2GNow, MGT compiled and reconciled the data to develop a Master Prime file. MGT employed a “cleaning and parsing” data process which included updating missing elements or data gaps to conduct the study’s analyses and indicating data which should be excluded from the analyses. Data gaps included, but were not limited to, reassigning and updating firms’ locations, business ownership classification (race, ethnicity, and gender), and industry classification or business category. The analysis for this chapter is based on the Master Prime file.

Additional data (such as concessions sales and revenue reports) was collected and subsequent databases were developed for other aspects of the study, which are discussed in later sections of the report.

4.2.1 STUDY PERIOD

MGT analyzed expenditures between October 1, 2012 and September 30, 2017.

4.2.2 PROCUREMENT CATEGORIES AND EXCLUSIONS

MGT analyzed the following procurement categories: Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies, as well as the Aviation concessionaires.

These procurement categories are defined as:

- ◆ Construction: Services provided for the construction, renovation, rehabilitation, repair, alteration, improvement, demolition, and excavation of physical structures, excluding the performance of routine maintenance.
- ◆ Architecture and Engineering: Architects, professional engineers, firms owned by parties with such designations.
- ◆ Professional Services: Financial services, legal services, medical services, educational services, information technology services, other professional services.
- ◆ Other Services: Janitorial and maintenance services, uniformed guard services, computer services, certain job shop services, graphics, photographic services, landscaping.
- ◆ Materials & Supplies: Purchases of physical items, office goods, miscellaneous building materials, books, equipment, vehicles, computer equipment.
- ◆ Concessions: Firms located in the airport that are engaged in the sale of consumer goods or services to the public under an agreement with the airport. MGT analyzed Car Rental, Food & Beverage, Retail, and Advertising concessions.

The following types of transactions were excluded from the analysis due to not being considered competitive in nature:

- ◆ Transactions that fell outside of the study period.
- ◆ Transactions associated with firms located outside the U.S.
- ◆ Transactions associated with non-procurement activities.
- ◆ Administrative items such as utility payments, leases for real estate, or insurance.
- ◆ Salary and fringe benefits, training, parking, or conference fees.
- ◆ Transactions associated with nonprofit organizations and governmental agencies.

4.3 CITY OF TALLAHASSEE ANALYSIS

4.3.1 MARKET AREA ANALYSIS

As prescribed by *Croson* and subsequent cases, a disparity study requires definition of a market area to ensure that a relevant pool of vendors is considered in analyzing the availability and utilization of firms. If these boundaries are stretched too far, the universe of vendors becomes diluted with firms with no interest or history in working with the governmental entity, and thus their demographics and experiences have little relevance to actual contracting activity or policy. On the other hand, a boundary set too narrowly risks the opposite circumstance of excluding a high proportion of firms who have contracted with, or bid for work with, the governmental entity, and thus may also skew the prospective analyses of disparity.

4.3.1.1 METHODOLOGY

Based on *Crososn* guidelines, the relevant market area for the City was determined to be the geographic areas from which the majority of its purchases are procured which included those counties located within the City’s Metropolitan Statistical Area (MSA), i.e., Leon, Wakulla, Gadsden, and Jefferson counties.

The choice of counties as the unit of measurement is based on the following:

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

Overall Market Area. To determine the full extent of the market area in which the City utilized firms, MGT determined geographic locations of utilized vendors by their county jurisdictions. The overall market area presents the total dollars spent for each procurement category included within the scope of the study.

Relevant Market Area. Once the overall market area was established, the relevant market area was determined by examining geographic areas from which the majority of its purchases are procured. Based on the results of the market area analysis conducted for each business category, the recommended relevant market area are the four counties of Leon, Gadsden, Jefferson, and Wakulla, within the City MSA. This recommendation is also consistent with the current City of Tallahassee vendor certification area and market area established by the previous City of Tallahassee Disparity Study.

City of Tallahassee, FL
Relevant Market Area

Leon County, FL

Gadsden County, FL

Jefferson County, FL

Wakulla County, FL

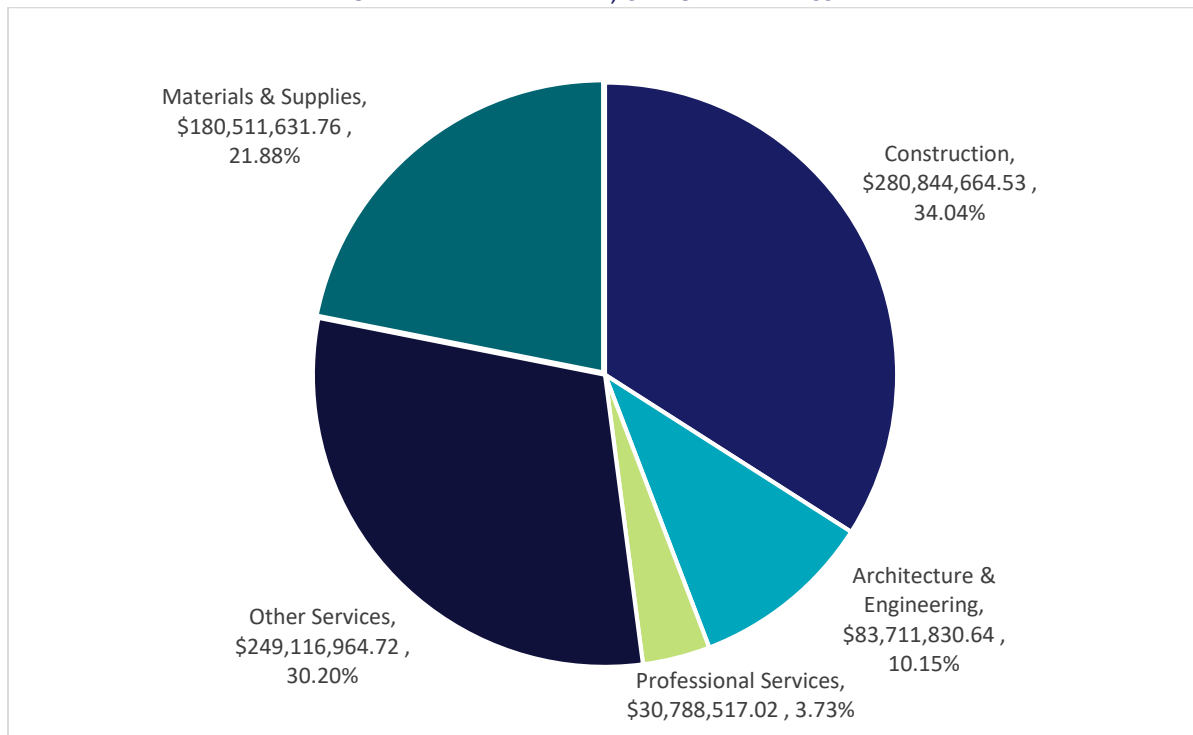
The dollars expended were summarized by county according to the location of each firm and by the services they provided to the City: Construction, Architecture & Engineering, Professional Services, Other Services, Materials & Supplies and Aviation.

4.3.1.2 ANALYSIS AND IDENTIFICATION OF RELEVANT MARKET AREA

As described in the preceding section, an overall market area was first established to account for all the City’s payments, after which more specific regions were analyzed to arrive at a relevant market area to support the goals of the study. Detailed information supporting this market area analyses is presented in **Appendix A** to this report. Payments from all agencies are included in the city of Tallahassee payments; this includes Blueprint and Aviation.

Figure 4-1 illustrates the overall market area where the total spend for the City, \$824,973 million, was awarded to firms disaggregated by industry between October 1, 2012 and September 30, 2017.

FIGURE 4-1.
SUMMARY OF DOLLARS, PRIME LEVEL DOLLARS (PAYMENTS) BY BUSINESS CATEGORY,
OVERALL MARKET AREA, CITY OF TALLAHASSEE



Source: MGT developed a Master Prime File based on city of Tallahassee payments between October 1, 2012, and September 30, 2017.

When we narrow the geographic scope based on the majority of the spend, **Table 4-1** shows that firms located within the relevant market area accounted for 63.78 percent of spend across all procurement categories. Then the relevant market area spend is further broken down by procurement categories of firms located within the 4-county relevant market area also accounted for a majority of the City’s spend in their respective categories:

- ◆ 95.35 percent of the dollars awarded in Construction;
- ◆ 80.39 percent of the dollars awarded in Architecture & Engineering;
- ◆ 66.97 percent of the dollars awarded in Professional Services;
- ◆ 47.90 percent of the dollars awarded in Other Services;
- ◆ 28.33 percent of the dollars awarded in Materials and Supplies²⁰⁵.

²⁰⁵ Although there is not a majority of spend in the market area for Materials and Supplies, courts agree that as long as there is a majority of spend in totality in the market area then a particular market area can be established.

TABLE 4-1.
MARKET AREA ANALYSIS, DISTRIBUTION OF DOLLARS BY BUSINESS CATEGORY, INSIDE &
OUTSIDE THE TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA

CONSTRUCTION	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 267,793,367.68	95.35%
Outside Tallahassee 4-County Market Area	\$ 13,051,296.85	4.65%
CONSTRUCTION, TOTAL	\$ 280,844,664.53	100.00%
ARCHITECTURE & ENGINEERING	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 67,291,963.95	80.39%
<i>Outside Tallahassee 4-County Market Area</i>	\$ 16,419,866.69	19.61%
ARCHITECTURE & ENGINEERING, TOTAL	\$ 83,711,830.64	100.00%
PROFESSIONAL SERVICES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 20,620,310.35	66.97%
Outside Tallahassee 4-County Market Area	\$ 10,168,206.67	33.03%
PROFESSIONAL SERVICES, TOTAL	\$ 30,788,517.02	100.00%
OTHER SERVICES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 119,317,300.95	47.90%
Outside Tallahassee 4-County Market Area	\$ 129,799,663.77	52.10%
OTHER SERVICES, TOTAL	\$ 249,116,964.72	100.00%
MATERIALS & SUPPLIES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 51,142,533.77	28.33%
Outside Tallahassee 4-County Market Area	\$ 129,369,097.99	71.67%
MATERIALS & SUPPLIES, TOTAL	\$ 180,511,631.76	100.00%
ALL BUSINESS CATEGORIES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 526,165,476.70	63.78%
Outside Tallahassee 4-County Market Area	\$ 298,808,131.97	36.22%
ALL BUSINESS CATEGORIES, TOTAL	\$ 824,973,608.67	100.00%

Source: MGT developed a Master Prime File based on city of Tallahassee payments between October 1, 2012, and September 30, 2017.

MARKET AREA CONCLUSIONS

Based on the market area analysis of the City's procurement activity, it was determined that the region encompassing Leon, Gadsden, Jefferson, and Wakulla counties will be used as the market area for the City and for any other utilization analyses. For Aviation concessions only, all of the data are analyzed regardless of the market area. This is consistent with the current City vendor certification area and market area established by the 2002 disparity study. When analyzing the total relevant market area, over 92 percent of the expenditures were in the Tallahassee, FL MSA. The following section describes the results of this utilization analysis for the City within the relevant market area.

4.3.2 UTILIZATION ANALYSIS

The utilization analysis is based on the defined relevant market area, as described in the preceding sections of this chapter. The payments data included within this analysis include dollars paid to primes located within the market area.

The utilization analysis for Aviation concessions is based on receipts and is not broken out by the relevant market area, as concessionaires are typically national chain firms that do not maintain decision-making offices in the local market.

4.3.2.1 METHODOLOGY

Data are analyzed by the procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies, as well as the utilization of Aviation concessionaires; and encompass payments/receipts between October 1, 2012, and September 30, 2017.

MGT collected vendor registration, membership, and certification lists from various agencies containing minority and women business enterprise (MWBE) designations. MGT then created a comprehensive list which was used to flag MWBEs in the utilization analysis. This list was created by cross referencing governmental websites containing data on the MWBE status of firms against the transaction data of the City. If the firms were not located in any of these lists, they were assumed to be Non-MWBE.

The following utilization analyses present a summary of payments to firms within the relevant market area to include MWBE utilization in the City's contracting and procurement activities. The City's total payments include Blueprint payments. For informational purposes, MGT analyzed utilization separately for Aviation and StarMetro. Additionally, it should be noted that StarMetro and Aviation are federal programs that monitor DBE and ACDBE categories.

4.3.2.2 CLASSIFICATION OF FIRMS

Firms included in the utilization analysis have been assigned business owner classifications according to the definitions provided below.²⁰⁶

- ♦ **MWBE Firms.** In this study, businesses classified as minority- and women-owned firms (MWBE) are those which are at least 51 percent owned and controlled by members of one of five groups: African Americans, Asian Americans, Hispanic Americans, Native Americans, or Non-minority 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.
 - **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.
 - **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.
 - **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.

²⁰⁶ Business ownership classification was based on the race, ethnicity, and gender classification of the owner during the study period.

- **Non-minority Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white women. Minority women were included in their respective minority category.
- ♦ **Total Minority Firms.** All minority-owned firms, regardless of gender.
- ♦ **Non-MWBE Firms.** Firms that were identified as non-minority male or majority-owned were classified as non-MWBE firms. If there was no indication of business ownership, these firms were also classified as non-MWBE firms.
- ♦ **MWDBE Firms.** For the purposes of this study, MWDBE firms are firms owned by minorities or women; this includes firms with Disadvantaged Business Enterprises (DBE) certification status and those minority firms that have not been MWBE or DBE certified. Therefore, MWDBE firms include all identified minority and women-owned firms regardless of certification, such as certified Airport Concessions Disadvantaged Business Enterprise (ACDBE) and non-ACDBE firms. MGT used this approach in analyzing the utilization of concessions.

4.3.2.3 TOTAL CITY OF TALLAHASSEE UTILIZATION

Table 4-2 details the prime MWBE utilization, including Blueprint spending, amounted to 4.76% of \$526,165 million spent with firms in the relevant market area. The spend by the MWBE classifications were 1.88% for Non-minority Women firms, 1.05 percent for African American firms, 1.81 percent for Hispanic American firms, and 0.02 percent for Asian American firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- ♦ Construction utilization of prime MWBE firms was 4.10 percent. Non-minority Women firms accounted for 1.12 percent, African American firms accounted for 0.08 percent, and Hispanic American firms accounted for 2.90 percent.
- ♦ Architecture & Engineering utilization of prime MWBE firms was 4.00 percent. Non-minority Women firms accounted for 2.84 percent, African American firms accounted for 0.86 percent, and Hispanic American firms accounted for 0.29 percent.
- ♦ Professional Services shows that only 7.40 percent of payments went to prime MWBE firms. Non-minority Women firms accounted for 5.29 percent, African American firms accounted for 1.66 percent, Hispanic American accounted for 0.42 percent, and Asian American firms accounted for 0.02 percent.
- ♦ Other Services shows the utilization of prime MWBE firms was 7.95 percent. African American firms accounted for 3.65 percent, Non-minority Women firms accounted for 2.99 percent, Hispanic American firms accounted for 1.26 percent, and Asian American firms accounted for 0.05 percent.
- ♦ Materials & Supplies shows the utilization of prime MWBE firms was 0.75 percent. Non-minority Women firms account for 0.66 percent, African American firms accounted for 0.08 percent, and Asian American Firms accounted for 0.01 percent.

TABLE 4-2.
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	1.05%	0.08%	0.86%	1.66%	3.65%	0.08%
Asian Americans	0.02%	0.00%	0.00%	0.02%	0.05%	0.01%
Hispanic Americans	1.81%	2.90%	0.29%	0.42%	1.26%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.88%	2.98%	1.15%	2.11%	4.96%	0.09%
Non-minority Woman Firms	1.88%	1.12%	2.84%	5.29%	2.99%	0.66%
TOTAL MWBE FIRMS	4.76%	4.10%	4.00%	7.40%	7.95%	0.75%
TOTAL NON-MWBE FIRMS	95.24%	95.90%	96.00%	92.60%	92.05%	99.25%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 5,536,135.95	\$ 213,387.55	\$ 581,310.08	\$ 342,691.09	\$ 4,357,418.82	\$ 41,328.41
Asian Americans	\$ 81,890.00	\$ 5,360.00	\$ -	\$ 5,020.00	\$ 65,060.00	\$ 6,450.00
Hispanic Americans	\$ 9,545,432.21	\$ 7,763,230.30	\$ 193,621.00	\$ 87,566.04	\$ 1,501,014.87	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 15,163,458.16	\$ 7,981,977.85	\$ 774,931.08	\$ 435,277.13	\$ 5,923,493.69	\$ 47,778.41
Non-minority Woman Firms	\$ 9,907,767.06	\$ 3,004,845.98	\$ 1,914,315.23	\$ 1,089,920.22	\$ 3,563,510.27	\$ 335,175.36
TOTAL MWBE FIRMS	\$ 25,071,225.22	\$ 10,986,823.83	\$ 2,689,246.31	\$ 1,525,197.35	\$ 9,487,003.96	\$ 382,953.77
TOTAL NON-MWBE FIRMS	\$ 501,094,251.48	\$ 256,806,543.85	\$ 64,602,717.64	\$ 19,095,113.00	\$ 109,830,296.99	\$ 50,759,580.00
TOTAL FIRMS	\$ 526,165,476.70	\$ 267,793,367.68	\$ 67,291,963.95	\$ 20,620,310.35	\$ 119,317,300.95	\$ 51,142,533.77

Source: MGT developed a Master Prime File based on city of Tallahassee payments between October 1, 2012, through September 30, 2017.

4.3.2.4 CITY OF TALLAHASSEE SUBCONTRACTOR CONSTRUCTION UTILIZATION

MGT attempted to collect all subcontractor data from hard copy files maintained by the City. It was determined that due to the nature of how the files were maintained it would be more efficient and yield better overall results if MGT only collected a representative sample of the data. From this sample MGT would be able to project up to the entire universe of subcontracting data based on the “2012 Census of Construction-Geographic Area Summary Findings”. Because MGT is only able to project/estimate subcontracting for the construction industry based on the Census survey, only construction contracts were sampled. MGT provided a list of prime construction contracts that represented the entire prime construction universe for the City to pull. MGT ensured that Blueprint contracts were removed from the samples because the city was able to provide those construction contracts.

MGT’s experience has shown that subcontracting generally represents 20 to 30 percent of the prime construction contract amounts. The Census data supports this general finding and it more specifically shows that the cost of construction work subcontracted out in the state of Florida was 33 percent. Assuming that the City’s construction spending pattern is similar to the overall patterns in the state of Florida, MGT concluded that subcontractors received about 33 percent of prime level dollars. Using the city of Tallahassee prime dollars for the study period minus those of Blueprint (for the reason noted above) MGT calculated that out of the \$207.901 million dollars that went to construction primes in the City’s market area, 33 percent went construction subcontractors or about \$68.608 million. **Table 4-3** details the results of MGT’s sampled data and the overall projection based on the assumption that 33 percent of prime construction dollars in Florida go to construction subcontractors. The table shows that overall about 21% of construction subcontracting dollars go to MDWBEs. Specifically, about 14.64 percent goes to African Americans, while 6.22 percent goes to Non-Minority Women Firms.

TABLE 4-3.
SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	14.64%	14.64%
Asian Americans	0.00%	0.00%
Hispanic Americans	0.00%	0.00%
Native Americans	0.00%	0.00%
TOTAL MINORITY FIRMS	14.64%	14.64%
Non-minority Woman Firms	6.22%	6.22%
TOTAL MWDBE FIRMS	20.86%	20.86%
TOTAL NON-MWDBE FIRMS	79.14%	79.14%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	\$ 1,436,382.15	\$ 10,046,063.73
Asian Americans	\$ -	\$ -
Hispanic Americans	\$ -	\$ -
Native Americans	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 1,436,382.15	\$ 10,046,063.73
Non-minority Woman Firms	\$ 610,016.29	\$ 4,266,456.89
TOTAL MWDBE FIRMS	\$ 2,046,398.44	\$ 14,312,520.62
TOTAL NON-MWDBE FIRMS	\$ 7,763,092.58	\$ 54,295,107.18
TOTAL FIRMS	\$ 9,809,491.02	\$ 68,607,627.80

Source: MGT's subcontractor representative sample results and estimates between October 1, 2012, and September 30, 2017.

4.3.2.5 STARMETRO UTILIZATION

Table 4-4 shows the total prime MWDBE utilization amounted to 31.42 percent of total payments within the relevant market area; 29.91 percent for African American firms, 1.43 percent for Non-minority Woman firms, 0.05 percent for Hispanic American firms, and 0.03 percent for Asian American. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in Appendix B. Utilization for specific procurement classifications was:

- ◆ MWDBE firms were not utilized for Construction.
- ◆ MWDBE firms were not utilized for Architecture & Engineering.
- ◆ Professional Services shows the utilization of prime MWBE firms was 0.32 percent with all the payments going to Asian American firms.
- ◆ Other Services shows the utilization of prime MWDBE firms was 44.02 percent. African American firms accounted for 42.23 percent, Non-minority Woman firms accounted for 1.73 percent, and Hispanic American firms accounted for 0.07 percent.
- ◆ Materials & Supplies shows the utilization of prime MWBE firms was 2.70 percent with all the payments going to Non-minority Women firms.

TABLE 4-4.
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES –
STARMETRO DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	29.91%	0.00%	0.00%	0.00%	42.23%	0.00%
Asian Americans	0.03%	0.00%	0.00%	0.32%	0.00%	0.00%
Hispanic Americans	0.05%	0.00%	0.00%	0.00%	0.07%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	29.99%	0.00%	0.00%	0.32%	42.30%	0.00%
Non-minority Woman Firms	1.43%	0.00%	0.00%	0.00%	1.73%	2.70%
TOTAL MWDBE FIRMS	31.42%	0.00%	0.00%	0.32%	44.02%	2.70%
TOTAL NON-MWDBE FIRMS	68.58%	100.00%	100.00%	99.68%	55.98%	97.30%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 1,506,081.83	\$ -	\$ -	\$ -	\$ 1,506,081.83	\$ -
Asian Americans	\$ 1,750.00	\$ -	\$ -	\$ 1,750.00	\$ -	\$ -
Hispanic Americans	\$ 2,494.56	\$ -	\$ -	\$ -	\$ 2,494.56	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 1,510,326.39	\$ -	\$ -	\$ 1,750.00	\$ 1,508,576.39	\$ -
Non-minority Woman Firms	\$ 71,963.33	\$ -	\$ -	\$ -	\$ 61,601.58	\$ 10,361.75
TOTAL MWDBE FIRMS	\$ 1,582,289.72	\$ -	\$ -	\$ 1,750.00	\$ 1,570,177.97	\$ 10,361.75
TOTAL NON-MWDBE FIRMS	\$ 3,453,929.87	\$ 454,612.22	\$ 81,662.43	\$ 547,439.19	\$ 1,996,480.76	\$ 373,735.27
TOTAL FIRMS	\$ 5,036,219.59	\$ 454,612.22	\$ 81,662.43	\$ 549,189.19	\$ 3,566,658.73	\$ 384,097.02

Source: MGT developed a Master Prime File based on StarMetro payments between October 1, 2012, through September 30, 2017.

4.3.2.6 AVIATION GENERAL SPENDING UTILIZATION²⁰⁷

Table 4-5 shows the total prime MWDBE utilization amounted to 0.85 percent of total payments within the relevant market area; 0.82 percent for Non-minority Women firms and 0.03 percent for Hispanic American firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- ◆ Construction shows that only 0.07 percent went to MWDBE firms with all the payments going to Non-minority Women firms.
- ◆ MWDBE firms were not utilized for Architecture & Engineering.
- ◆ MWDBE firms were not utilized for Professional Services.
- ◆ Other Services shows the utilization of prime MWDBE firms was 26.18 percent. Non-minority Women firms accounted for 25.07 percent while Hispanic American firms accounted for 1.11 percent.
- ◆ Materials & Supplies shows that only 6.37 percent went to MWDBE firms with all the payments going to Non-minority Women firms.

²⁰⁷ Aviation utilization only includes general spending and doesn't include concessions.

TABLE 4-5.
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES –
AVIATION DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.03%	0.00%	0.00%	0.00%	1.11%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.03%	0.00%	0.00%	0.00%	1.11%	0.00%
Non-minority Woman Firms	0.82%	0.07%	0.00%	0.00%	25.07%	6.37%
TOTAL MWDBE FIRMS	0.85%	0.07%	0.00%	0.00%	26.18%	6.37%
TOTAL NON-MWDBE FIRMS	99.15%	99.93%	100.00%	100.00%	73.82%	93.63%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Asian Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ 14,822.70	\$ -	\$ -	\$ -	\$ 14,822.70	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 14,822.70	\$ -	\$ -	\$ -	\$ 14,822.70	\$ -
Non-minority Woman Firms	\$ 380,426.72	\$ 27,387.28	\$ -	\$ -	\$ 334,743.32	\$ 18,296.12
TOTAL MWDBE FIRMS	\$ 395,249.42	\$ 27,387.28	\$ -	\$ -	\$ 349,566.02	\$ 18,296.12
TOTAL NON-MWDBE FIRMS	\$ 46,038,389.07	\$ 37,504,459.40	\$ 7,205,443.16	\$ 74,113.97	\$ 985,558.10	\$ 268,814.44
TOTAL FIRMS	\$ 46,433,638.49	\$ 37,531,846.68	\$ 7,205,443.16	\$ 74,113.97	\$ 1,335,124.12	\$ 287,110.56

Source: MGT developed a Master Prime File based on Aviation payments between October 1, 2012, through September 30, 2017.

4.3.2.7 AVIATION CONCESSIONS UTILIZATION

Table 4-6 shows the total MWDBE utilization amounted to 4.11 percent of total concessions receipts; 3.29 percent for Non-minority Women firms, 0.66 percent for Hispanic American firms, and 0.17 percent for African American firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- ♦ Car Rental concessions shows the utilization of MWDBE firms was 1.90 percent. Non-minority Women firms accounted for 1.15 percent while Hispanic American firms accounted for 0.75 percent.
- ♦ Food & Beverage concessions shows the utilization of MWDBE firms was 26.07 percent. Non-minority Women firms accounted for 26.05 percent while African American firms accounted for 0.02 percent.
- ♦ Retail concessions shows the utilization of MWDBE firms was 1.60 percent. African American firms accounted for 1.58 percent while Non-minority Women firms accounted for 0.02 percent.
- ♦ Advertising concessions shows the utilization of MWDBE firms was 12.44 percent; with African American accounting for all receipts.

TABLE 4-6.
UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES
AVIATION CONCESSIONS

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CAR RENTAL	FOOD & BEVERAGE	RETAIL	ADVERTISING
African Americans	0.17%	0.00%	0.02%	1.58%	12.44%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.66%	0.75%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.83%	0.75%	0.02%	1.58%	12.44%
Non-minority Woman Firms	3.29%	1.15%	26.05%	0.02%	0.00%
TOTAL MWDBE FIRMS	4.11%	1.90%	26.07%	1.60%	12.44%
TOTAL NON-MWDBE FIRMS	95.89%	98.10%	73.93%	98.40%	87.56%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CAR RENTAL	FOOD & BEVERAGE	RETAIL	ADVERTISING
African Americans	\$ 155,350.84	\$ 1,983.45	\$ 1,741.00	\$ 27,035.00	\$ 124,591.39
Asian Americans	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Hispanic Americans	\$ 614,672.52	\$ 614,672.52	\$ 0.00	\$ 0.00	\$ 0.00
Native Americans	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
TOTAL MINORITY FIRMS	\$ 770,023.36	\$ 616,655.97	\$ 1,741.00	\$ 27,035.00	\$ 124,591.39
Non-minority Woman Firms	\$ 3,066,763.49	\$ 951,001.18	\$ 2,115,389.31	\$ 373.00	\$ 0.00
TOTAL MWDBE FIRMS	\$ 3,836,786.85	\$ 1,567,657.15	\$ 2,117,130.31	\$ 27,408.00	\$ 124,591.39
TOTAL NON-MWDBE FIRMS	\$ 89,460,473.11	\$ 80,892,697.84	\$ 6,002,826.02	\$ 1,687,681.78	\$ 877,267.47
TOTAL FIRMS	\$ 93,297,259.96	\$ 82,460,354.99	\$ 8,119,956.33	\$ 1,715,089.78	\$ 1,001,858.86

Source: MGT developed a Master Concessions File based on Aviation concession receipts between October 1, 2012, through September 30, 2017.

CONCLUSION

The expenditure utilization analysis shows that non-MWBE firms are utilized at substantially higher rates than their MWBE counterparts:

- Overall, 95.24 percent of the City's spending went to non-MWBE firms, while only 4.76 percent went to MWBE firms.
- For the City's construction subcontractors, MGT estimated that 79.14 percent of spending went to non-MWBE firms, while only 20.86 percent went to MWBE firms.
- For StarMetro, 68.58 percent went to non-MWDBE firms, while only 31.42 percent went to MWDBE firms.
- For Aviation, 99.15 percent went to non-MWDBE firms, while only 0.85 percent went to MWDBE firms.

The highest utilization rates among MWBE classifications can be seen below:

- Overall for the total city of Tallahassee, Non-minority Women firms and African American firms accounted for 1.88 percent and 1.05 percent, respectively. Further analyzing the individual procurement categories, Other Services saw the highest utilization of MWBE firms (7.95 percent), while Materials and Supplies saw the lowest utilization of MWBE firms (0.75 percent).
- For StarMetro, African American firms and Non-minority Woman firms accounted for 29.91 percent and 1.43 percent, respectively. All the MWDBE utilization coming from Other Services.
- For Aviation, Non-minority Women firms and Hispanic American firms accounted for 0.82 percent and 0.03 percent, respectively. Further analyzing the individual procurement categories, Other

Services saw the highest utilization of MWDBE firms (26.18 percent), while Construction, A&E, and Professional Services saw the lowest utilization of MWDBE firms (0.00 percent).

The Aviation concession receipts analysis also shows that non-MWDBE firms are utilized at substantially higher rates than their MWDBE counterparts, as shown below:

- ◆ Overall, 95.89 percent of Aviation concession receipts went to non-MWDBE firms, while only 4.11 percent went to MWDBE firms; with the highest utilization going to Non-minority Women firms at 3.29 percent.
- ◆ Individually, Food & Beverage concessions saw the highest utilization of MWDBE firms at 26.07 percent. Non-minority Women firms accounted for 26.05 percent while African American firms accounted for 0.02 percent.

While non-MWBE utilization is ostensibly quite high compared to MWBEs, the proportion of firms willing and able to provide services to the City offer a critical qualifying context in any determination of disparity. Availability and resulting disparity ratios are presented in **Chapter 5**, which follows, to provide more definitive conclusions in this respect.

4.3.3 CAPACITY ANALYSIS

Analysis of utilization by payment size, referred to as a *threshold* analysis, can reveal current circumstances regarding the observed potential of MWBE vendors to perform jobs of different scales (as measured by dollar value) within the defined procurement categories. These insights should not be viewed as a boundary or hard limitation on MWBE utilization. Capacity obstacles in some industries, such as in some domains of Construction, are readily overcome as staff expansion can be accomplished rather quickly (highly elastic), while in others, a significant expansion in the scale of the business can require more time and investment, and thus may present a more persistent issue (less elastic).

Execution of a payment threshold analysis requires identification of progressively larger bands of payments to observe where variation in vendor participation may be impacted based on the size of the payment. MGT's approach to this analysis entailed the following:

- ◆ Examination of the mean (average) payment values of MWBE awards as well as payment values within one and two standard deviations of this MWBE mean.
- ◆ Examination of the mean (average) payment values of all awards as well as payment values within one and two standard deviations of this total mean.
- ◆ Two standard deviations, equivalent to a 95 percent confidence interval, has consistently been accepted by courts with regard to the statistical significance of disparities, and thus can serve for a key benchmark for this analysis, as well.

Table 4-7 depicts the incremental and cumulative proportions of payments by size (threshold) for all procurement categories. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period.

TABLE 4-7.
 PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
 ALL PROCUREMENT CATEGORIES
 CITY OF TALLAHASSEE

	MWBE Awards	All Awards
n=	8,325	59,719
Mean (μ)	\$ 2,093	\$ 8,811
$\mu + 1$ Std. Deviation (1σ)	\$ 12,072	\$ 65,772
$\mu + 2$ Std. Deviations (2σ)	\$ 26,237	\$ 140,356
Maximum	\$ 574,980	\$ 3,034,250

Table 4-8 shows payments size categories (thresholds) based on the values depicted in Table 4-7.

TABLE 4-8.
 PAYMENT THRESHOLDS
 CITY OF TALLAHASSEE

THRESHOLDS	THRESHOLD LOGIC
<= \$50K	< ~MWBE Mean
> \$50K, <= \$100K	> ~MWBE Mean, <= ~All Awards Mean
> \$100K, <= \$500K	> ~All Awards Mean, <= ~1 Std Dev of MWBE Mean
> \$500K, <= \$750K	> ~1 Std Dev of MWBE Mean, <= ~2 Std Dev of MWBE Mean
> \$750K, <= \$1M	> ~2 Std Dev of MWBE Mean, <= ~1 Std Dev All Awards Mean
> \$1M, <= \$3M	> ~1 Std Dev All Awards Mean, <= ~2 Std Dev All Awards Mean
> \$3M	> ~2 Std Dev All Awards Mean

Figure 4-2 shows that MWBEs have only been able to win awards across the lowest three size categories. The highest percentage of utilization of MWBE firms is 8.53 percent in the category for awards up to \$50,000. The lowest utilization of MWBE occurred in the greater than \$100,000 to \$500,000, at 0.57 percent.

FIGURE 4-2.
PERCENTAGE OF UTILIZATION OF MWBE FIRMS BY PAYMENT AWARD SIZE/
THRESHOLD DOLLAR RANGES
ALL PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

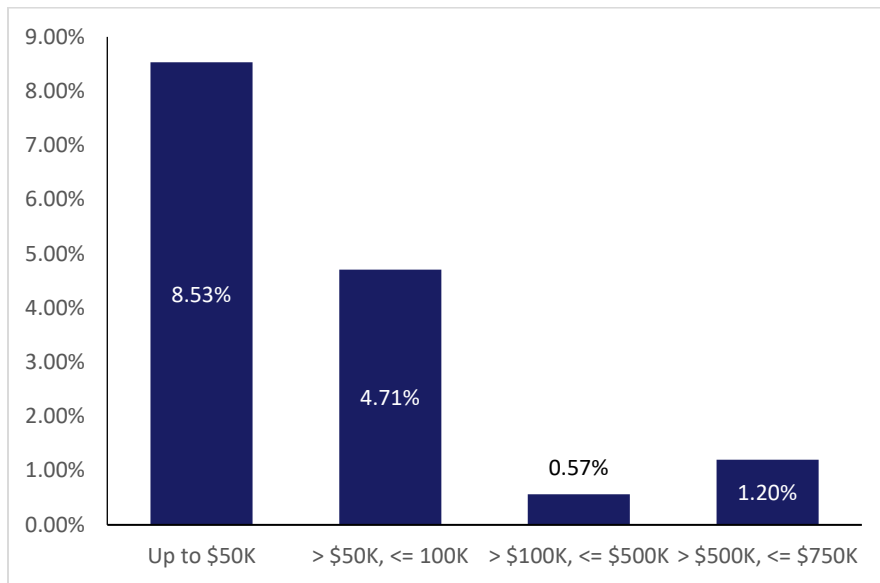


Figure 4-3 shows that MWBEs have been able to win a sizeable share of awards of increasing values spanning across a majority of the procurement categories. MWBE utilization is prominent for payments less than \$500,000 but decreases significantly for payment categories above this threshold.

FIGURE 4-3.
 PERCENTAGE OF UTILIZATION OF MWBE FIRMS BY PAYMENT AWARD SIZE/
 THRESHOLD DOLLAR RANGES
BY PROCUREMENT CATEGORIES
 CITY OF TALLAHASSEE

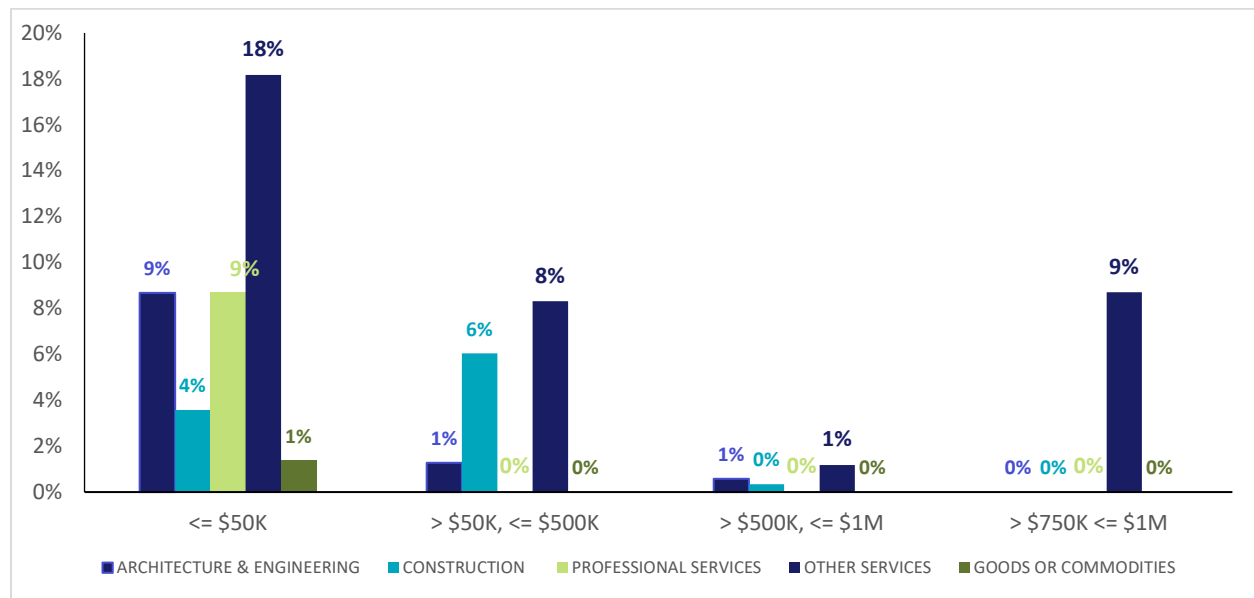


Table 4-9 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Construction** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 79 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 86 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 90 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 94 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-9.
CONSTRUCTION PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
CITY OF TALLAHASSEE

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		219		8,352	
Mean (μ)		\$15,255		\$32,063	
$\mu + 1$ Std. Deviation (1σ)		\$41,097		\$156,958	
$\mu + 2$ Std. Deviations (2σ)		\$66,939		\$281,853	
Maximum		\$135,223		\$3,034,250	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$15,255	75.80%	75.80%	79.47%	79.47%
Overall μ	\$32,063	7.76%	83.56%	5.76%	85.23%
MWBE $\mu + 1 \sigma$	\$41,097	1.37%	84.93%	1.66%	86.89%
<= \$50K	\$50,000	4.11%	89.04%	1.76%	88.65%
MWBE $\mu + 2 \sigma$	\$66,939	3.65%	92.69%	1.90%	90.55%
<= \$100K	\$100,000	5.94%	98.63%	2.48%	93.03%
MWBE Max	\$135,223	1.37%	100.00%	1.51%	94.54%
Overall $\mu + 1 \sigma$	\$156,958	0.00%	100.00%	0.59%	95.13%
Overall $\mu + 2 \sigma$	\$281,853			2.08%	97.21%
<= \$500K	\$500,000			1.40%	98.61%
<= \$750K	\$750,000			0.74%	99.35%
<= \$1M	\$1,000,000			0.30%	99.65%
<= \$3M	\$3,000,000			0.34%	99.99%
Overall Max	\$3,034,250			0.01%	100.00%

Graphical characteristics of the distributions of Construction awards to MWBEs versus the full sector appear in **Figure 4-4**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, almost 99 percent of MWBE awards occur at or below \$100,000, while just over 93 percent of all awards have values at or below \$100,000.
- ◆ MWBEs participate in payments ranging up to \$135,223, which accounts for 93.60 percent of the full universe of awards in this sector.

FIGURE 4-4.
 GRAPHICAL DEPICTIONS OF **CONSTRUCTION** PAYMENT AWARDS TO MWBES
 VS. AWARDS TO ALL VENDORS
 CITY OF TALLAHASSEE

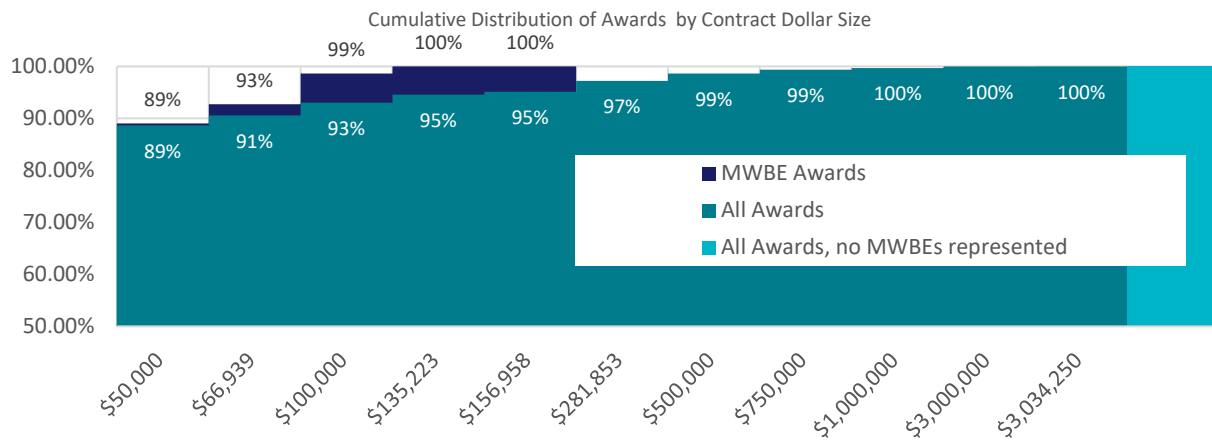


Table 4-10 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Architecture & Engineering** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 67 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 84 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 89 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 98 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-10.
ARCHITECTURE & ENGINEERING PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
CITY OF TALLAHASSEE

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		406		4,623	
Mean (μ)		\$6,624		\$14,556	
$\mu + 1$ Std. Deviation (1σ)		\$17,148		\$15,170.47	
$\mu + 2$ Std. Deviations (2σ)		\$27,673		\$15,785	
Maximum		\$126,361		\$2,099,961	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$6,624	73.15%	73.15%	67.58%	67.58%
Overall μ	\$14,556	15.76%	88.92%	14.02%	81.59%
Overall $\mu + 1 \sigma$	\$15,170	0.49%	89.41%	0.69%	82.28%
Overall $\mu + 2 \sigma$	\$15,785	0.49%	89.90%	0.63%	82.91%
MWBE $\mu + 1 \sigma$	\$17,148	0.25%	90.15%	1.15%	84.06%
MWBE $\mu + 2 \sigma$	\$27,673	4.43%	94.58%	5.54%	89.60%
<= \$50K	\$50,000	4.68%	99.26%	5.00%	94.59%
<= \$100K	\$100,000	0.49%	99.75%	2.55%	97.14%
MWBE Max	\$126,361	0.25%	100.00%	0.91%	98.05%
<= \$500K	\$500,000			1.75%	99.81%
<= \$750K	\$750,000			0.09%	99.89%
<= \$1M	\$1,000,000			0.04%	99.94%
Overall Max	\$2,099,961			0.06%	100.00%

Graphical characteristics of the distributions of Architecture & Engineering awards to MWBEs versus the full sector appear in **Figure 4-5**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, over 99 percent of MWBE awards occur at or below the first threshold of \$50,000 or below. Only three payments awarded to a MWBE firms are above this threshold.
- ◆ MWBEs participate in payments ranging up to \$126,361, which account for just over 98 percent of the full universe of awards in this sector.

FIGURE 4-5.
 GRAPHICAL DEPICTIONS OF **ARCHITECTURE & ENGINEERING** PAYMENT AWARDS TO MWBES
 VS. AWARDS TO ALL VENDORS
 CITY OF TALLAHASSEE

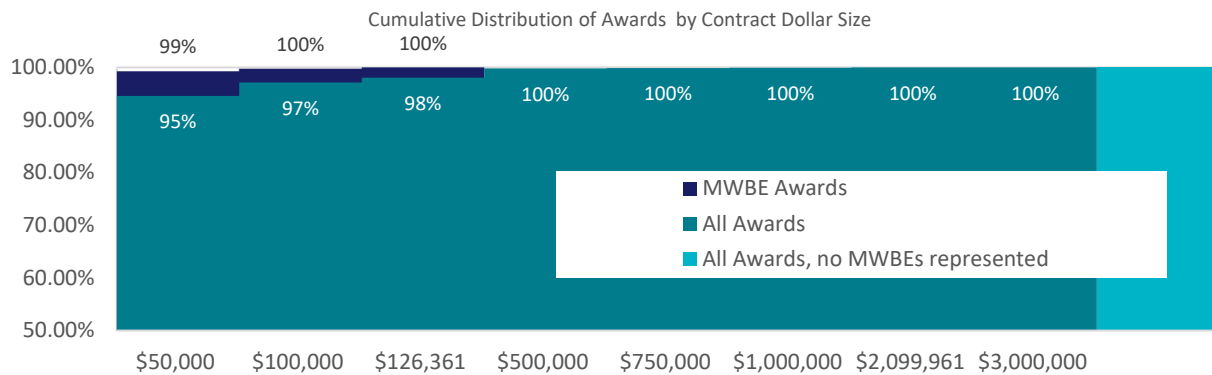


Table 4-11 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Professional Services** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 71 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 87 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 92 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 97 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-11.
PROFESSIONAL SERVICES PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
CITY OF TALLAHASSEE

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		271		2,925	
Mean (μ)		\$5,413		\$7,022	
$\mu + 1$ Std. Deviation (1σ)		\$15,575		\$24,190	
$\mu + 2$ Std. Deviations (2σ)		\$25,738		\$41,359	
Maximum		\$41,789		\$641,082	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$5,413	81.92%	81.92%	71.49%	71.49%
Overall μ	\$7,022	0.74%	82.66%	3.38%	74.87%
MWBE $\mu + 1 \sigma$	\$15,575	4.80%	87.45%	12.96%	87.83%
Overall $\mu + 1 \sigma$	\$24,190	1.48%	88.93%	4.51%	92.34%
MWBE $\mu + 2 \sigma$	\$25,738	0.37%	89.30%	0.51%	92.85%
Overall $\mu + 2 \sigma$	\$41,359	10.33%	99.63%	4.21%	97.06%
MWBE Max	\$41,789	0.37%	100.00%	0.10%	97.16%
<= \$50K	\$50,000			1.37%	98.53%
<= \$100K	\$100,000			1.33%	99.86%
<= \$500K	\$500,000			0.10%	99.97%
Overall Max	\$641,082			0.03%	100.00%

Graphical characteristics of the distributions of Professional Services awards to MWBEs versus the full sector appear in **Figure 4-6**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 100 percent of MWBE awards occur at or below the first threshold of \$50,000.
- ◆ MWBEs participate in payments ranging up to \$41,789, which accounts for 97.16 percent of the full universe of awards in this sector.

FIGURE 4-6.
 GRAPHICAL DEPICTIONS OF **PROFESSIONAL SERVICES** PAYMENT AWARDS TO MWBEs
 VS. AWARDS TO ALL VENDORS
 CITY OF TALLAHASSEE

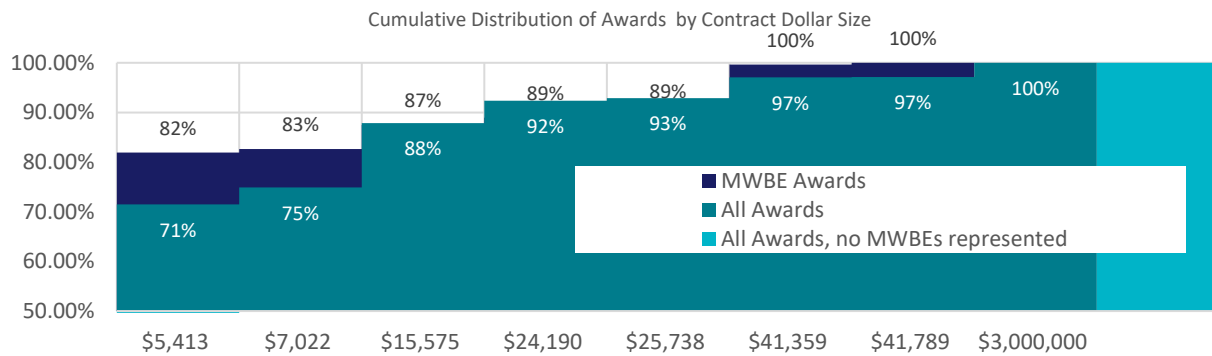


Table 4-12 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Other Services** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 80 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 95 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 96 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 99 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-12.
OTHER SERVICES PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
CITY OF TALLAHASSEE

	# OF PAYMENTS				
		MWBE Awards	All Awards		
n=		7,233	26,926		
Mean (μ)		\$1,320	\$4,434		
$\mu + 1$ Std. Deviation (1σ)		\$10,071	\$40,126		
$\mu + 2$ Std. Deviations (2σ)		\$18,821	\$75,817		
Maximum		\$574,980	\$1,491,871		
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$1,320	84.92%	84.92%	80.23%	80.23%
Overall μ	\$4,434	9.94%	94.86%	10.82%	91.05%
MWBE $\mu + 1 \sigma$	\$10,071	2.83%	97.69%	4.06%	95.11%
MWBE $\mu + 2 \sigma$	\$18,821	1.53%	99.23%	1.66%	96.77%
Overall $\mu + 1 \sigma$	\$40,126	0.44%	99.67%	1.32%	98.09%
<= \$50K	\$50,000	0.07%	99.74%	0.42%	98.52%
Overall $\mu + 2 \sigma$	\$75,817	0.07%	99.81%	0.56%	99.08%
<= \$100K	\$100,000	0.12%	99.93%	0.18%	99.26%
<= \$500K	\$500,000	0.06%	99.99%	0.66%	99.92%
MWBE Max	\$574,980	0.01%	100.00%	0.02%	99.94%
<= \$750K	\$750,000			0.02%	99.96%
<= \$1M	\$1,000,000			0.01%	99.97%
Overall Max	\$1,491,871			0.03%	100.00%

Graphical characteristics of the distributions of Other Services awards to MWBEs versus the full sector appear in **Figure 4-7**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 99.74 percent of MWBE awards and 98.52 percent of the full universe of awards occur at or below \$50,000.
- ◆ MWBEs participate in payments ranging up to \$574,980, which accounts for nearly the full universe (99.94%) of awards in this sector.

FIGURE 4-7.
 GRAPHICAL DEPICTIONS OF **OTHER SERVICES** PAYMENT AWARDS TO MWBES
 VS. AWARDS TO ALL VENDORS
 CITY OF TALLAHASSEE

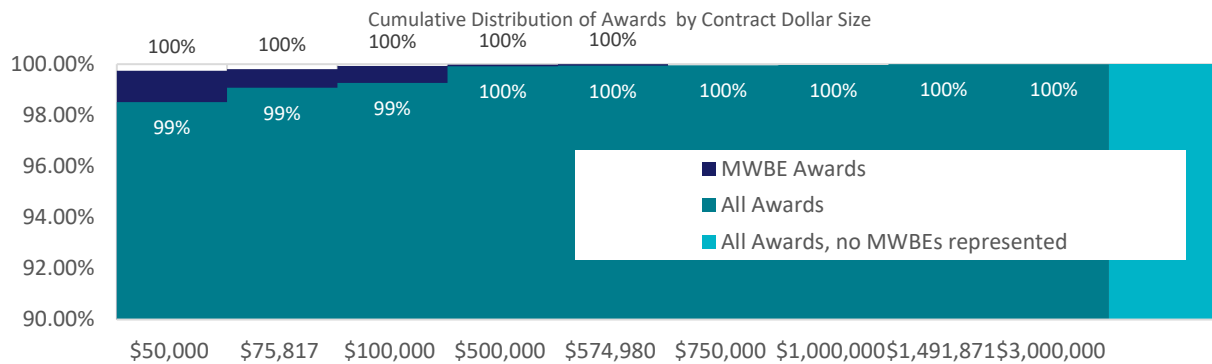


Table 4-13 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Materials & Supplies** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 83 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 91 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 93 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 97 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

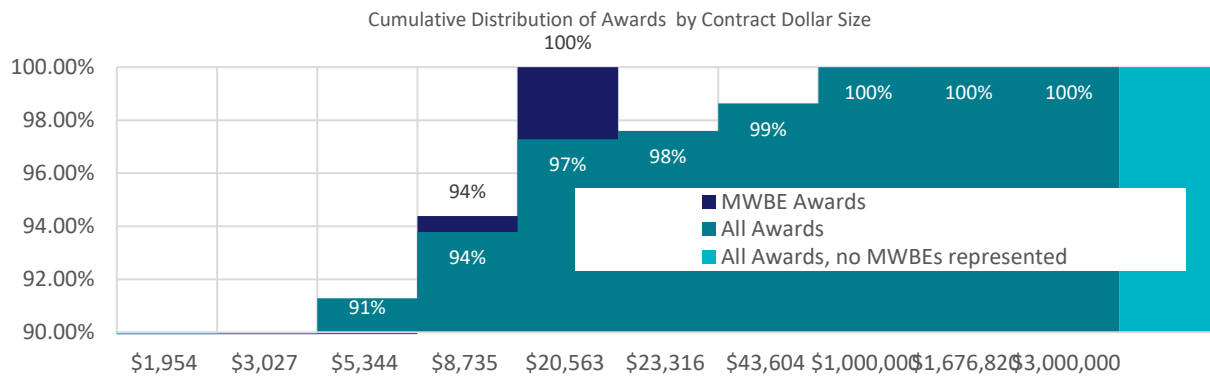
TABLE 4-13.
MATERIALS & SUPPLIES PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
CITY OF TALLAHASSEE

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		196		16,893	
Mean (μ)		\$1,954		\$3,027	
$\mu + 1$ Std. Deviation (1σ)		\$5,344		\$23,316	
$\mu + 2$ Std. Deviations (2σ)		\$8,735		\$43,604	
Maximum		\$20,563		\$1,676,820	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$1,954	76.02%	76.02%	83.60%	83.60%
Overall μ	\$3,027	4.08%	80.10%	3.75%	87.34%
MWBE $\mu + 1 \sigma$	\$5,344	8.67%	88.78%	3.94%	91.28%
MWBE $\mu + 2 \sigma$	\$8,735	5.61%	94.39%	2.50%	93.78%
MWBE Max	\$20,563	5.61%	100.00%	3.50%	97.28%
Overall $\mu + 1 \sigma$	\$23,316			0.31%	97.60%
Overall $\mu + 2 \sigma$	\$43,604			1.04%	98.63%
<= \$50K	\$50,000			0.23%	98.86%
<= \$100K	\$100,000			0.74%	99.60%
<= \$500K	\$500,000			0.38%	99.99%
<= \$750K	\$750,000			0.01%	99.99%
<= \$1M	\$1,000,000			0.00%	99.99%
Overall Max	\$1,676,820			0.01%	100.00%

Graphical characteristics of the distributions of Materials & Supplies awards to MWBEs versus the full sector appear in **Figure 4-8**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 100 percent of MWBE payments and 98.86 percent of the full universe of payments fall at or below \$50,000.
- ◆ MWBEs participate in payments ranging up to \$20,563, which accounts for 97.28 percent of the full universe of awards in this sector.

FIGURE 4-8.
 GRAPHICAL DEPICTIONS OF **MATERIALS & SUPPLIES** PAYMENT AWARDS TO MWBEs
 VS. AWARDS TO ALL VENDORS
 CITY OF TALLAHASSEE



CONCLUSION

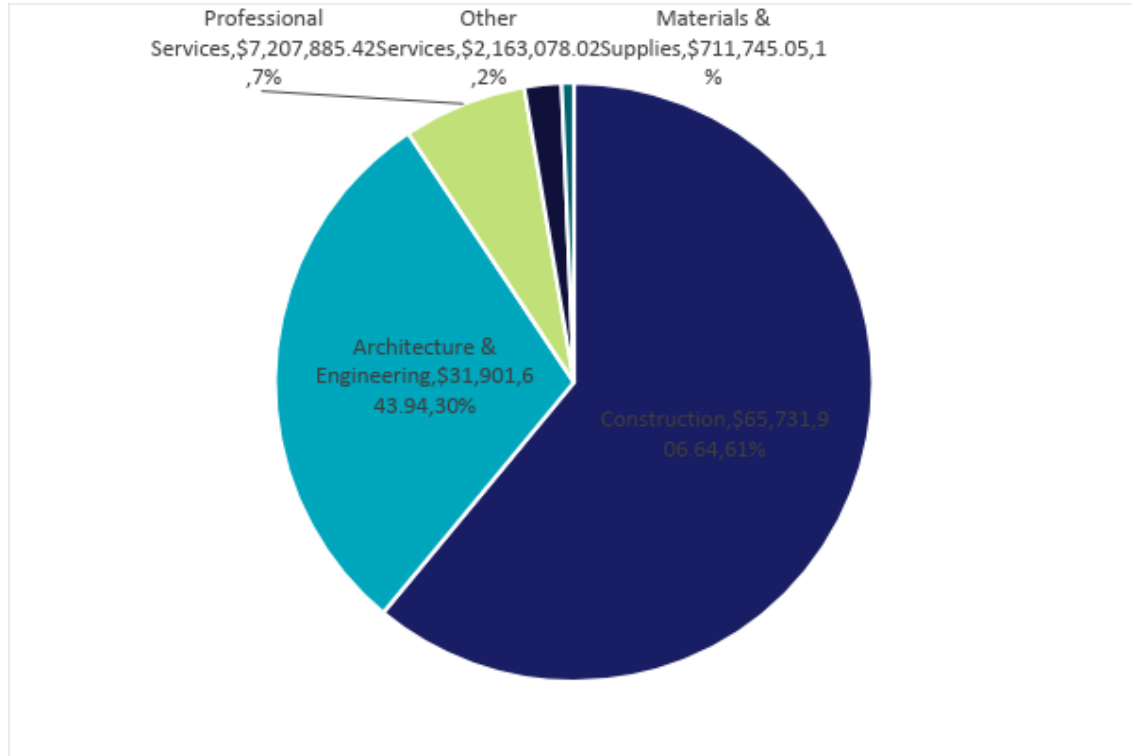
The utilization analyses for both Prime only and Prime + Subcontractors shows that MWBE firms are utilized at substantially lower rates than their non-MWBE counterparts. Nonetheless, analysis of payment thresholds showed that MWBE firms have the capacity to conduct work for which most of the projects have been awarded (under \$100,000); and potentially they have the ability to scale up to larger ones.

4.4 BLUEPRINT ANALYSIS

4.4.1 MARKET AREA

Figure 4-9 shows that for the Blueprint Intergovernmental Agency \$107.716 million were awarded to firms located within the overall market area between October 1, 2012 and September 30, 2017.

FIGURE 4-9.
SUMMARY OF DOLLARS, PRIME LEVEL DOLLARS (PAYMENTS) BY BUSINESS CATEGORY,
OVERALL MARKET AREA CITY OF TALLAHASSEE – BLUEPRINT DIVISION



Source: MGT developed a Master Prime File based on Blueprint payments between October 1, 2012, and September 30, 2017.

Blueprint’s relevant market area accounted for 92.94 percent of spend across all procurement categories as shown in **Table 4-14** below. Firms located within the 4-county relevant market area, by procurement category, also accounted for a majority of the Blueprint’s spend in their respective categories except for Materials and Supplies:

- ◆ 91.11 percent of the dollars awarded in Construction;
- ◆ 99.34 percent of the dollars awarded in Architecture & Engineering;
- ◆ 99.23 percent of the dollars awarded in Professional Services;
- ◆ 56.48 percent of the dollars awarded in Other Services;
- ◆ 22.16 percent of the dollars awarded in Materials and Supplies.

TABLE 4-14.
MARKET AREA ANALYSIS, DISTRIBUTION OF DOLLARS BY BUSINESS CATEGORY, INSIDE & OUTSIDE THE
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION MARKET AREA

CONSTRUCTION	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 59,891,465.26	91.11%
Outside Tallahassee 4-County Market Area	\$ 5,840,441.38	8.89%
CONSTRUCTION, TOTAL	\$ 65,731,906.64	100.00%
ARCHITECTURE & ENGINEERING	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 31,692,156.02	99.34%
<i>Outside Tallahassee 4-County Market Area</i>	\$ 209,487.92	0.66%
ARCHITECTURE & ENGINEERING, TOTAL	\$ 31,901,643.94	100.00%
PROFESSIONAL SERVICES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 7,152,125.45	99.23%
Outside Tallahassee 4-County Market Area	\$ 55,759.97	0.77%
PROFESSIONAL SERVICES, TOTAL	\$ 7,207,885.42	100.00%
OTHER SERVICES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 1,221,641.46	56.48%
Outside Tallahassee 4-County Market Area	\$ 941,436.56	43.52%
OTHER SERVICES, TOTAL	\$ 2,163,078.02	100.00%
MATERIALS & SUPPLIES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 157,727.23	22.16%
Outside Tallahassee 4-County Market Area	\$ 554,017.82	77.84%
MATERIALS & SUPPLIES, TOTAL	\$ 711,745.05	100.00%
ALL BUSINESS CATEGORIES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 100,115,115.42	92.94%
Outside Tallahassee 4-County Market Area	\$ 7,601,143.65	7.06%
ALL BUSINESS CATEGORIES, TOTAL	\$ 107,716,259.07	100.00%

Source: MGT developed a Master Prime File based on Blueprint payments between October 1, 2012, and September 30, 2017.

MARKET AREA CONCLUSIONS

Based on the market area analysis of the Blueprint's procurement activity, it was determined that the region encompassing Leon, Gadsden, Jefferson, and Wakulla counties will be used as the market area for Blueprint; and for any other utilization analyses. When analyzing the total relevant market area, over 92 percent of the expenditures were in the Tallahassee, FL MSA. The following section describes the results of this utilization analysis for Blueprint within the relevant market area.

4.4.2 UTILIZATION ANALYSIS

The utilization analysis is based on the defined relevant market area, as described in the preceding sections of this chapter. The payments data included within this analysis include dollars paid to primes located within the market area.

4.4.2.1 METHODOLOGY

Data is analyzed by the procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies, encompasses payments/receipts between October 1, 2012 and September 30, 2017.

MGT collected vendor registration, membership, and certification lists from various agencies containing minority and women business enterprise (MWBE) designations. MGT then created a comprehensive list which was used to flag MWBEs in the utilization analysis. This list was created by cross referencing governmental websites containing data on the MWBE status of firms against the transaction data of Blueprint. If the firms were not located in any of these lists, they were assumed to be Non-MWBE.

The following utilization analyses present a summary of payments to firms within the relevant market area to include MWBE utilization in Blueprint's contracting and procurement activities.

4.4.2.2 CLASSIFICATION OF FIRMS

Firms included in the utilization analysis have been assigned business owner classifications according to the definitions provided below.²⁰⁸

- ◆ **MWBE Firms.** In this study, businesses classified as minority- and women-owned firms (MWBE) are those which are at least 51 percent owned and controlled by members of one of five groups: African Americans, Asian Americans, Hispanic Americans, Native Americans, or 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.
 - **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.
 - **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.
 - **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.
 - **Nonminority Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white women. Minority women were included in their respective minority category.
- ◆ **Total Minority Firms.** All minority-owned firms, regardless of gender.

²⁰⁸ Business ownership classification was based on the race, ethnicity, and gender classification of the owner during the study period.

- ♦ **Non-MWBE Firms.** Firms that were identified as nonminority male or majority-owned were classified as non-MWBE firms. If there was no indication of business ownership, these firms were also classified as non-MWBE firms.
- ♦ **M/W/DBE Firms.** For the purposes of this study, M/W/DBE firms are firms owned by minorities or women; this includes firms with Disadvantaged Business Enterprises (DBE) certification status and those minorities firms that have not been MWBE or DBE certified. Therefore, M/W/DBE firms include all identified minorities- and women-owned firms regardless of certification. MGT used this approach in analyzing the utilization of concessions.

4.4.2.3 BLUEPRINT PRIME UTILIZATION

Table 4-15 shows the prime utilization with MWBE amounted to 0.91 percent of the \$99.2 million spent with firms within the relevant market area. Spending was captured for two MWBE classifications; 0.90 percent for Non-minority Women firms and 0.01 percent for African American firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- ♦ Construction shows the utilization of prime MWBE firms was 0.11 percent with all the payments going to Nonminority Women firms.
- ♦ Architecture & Engineering shows the utilization of prime MWBE firms was 2.16 percent with all the payments going to Nonminority Women firms.
- ♦ Professional Services shows the utilization of prime MWBE firms was 0.48 percent with all the payments going to Nonminority Women firms.
- ♦ Other Services shows the utilization of prime MWBE firms was 10.09 percent. Nonminority Women firms accounted for 9.09 percent, African American firms accounted for 0.94 percent, and Asian American firms accounted for 0.06 percent.
- ♦ Materials & Supplies shows the utilization of prime MWBE firms was 3.56 percent with all the payments going to Nonminority Women firms.

TABLE 4-15.
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES –
BLUEPRINT DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.01%	0.00%	0.00%	0.00%	0.94%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.01%	0.00%	0.00%	0.00%	1.00%	0.00%
Nonminority Woman Firms	0.90%	0.11%	2.16%	0.48%	9.09%	3.56%
TOTAL MWBE FIRMS	0.91%	0.11%	2.16%	0.48%	10.09%	3.56%
TOTAL NON-MWBE FIRMS	99.09%	99.89%	97.84%	99.52%	89.91%	96.44%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 11,527.20	\$ -	\$ -	\$ -	\$ 11,527.20	\$ -
Asian Americans	\$ 750.00	\$ -	\$ -	\$ -	\$ 750.00	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 12,277.20	\$ -	\$ -	\$ -	\$ 12,277.20	\$ -
Nonminority Woman Firms	\$ 902,206.77	\$ 67,967.14	\$ 683,179.72	\$ 34,410.00	\$ 111,035.91	\$ 5,614.00
TOTAL MWBE FIRMS	\$ 914,483.97	\$ 67,967.14	\$ 683,179.72	\$ 34,410.00	\$ 123,313.11	\$ 5,614.00
TOTAL NON-MWBE FIRMS	\$ 99,200,631.45	\$ 59,823,498.12	\$ 31,008,976.30	\$ 7,117,715.45	\$ 1,098,328.35	\$ 152,113.23
TOTAL FIRMS	\$ 100,115,115.42	\$ 59,891,465.26	\$ 31,692,156.02	\$ 7,152,125.45	\$ 1,221,641.46	\$ 157,727.23

Source: MGT developed a Master Prime File based on Blueprint payments between October 1, 2012, and September 30, 2017.

4.4.2.4 BLUEPRINT SUBCONTRACTOR UTILIZATION

MGT was able to collect available Blueprint construction subcontractor data from hardcopy files based on their subcontractor verification reports maintained by Blueprint. It should be noted that the analysis would have been heavily weighted towards MWBEs because that was the data that was most readily available.

Because the data was so heavily weighted towards MWBE firms, MGT provided in **Table 4-16** an analysis of subcontracting utilization based on an estimated subcontracting level. We had the distribution of the number of M/WBE subcontracts by race and gender but needed to know construction subcontracts awarded to non-MWBEs in order to establish a reasonable basis to determine the relative proportion of construction subcontract dollars to overall construction contracts.

MGT's experience has shown that subcontracting generally represents 20 to 30 percent of the prime construction contract amounts. Census data support the applicability of this rule of thumb for this analysis. The "2012 Census of Construction-Geographic Area Summary Findings" shows that the cost of construction work subcontracted out in the state of Florida was 33 percent. Assuming that Blueprint's construction spending pattern is similar to the overall patterns in the state of Florida, MGT concluded that subcontractors received about 33 percent of prime level dollars.

Using the Blueprint construction prime dollars for the study period, MGT calculated that overall construction subcontract dollars to have been \$19.8 million or 33 percent of the \$59.9 million in Blueprint construction prime contracts in the market area. Based on the analysis, non-MWBE firms received \$10.8

million (54.9%) of construction subcontracts. African American firms received 12.23 percent while nonminority women firms received 32.88 percent.

TABLE 4-16.
SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION – BLUEPRINT DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	12.23%
Asian Americans	0.00%
Hispanic Americans	0.00%
Native Americans	0.00%
TOTAL MINORITY FIRMS	12.23%
Nonminority Woman Firms	32.88%
TOTAL MWBE FIRMS	45.11%
TOTAL NON-MWBE FIRMS	54.89%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	\$2,416,804.71
Asian Americans	\$-
Hispanic Americans	\$-
Native Americans	\$-
TOTAL MINORITY FIRMS	\$2,416,804.71
Nonminority Woman Firms	\$6,498,195.24
TOTAL MWBE FIRMS	\$8,914,999.95
TOTAL NON-MWBE FIRMS	\$10,849,183.59
TOTAL FIRMS	\$19,764,183.54

Source: MGT’s Blueprint Subcontractor estimates between October 1, 2012 and September 30, 2017.

CONCLUSION

The expenditure utilization analysis shows that non-MWBE firms are utilized at substantially higher rates than their MWBE counterparts:

- ◆ For Blueprint prime utilization, 99.09 percent went to non-MWBE firms, while only 0.91 percent went to MWBE firms.
- ◆ For the Blueprint’s construction subcontractors, MGT estimated that 54.89 percent of spending went to non-MWBE firms, while 45.11 percent when to MWBE firms.

The highest utilization rates among MWBE classifications can be seen below:

- ◆ For Blueprint prime utilization, Nonminority Women firms and African American firms accounted for 0.90 percent and 0.01 percent, respectively. Further analyzing the individual procurement categories, Other Services saw the highest utilization of MWBE firms (10.09 percent), while Construction saw the lowest utilization of MWBE firms (0.11 percent).

While non-MWBE utilization is ostensibly quite high compared to MWBEs throughout the views on utilization that have been presented in this chapter, the proportion of firms willing and able to provide services to Blueprint offer a critical qualifying context in any determination of disparity. Availability and resulting disparity ratios are presented in **Chapter 5**, which follows, to provide more definitive conclusions in this respect.

4.4.3 CAPACITY ANALYSIS

Analysis of utilization by payment size, referred to as a *threshold* analysis, can reveal current circumstances regarding the observed potential of MWBE vendors to perform jobs of different scales (as measured by dollar value) within the defined procurement categories. These insights should not be viewed as a boundary or hard limitation on MWBE utilization. Capacity obstacles in some industries, such as in some domains of Construction, are readily overcome as staff expansion can be accomplished rather quickly (highly elastic), while in others, a significant expansion in the scale of the business can require more time and investment, and thus may present a more persistent issue (less elastic).

Execution of a payment threshold analysis requires identification of progressively larger bands of payments to observe where variation in vendor participation may be impacted based on the size of the payment. MGT's approach to this analysis entailed the following:

- ◆ Examination of the mean (average) payment values of MWBE awards as well as payment values within one and two standard deviations of this MWBE mean.
- ◆ Examination of the mean (average) payment values of all awards as well as payment values within one and two standard deviations of this total mean.
- ◆ Two standard deviations, equivalent to a 95 percent confidence interval, has consistently been accepted by courts without regard to the statistical significance of disparities, and thus can serve for a key benchmark for this analysis, as well.

Table 4-17 depicts the incremental and cumulative proportions of payments by size (threshold) for all procurement categories. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period.

TABLE 4-17.
PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
ALL PROCUREMENT CATEGORIES
BLUEPRINT DIVISION

	MWBE Awards	All Awards
n=	115	1,862
Mean (μ)	\$ 7,952	\$ 53,768
$\mu + 1$ Std. Deviation (1σ)	\$ 10,002	\$ 152,223
$\mu + 2$ Std. Deviations (2σ)	\$ 27,957	\$ 358,213
Maximum	\$ 50,876	\$ 3,034,250

Table 4-18 shows payments size categories (thresholds) based on the values depicted in **Table 4-15**.

TABLE 4-18.
PAYMENT THRESHOLDS
BLUEPRINT DIVISION

THRESHOLDS	THRESHOLD LOGIC
<= \$50K	< ~MWBE Mean
> \$50K, <= \$100K	> ~MWBE Mean, <= ~All Awards Mean
> \$100K, <= \$500K	> ~All Awards Mean, <= ~1 Std Dev of MWBE Mean
> \$500K, <= \$750K	> ~1 Std Dev of MWBE Mean, <= ~2 Std Dev of MWBE Mean
> \$750K, <= \$1M	> ~2 Std Dev of MWBE Mean, <= ~1 Std Dev All Awards Mean
> \$1M, <= \$3M	> ~1 Std Dev All Awards Mean, <= ~2 Std Dev All Awards Mean
> \$3M	> ~2 Std Dev All Awards Mean

Figure 4-10 shows that MWBEs have been able to win awards in the lower two size categories. Utilization is 5.40 percent for awards up to \$50 thousand and 0.60 percent for awards between \$50 thousand and \$100 thousand.

FIGURE 4-10.
PERCENTAGE OF UTILIZATION OF MWBE FIRMS BY PAYMENT AWARD SIZE/
THRESHOLD DOLLAR RANGES
ALL PROCUREMENT CATEGORIES
BLUEPRINT DIVISION

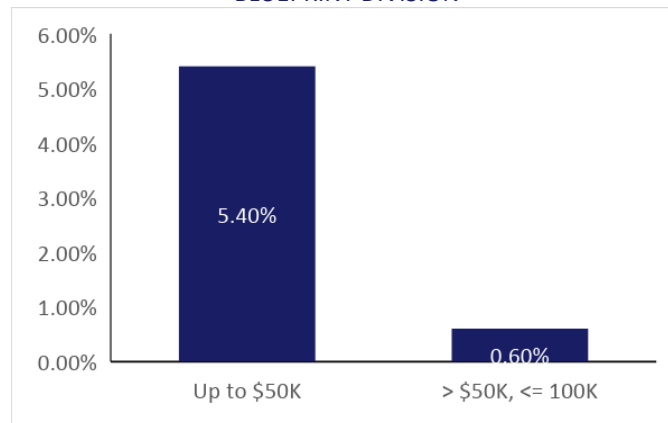


Figure 4-11 shows that MWBEs have been able to win a sizeable share of awards of increasing values spanning across a majority of the procurement categories. MWBE utilization is prominent for payments less than \$50 thousand but decreases significantly for payment categories above this threshold.

FIGURE 4-11.
 PERCENTAGE OF UTILIZATION OF MWBE FIRMS BY PAYMENT AWARD SIZE/
 THRESHOLD DOLLAR RANGES
 BY PROCUREMENT CATEGORIES
 BLUEPRINT DIVISION

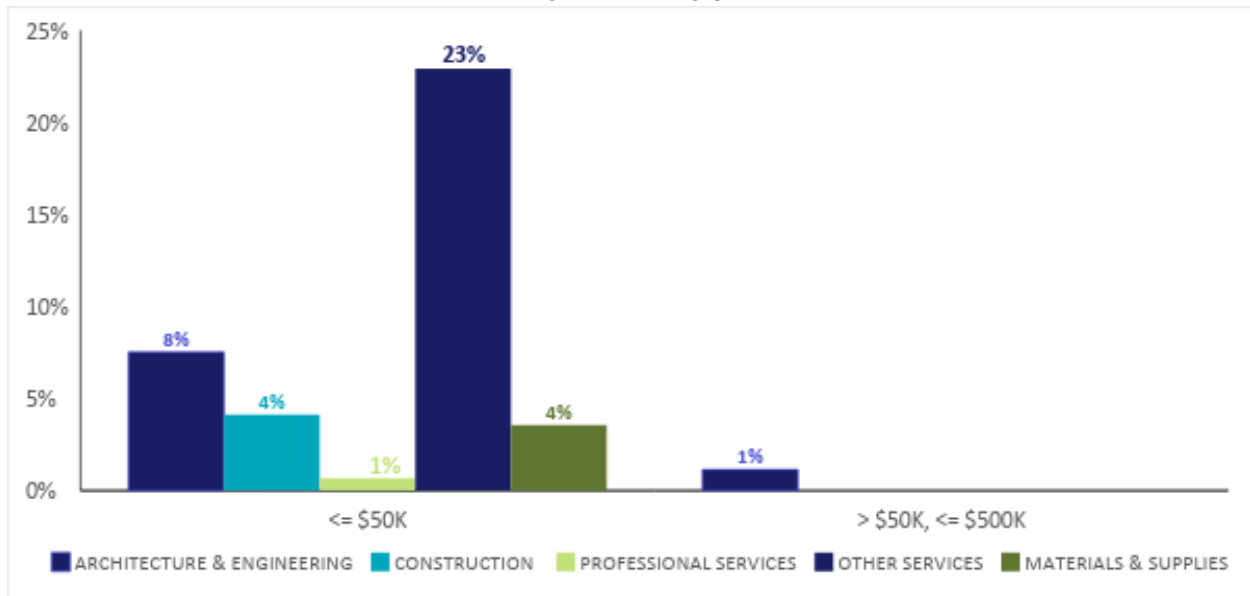


Table 4-19 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Construction** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 19 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 25 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 28 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 29 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-19.
CONSTRUCTION PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
BLUEPRINT DIVISION

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		8		260	
Mean (μ)		\$8,496		\$230,352	
$\mu + 1$ Std. Deviation (1σ)		\$15,354		\$545,802	
$\mu + 2$ Std. Deviations (2σ)		\$22,213		\$861,253	
Maximum		\$23,144		\$3,034,250	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$8,496	62.50%	62.50%	19.23%	19.23%
MWBE $\mu + 1 \sigma$	\$15,354	25.00%	87.50%	6.15%	25.38%
MWBE $\mu + 2 \sigma$	\$22,213	0.00%	87.50%	3.08%	28.46%
MWBE Max	\$23,144	12.50%	100.00%	0.77%	29.23%
<= \$50K	\$50,000			11.54%	40.77%
<= \$100K	\$100,000			9.62%	50.38%
Overall μ	\$230,352			12.31%	62.69%
<= \$500K	\$500,000			21.15%	83.85%
Overall $\mu + 1 \sigma$	\$545,802			3.46%	87.31%
<= \$750K	\$750,000			7.31%	94.62%
Overall $\mu + 2 \sigma$	\$861,253			1.92%	96.54%
<= \$1M	\$1,000,000			1.54%	98.08%
<= \$3M	\$3,000,000			1.54%	99.62%
Overall Max	\$3,034,250			0.38%	100.00%

Graphical characteristics of the distributions of Construction awards to MWBEs versus the full sector appear in **Figure 4-12**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 100 percent of MWBE awards occur at or below the first threshold of \$50 thousand.
- ◆ MWBEs participate in payments ranging up to \$23,144, which accounts for almost 100 percent of the full universe of awards in this sector.

FIGURE 4-12.
 GRAPHICAL DEPICTIONS OF **CONSTRUCTION** PAYMENT AWARDS TO MWBES
 VS. AWARDS TO ALL VENDORS
 BLUEPRINT DIVISION

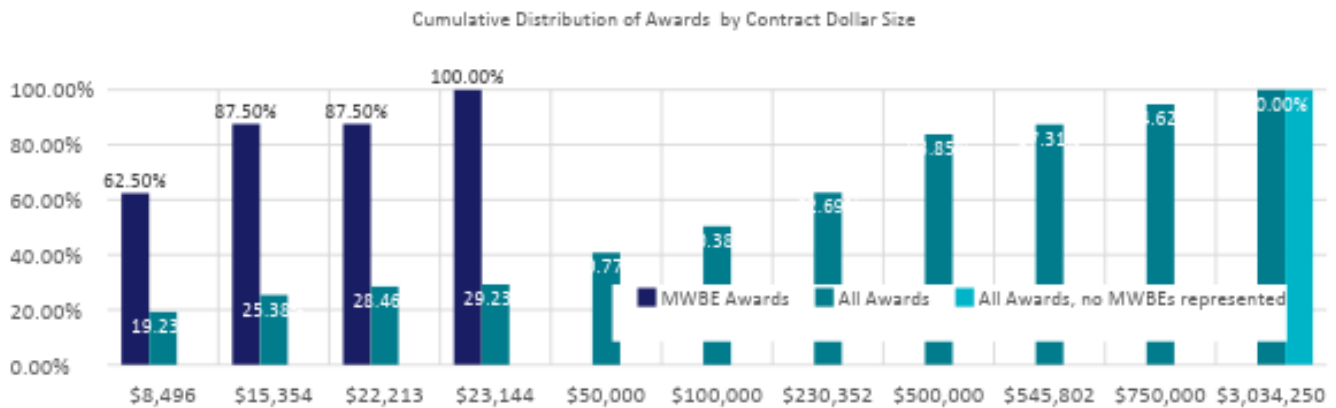


Table 4-20 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Architecture & Engineering** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 50 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 67 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 75 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 84 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-20.
ARCHITECTURE & ENGINEERING PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
BLUEPRINT DIVISION

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		72		902	
Mean (μ)		\$9,489		\$35,135	
$\mu + 1$ Std. Deviation (1σ)		\$20,286		\$124,865	
$\mu + 2$ Std. Deviations (2σ)		\$31,084		\$214,594	
Maximum		\$50,876		\$1,321,893	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$9,489	72.22%	72.22%	50.44%	50.44%
MWBE $\mu + 1 \sigma$	\$20,286	12.50%	84.72%	17.07%	67.52%
MWBE $\mu + 2 \sigma$	\$31,084	9.72%	94.44%	8.09%	75.61%
Overall μ	\$35,135	2.78%	97.22%	3.55%	79.16%
<= \$50K	\$50,000	1.39%	98.61%	4.99%	84.15%
MWBE Max	\$50,876	1.39%	100.00%	0.11%	84.26%
<= \$100K	\$100,000			6.65%	90.91%
Overall $\mu + 1 \sigma$	\$124,865			2.77%	93.68%
Overall $\mu + 2 \sigma$	\$214,594			3.55%	97.23%
<= \$500K	\$500,000			2.22%	99.45%
<= \$750K	\$750,000			0.33%	99.78%
<= \$1M	\$1,000,000			0.00%	99.78%
Overall Max	\$1,321,893			0.22%	100.00%

Graphical characteristics of the distributions of Architecture & Engineering awards to MWBEs versus the full sector appear in **Figure 4-13**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, over 97 percent of MWBE awards occur at or below the first threshold of \$50 thousand or below.
- ◆ MWBEs participate in payments ranging up to \$50,876, which accounts for over 84 percent of the full universe of awards in this sector.

FIGURE 4-13.
 GRAPHICAL DEPICTIONS OF **ARCHITECTURE & ENGINEERING** PAYMENT AWARDS TO MWBEs
 VS. AWARDS TO ALL VENDORS
 BLUEPRINT DIVISION
 Cumulative Distribution of Awards by Contract Dollar Size

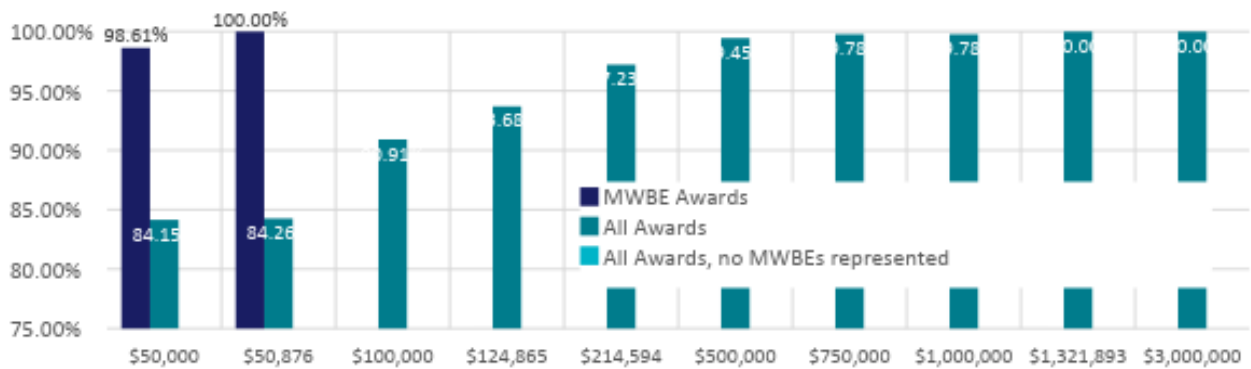


Table 4-21 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Professional Services** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 60 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 65 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 73 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 64 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-21.
PROFESSIONAL SERVICES PAYMENT AWARDS TO MWBEs VS. FULL UNIVERSE
BLUEPRINT DIVISION

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		3		443	
Mean (μ)		\$11,470		\$16,145	
$\mu + 1$ Std. Deviation (1σ)		\$19,064		\$36,359	
$\mu + 2$ Std. Deviations (2σ)		\$26,658		\$56,573	
Maximum		\$17,860		\$99,633	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$11,470	33.33%	33.33%	60.50%	60.50%
Overall μ	\$16,145	33.33%	66.67%	63.88%	63.88%
MWBE Max	\$17,860	33.33%	100.00%	64.79%	64.79%
MWBE $\mu + 1 \sigma$	\$19,064			65.24%	65.24%
MWBE $\mu + 2 \sigma$	\$26,658			73.36%	73.36%
Overall $\mu + 1 \sigma$	\$36,359			80.81%	80.81%
<= \$50K	\$50,000			93.45%	93.45%
Overall $\mu + 2 \sigma$	\$56,573			95.03%	95.03%
Overall Max	\$99,633			100.00%	100.00%

Graphical characteristics of the distributions of Professional Services awards to MWBEs versus the full sector appear in **Figure 4-14**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 100 percent of MWBE awards occur at or below the first threshold of \$50 thousand.
- ◆ MWBEs participate in payments ranging up to \$17,860, which accounts for 64.79 percent of the full universe of awards in this sector.

FIGURE 4-14.
 GRAPHICAL DEPICTIONS OF **PROFESSIONAL SERVICES** PAYMENT AWARDS TO MWBEs
 VS. AWARDS TO ALL VENDORS
 BLUEPRINT DIVISION
 Cumulative Distribution of Awards by Contract Dollar Size

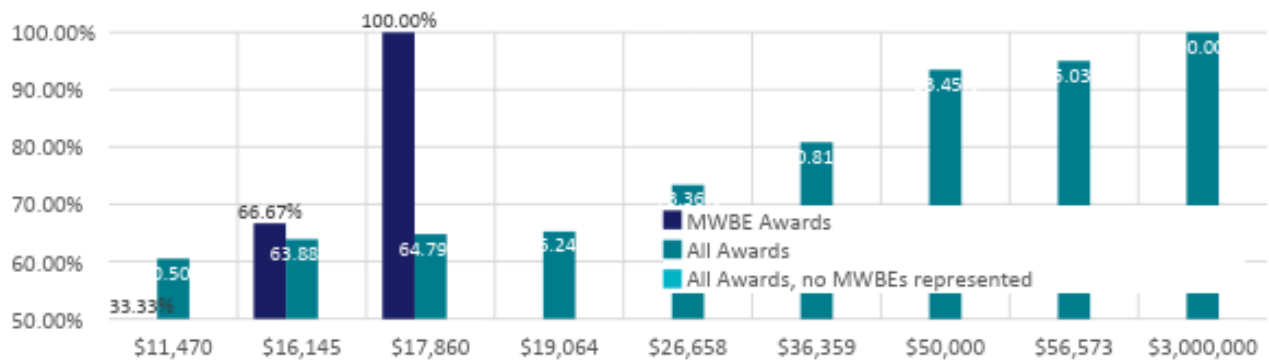


Table 4-22 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Other Services** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 85 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 94 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 96 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 97 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-22.
OTHER SERVICES PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
BLUEPRINT DIVISION

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		30		205	
Mean (μ)		\$4,110		\$5,959	
$\mu + 1$ Std. Deviation (1σ)		\$11,957		\$35,559	
$\mu + 2$ Std. Deviations (2σ)		\$19,803		\$65,158	
Maximum		\$36,390		\$382,556	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$4,110	83.33%	83.33%	85.85%	85.85%
Overall μ	\$5,959	3.33%	86.67%	2.93%	88.78%
MWBE $\mu + 1 \sigma$	\$11,957	6.67%	93.33%	5.85%	94.63%
MWBE $\mu + 2 \sigma$	\$19,803	0.00%	93.33%	1.46%	96.10%
Overall $\mu + 1 \sigma$	\$35,559	3.33%	96.67%	0.49%	96.59%
MWBE Max	\$36,390	3.33%	100.00%	0.49%	97.07%
<= \$50K	\$50,000			0.98%	98.05%
Overall $\mu + 2 \sigma$	\$65,158			0.00%	98.05%
<= \$100K	\$100,000			0.98%	99.02%
Overall Max	\$382,556			0.98%	100.00%

Graphical characteristics of the distributions of Other Services awards to MWBEs versus the full sector appear in **Figure 4-15**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 100 percent of MWBE awards and over 98 percent of the full universe of awards occur at or below \$50 thousand.
- ◆ MWBEs participate in payments ranging up to \$36,390, which accounts for 97.07 percent of the full universe of awards in this sector.

FIGURE 4-15.
 GRAPHICAL DEPICTIONS OF **OTHER SERVICES** PAYMENT AWARDS TO MWBES
 VS. AWARDS TO ALL VENDORS
 BLUEPRINT DIVISION

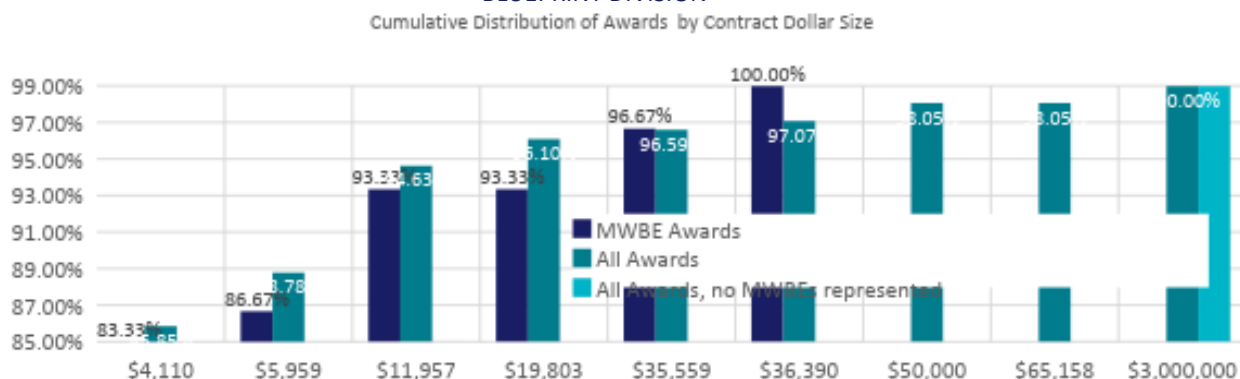


Table 4-23 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Materials & Supplies** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 59 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 88 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 88 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 88 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

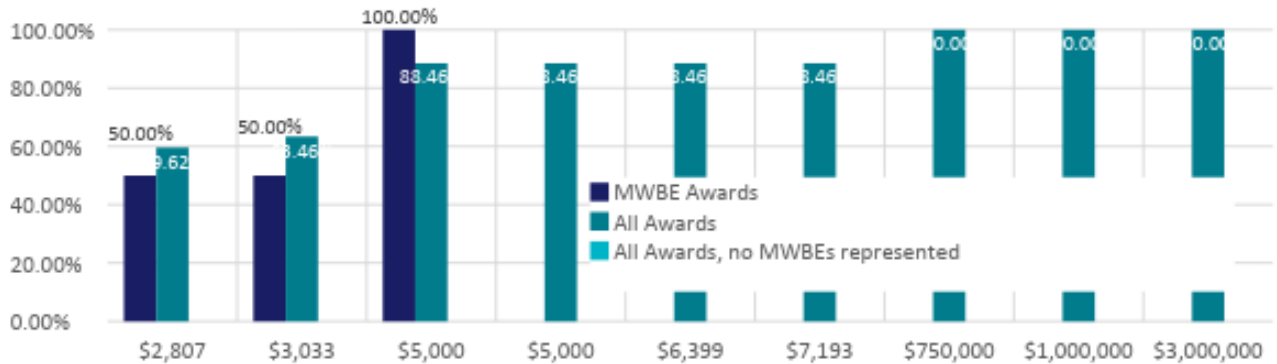
TABLE 4-23.
MATERIALS & SUPPLIES PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
BLUEPRINT DIVISION

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		2		52	
Mean (μ)		\$2,807		\$3,033	
$\mu + 1$ Std. Deviation (1σ)		\$5,000		\$6,399	
$\mu + 2$ Std. Deviations (2σ)		\$7,193		\$9,764	
Maximum		\$5,000		\$13,000	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$2,807	50.00%	50.00%	59.62%	59.62%
Overall μ	\$3,033	0.00%	50.00%	3.85%	63.46%
MWBE $\mu + 1 \sigma$	\$5,000	50.00%	100.00%	25.00%	88.46%
MWBE Max	\$5,000			0.00%	88.46%
Overall $\mu + 1 \sigma$	\$6,399			0.00%	88.46%
MWBE $\mu + 2 \sigma$	\$7,193			0.00%	88.46%
Overall $\mu + 2 \sigma$	\$9,764			3.85%	92.31%
Overall Max	\$13,000			7.69%	100.00%

Graphical characteristics of the distributions of Other Services awards to MWBEs versus the full sector appear in **Figure 4-16**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 100 percent of MWBE awards and all payments occur at or below \$50 thousand.
- ◆ MWBEs participate in payments ranging up to \$5,000, which accounts for 83.46 percent of the full universe of awards in this sector.

FIGURE 4-16.
 GRAPHICAL DEPICTIONS OF **MATERIALS & SUPPLIES** PAYMENT AWARDS TO MWBES
 VS. AWARDS TO ALL VENDORS
 BLUEPRINT DIVISION
 Cumulative Distribution of Awards by Contract Dollar Size



CONCLUSION

The utilization analyses shows that MWBE firms are utilized at substantially lower rates than their non-MWBE counterparts. Nonetheless, analysis of payment thresholds showed that MWBE firms have the capacity to conduct work where most of the projects have been awarded (under \$100 thousand); and potentially have the ability to scale up to larger projects.

4.5 LEON COUNTY ANALYSIS

4.5.1 MARKET AREA ANALYSIS

As prescribed by *Croson* and subsequent cases, a disparity study requires definition of a market area to ensure that a relevant pool of vendors is considered in analyzing the availability and utilization of firms. If these boundaries are stretched too far, the universe of vendors becomes diluted with firms with no interest or history in working with the agency, and thus their demographics and experiences have little relevance to actual contracting activity or policy. On the other hand, a boundary set too narrowly risks the opposite circumstance of excluding a high proportion of firms who have contracted with, or bid for work with, the agency, and thus may also skew the prospective analyses of disparity.

4.5.1.1 METHODOLOGY

Based on *Croson* guidelines, the relevant market area for the County was determined to be the geographic areas from which the majority of its purchases are procured based on the location of the firms. Specifically, the relevant market area is those counties located within the City of Tallahassee Metropolitan

Statistical Area (MSA) as the geographic unit of measurement by which the relevant market area is established.

The choice of counties as the unit of measurement is based on the following:

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

Overall Market Area. To determine the full extent of the market area in which the County utilized firms, MGT determined geographic locations of utilized vendors by their county jurisdictions. The overall market area presents the total dollars spent for each procurement category included within the scope of the study.

Relevant Market Area. Once the overall market area was established, the relevant market area was determined by examining geographic areas from which the majority of its purchases are procured. Based on the results of the market area analysis conducted for each business category, the recommended relevant market area are the four counties of Leon, Gadsden, Jefferson, and Wakulla, within the City of Tallahassee MSA. This recommendation is also consistent with the current Leon County vendor certification area and market area established by the County's 2009 Disparity Study.

The dollars expended were summarized by county according to the location of each firm and by the services they provided to the County: Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies.

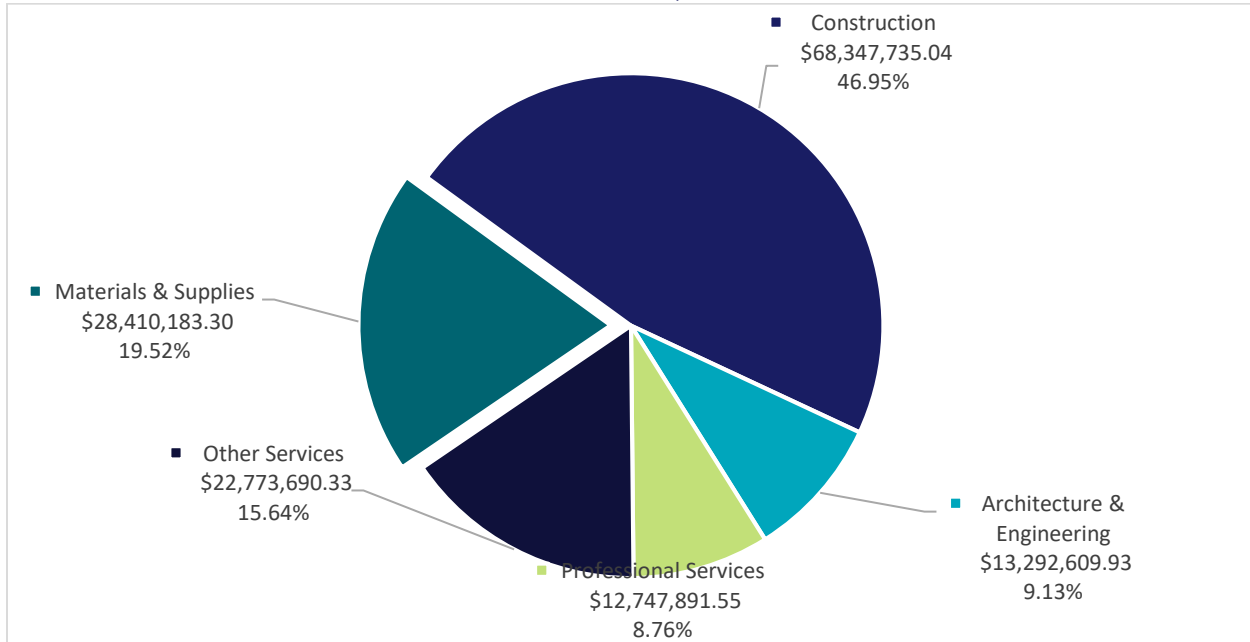
4.5.1.2 ANALYSIS AND IDENTIFICATION OF RELEVANT MARKET AREA

As described in the preceding section, an overall market area was first established to account for all the County's payments, after which more specific regions were analyzed to arrive at a relevant market area to support the goals of the study. Detailed information supporting this market area analyses are presented in **Appendix A** to this report.

Figure 4-17 shows that \$145.572 million were paid to firms located within the overall market area²⁰⁹ between October 1, 2012 and September 30, 2017.

²⁰⁹ The overall market area represents the total area within which Leon County expended dollars or utilized firms, thus the overall market shows the spend with all firms (located inside and outside the relevant market area).

FIGURE 4-17.
SUMMARY OF DOLLARS, PRIME LEVEL DOLLARS (PAYMENTS) BY BUSINESS CATEGORY,
OVERALL MARKET AREA, LEON COUNTY



Source: MGT developed a Master Prime File based on Leon County’s B2GNow system between October 1, 2012, and September 30, 2017.

Narrowing the geographic scope, **Table 4-24** shows that firms located within the relevant market area accounted for 85.00 percent of spend across all procurement categories. When broken down by procurement categories, firms located within the 4-county relevant market area also accounted for a majority of the County’s spend in their respective categories:

- ◆ 86.98 percent of the dollars awarded in Construction;
- ◆ 90.62 percent of the dollars awarded in Architecture & Engineering;
- ◆ 91.47 percent of the dollars awarded in Professional Services;
- ◆ 80.94 percent of the dollars awarded in Other Services;
- ◆ 77.97 percent of the dollars awarded in Materials and Supplies.

TABLE 4-24.
MARKET AREA ANALYSIS, DISTRIBUTION OF DOLLARS BY BUSINESS CATEGORY,
LEON COUNTY MARKET AREA

CONSTRUCTION	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 59,446,004.88	86.98%
Outside Leon County 4-County Market Area	\$ 8,901,730.16	13.02%
CONSTRUCTION, TOTAL	\$ 68,347,735.04	100.00%
ARCHITECTURE & ENGINEERING	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 12,046,046.87	90.62%
Outside Leon County 4-County Market Area	\$ 1,246,563.06	9.38%
A&E, TOTAL	\$ 13,292,609.93	100.00%
PROFESSIONAL SERVICES	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 11,660,139.71	91.47%
Outside Leon County 4-County Market Area	\$ 1,087,751.84	8.53%
PROFESSIONAL SERVICES, TOTAL	\$ 12,747,891.55	100.00%
OTHER SERVICES	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 18,433,795.75	80.94%
Outside Leon County 4-County Market Area	\$ 4,339,894.58	19.06%
OTHER SERVICES, TOTAL	\$ 22,773,690.33	100.00%
MATERIALS & SUPPLIES	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 22,150,726.61	77.97%
Outside Leon County 4-County Market Area	\$ 6,259,456.69	22.03%
MATERIALS & SUPPLIES, TOTAL	\$ 28,410,183.30	100.00%
ALL BUSINESS CATEGORIES	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 123,736,713.82	85.00%
Outside Leon County 4-County Market Area	\$ 21,835,396.33	15.00%
ALL BUSINESS CATEGORIES, TOTAL	\$ 145,572,110.15	100.00%

Source: MGT developed a Master Prime File based on Leon County's B2GNow system between October 1, 2012, through September 30, 2017.

MARKET AREA CONCLUSIONS

Based on the market area analysis of the County's procurement activity, it was determined that the region encompassing Leon, Gadsden, Jefferson, and Wakulla counties will be used as the market area. This outcome is unchanged since the County's 2009 Disparity Study and is identical with the current Leon County Minority and Women Business Enterprise (MWBE) certification area. When analyzing the relevant geographic market area, over 85 percent of the expenditures were in the Tallahassee, FL MSA. The definition of the relevant market area allows for detailed examinations of contracting activity with local vendors. The following section describes the results of this utilization analysis for the County within the relevant market area.

4.5.2 UTILIZATION ANALYSIS

The utilization analysis presents a summary of payments within the scope of the study and an initial assessment of the effectiveness of initiatives in promoting the inclusion of MWBEs in the County's contracting and procurement activities. The utilization analysis is based on the defined relevant market area, as described in the preceding sections of this chapter.

Analysis of these data is broken down by the procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies, and encompasses payments between October 1, 2012 and September 30, 2017.

MGT collected vendor registration, membership, and certification lists from various agencies containing MWBE designations. MGT then created a comprehensive list which was used to flag MWBEs in the utilization analysis. This list was created by cross referencing multiple governmental websites containing data on the MWBE status of firms against the transaction data of Leon County. If the firms were not located in any of these lists, they were assumed to be Non-MWBE.

4.5.2.1 CLASSIFICATION OF FIRMS

Firms included in the utilization analysis have been assigned business owner classifications according to the definitions provided below.²¹⁰

- ◆ **MWBE Firms.** In this study, businesses classified as minority and women-owned firms (MWBE) are those which are at least 51 percent owned and controlled by members of one of five groups: African Americans, Asian Americans, Hispanic Americans, Native Americans, or 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.
 - **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.
 - **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.
 - **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.
 - **Nonminority Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white women. Minority women were included in their respective minority category.
- ◆ **Total Minority Firms.** All minority-owned firms, regardless of gender.

²¹⁰ Business ownership classification was based on the race, ethnicity, and gender classification of the owner during the study period.

- ◆ **Non-MWBE Firms.** Firms that were identified as nonminority male or majority-owned were classified as non-MWBE firms. If there was no indication of business ownership, these firms were also classified as non-MWBE firms.

4.5.2.2 PRIME UTILIZATION

Table 4-25 shows the prime MWBE utilization amounted to 12.20 percent of total payments within the relevant market area; 5.95 percent for Nonminority Women firms, 4.70 percent for African American firms, 1.51 percent for Hispanic American firms, and 0.04 percent for Asian American firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- ◆ Construction shows the utilization of prime MWBE firms was 8.38 percent. African American firms accounted for 3.95 percent while Nonminority Women firms accounted for 4.43 percent. There was no utilization of Asian American, Hispanic American, or Native American prime firms.
- ◆ Architecture & Engineering shows the utilization of prime MWBE firms was 17.69 percent. Nonminority Women firms accounted for 7.49 percent, African American firms accounted for 10.07 percent, and Hispanic American firms accounted for 0.14 percent. Asian American and Native American firms were not utilized during the study period.
- ◆ Professional Services shows the utilization of prime MWBE firms was 1.57 percent. African American firms accounted for 0.70 percent, Nonminority Women firms accounted for 0.79 percent, and Hispanic American firms accounted for 0.07 percent. There was no utilization of Asian American or Native American prime firms
- ◆ Other Services shows the utilization of prime MWBE firms was 29.21 percent. Nonminority Women firms accounted for 7.23 percent, African American firms accounted for 11.68 percent, Hispanic American firms accounted for 10.02 percent, and Asian American firms accounted for 0.28%. Native American firms were not utilized during the study period.
- ◆ Materials & Supplies shows the utilization of prime MWBE firms was 10.94 percent. Nonminority Women firms accounted for 10.84 percent, African American firms accounted for 0.09 percent, Hispanic American firms accounted for 0.01 percent, and Asian American firms accounted for 0.00%. Native American firms were not utilized during the study period.

TABLE 4-25.
PRIME ONLY UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT
CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	4.70%	3.95%	10.07%	0.70%	11.68%	0.09%
Asian Americans	0.04%	0.00%	0.00%	0.00%	0.28%	0.00%
Hispanic Americans	1.51%	0.00%	0.14%	0.07%	10.02%	0.01%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	6.25%	3.95%	10.20%	0.77%	21.98%	0.10%
Nonminority Woman Firms	5.95%	4.43%	7.49%	0.79%	7.23%	10.84%
TOTAL MWBE FIRMS	12.20%	8.38%	17.69%	1.57%	29.21%	10.94%
TOTAL NON-MWBE FIRMS	87.80%	91.62%	82.31%	98.43%	70.79%	89.06%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 5,813,081.14	\$ 2,345,500.84	\$ 1,212,711.34	\$ 82,153.02	\$ 2,153,283.31	\$ 19,432.63
Asian Americans	\$ 52,122.35	\$ 0.00	\$ 0.00	\$ 0.00	\$ 51,524.35	\$ 598.00
Hispanic Americans	\$ 1,872,998.30	\$ 0.00	\$ 16,370.00	\$ 8,130.00	\$ 1,846,355.30	\$ 2,143.00
Native Americans	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
TOTAL MINORITY FIRMS	\$ 7,738,201.79	\$ 2,345,500.84	\$ 1,229,081.34	\$ 90,283.02	\$ 4,051,162.96	\$ 22,173.63
Nonminority Woman Firms	\$ 7,363,517.86	\$ 2,633,327.57	\$ 902,200.49	\$ 92,567.92	\$ 1,333,670.19	\$ 2,401,751.69
TOTAL MWBE FIRMS	\$ 15,101,719.65	\$ 4,978,828.41	\$ 2,131,281.83	\$ 182,850.94	\$ 5,384,833.15	\$ 2,423,925.32
TOTAL NON-MWBE FIRMS	\$ 108,634,994.17	\$ 54,467,176.47	\$ 9,914,765.04	\$ 11,477,288.77	\$ 13,048,962.60	\$ 19,726,801.29
TOTAL FIRMS	\$ 123,736,713.82	\$ 59,446,004.88	\$ 12,046,046.87	\$ 11,660,139.71	\$ 18,433,795.75	\$ 22,150,726.61

Source: MGT developed a Master Prime File based on Leon County's B2GNow system between October 1, 2012, through September 30, 2017.

4.5.2.1 LEON COUNTY SUBCONTRACTOR UTILIZATION

MGT was able to collect all available County construction subcontractor data from the B2GNow system. It should be noted that the analysis would have been heavily weighted towards MWBEs because that was the data that was most readily available.

Because the data was so heavily weighted towards MWBE firms, MGT provided in **Table 4-26** an analysis of subcontracting utilization based on an estimated subcontracting level. We had the distribution of the number of M/WBE subcontracts by race and gender but needed to know construction subcontracts awarded to non-MWBEs in order to establish a reasonable basis to determine the relative proportion of construction subcontract dollars to overall construction contracts.

MGT's experience has shown that subcontracting generally represents 20 to 30 percent of the prime construction contract amounts. Census data support the applicability of this rule of thumb for this analysis. The "2012 Census of Construction-Geographic Area Summary Findings" shows that the cost of construction work subcontracted out in the state of Florida was 33 percent. Assuming that the County's construction spending pattern is similar to the overall patterns in the state of Florida, MGT concluded that subcontractors received about 33 percent of prime level dollars.

Using the County construction prime dollars for the study period, MGT calculated that overall construction subcontract dollars to have been \$19.6 million or 33 percent of the \$59.4 million in County construction prime contracts in the market area. Based on the analysis, non-MWBE firms received \$13.8 million

(70.2%) of construction subcontracts. African American firms received 20.71 percent, Nonminority women firms received 6.54 percent, and Hispanic American firms received 2.59 percent.

TABLE 4-26.
SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	20.71%
Asian Americans	0.00%
Hispanic Americans	2.59%
Native Americans	0.00%
TOTAL MINORITY FIRMS	23.30%
Nonminority Woman Firms	6.54%
TOTAL MWBE FIRMS	29.84%
TOTAL NON-MWBE FIRMS	70.16%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	\$ 4,063,114.93
Asian Americans	\$ 0.00
Hispanic Americans	\$ 507,858.66
Native Americans	\$ 0.00
TOTAL MINORITY FIRMS	\$ 4,570,973.59
Nonminority Woman Firms	\$ 1,282,196.15
TOTAL MWBE FIRMS	\$ 5,853,169.74
TOTAL NON-MWBE FIRMS	\$ 13,764,011.87
TOTAL FIRMS	\$ 19,617,181.61

Source: MGT’s Blueprint Subcontractor estimates between October 1, 2012 and September 30, 2017.

CONCLUSION

The utilization analysis shows that non-MWBE firms are utilized at substantially higher rates than their MWBE counterparts. Overall, 87.80 percent of the County’s prime spending went to non-MWBE firms, while only 12.20 percent went to MWBE firms. The highest utilization rates among MWBE classifications included Nonminority Women firms and African American firms, accounting for 5.95 percent and 4.70 percent, respectively, of overall spending. Further analyzing the individual procurement categories, Other Services saw the highest utilization of MWBE firms (29.21 percent), while Professional Services saw the lowest utilization of MWBE firms (1.57 percent).

Analyzing the subcontractors for construction, MGT estimated that 70.16 percent of spending went to non-MWBE firms, while only 29.84 percent when to MWBE firms.

While non-MWBE utilization is ostensibly quite high compared to MWBEs throughout the views on utilization that have been presented in this chapter, the proportion of firms willing and able to provide services to the County offer a critical qualifying context in any determination of disparity. Availability and resulting disparity ratios are presented in **Chapter 5**, which follows, to provide more definitive conclusions in this respect.

4.5.3 CAPACITY ANALYSIS

4.5.3.1 PAYMENT THRESHOLD ANALYSIS

Analysis of utilization by payment size, referred to as a *threshold* analysis, can reveal current circumstances regarding the observed potential of MWBE vendors to perform jobs of different scales (as measured by dollar value) within the defined procurement categories. These insights should not be viewed as a boundary or hard limitation on MWBE utilization. Capacity obstacles in some industries, such as in some domains of Construction, are readily overcome as staff expansion can be accomplished rather quickly (highly elastic), while in others, a significant expansion in the scale of the business can require more time and investment, and thus may present a more persistent issue (less elastic).

Execution of a payment threshold analysis requires identification of progressively larger bands of payments to observe where variation in vendor participation may be impacted based on the size of the payment. MGT's approach to this analysis entailed the following:

- ◆ Examination of the mean (average) payment values of MWBE awards as well as payment values within one and two standard deviations of this MWBE mean.
- ◆ Examination of the mean (average) payment values of all awards as well as payment values within one and two standard deviations of this total mean.
- ◆ Two standard deviations, equivalent to a 95 percent confidence interval, has consistently been accepted by courts with regard to the statistical significance of disparities, and thus can serve for a key benchmark for this analysis, as well.

Table 4-27 depicts the incremental and cumulative proportions of payments by size (threshold) for all procurement categories. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period.

TABLE 4-27.
PAYMENT AWARDS TO MWBEs VS. FULL UNIVERSE
ALL PROCUREMENT CATEGORIES
LEON COUNTY

	MWBE Awards	All Awards
n=	1,649	20,808
Mean (μ)	\$ 5,415	\$ 5,562
$\mu + 1$ Std. Deviation (1σ)	\$ 42,554	\$ 84,121
$\mu + 2$ Std. Deviations (2σ)	\$ 90,523	\$ 173,804
Maximum	\$ 1,170,739	\$ 7,046,947

Table 4-28 shows payments size categories (thresholds) based on the values depicted in **Table 4-27**.

TABLE 4-28.
PAYMENT THRESHOLDS
LEON COUNTY

THRESHOLDS	THRESHOLD LOGIC
<= \$50K	< ~MWBE Mean
> \$50K, <= \$100K	> ~MWBE Mean, <= ~All Awards Mean
> \$100K, <= \$500K	> ~All Awards Mean, <= ~1 Std Dev of MWBE Mean
> \$500K, <= \$750K	> ~1 Std Dev of MWBE Mean, <= ~2 Std Dev of MWBE Mean
> \$750K, <= \$1M	> ~2 Std Dev of MWBE Mean, <= ~1 Std Dev All Awards Mean
> \$1M, <= \$3M	> ~1 Std Dev All Awards Mean, <= ~2 Std Dev All Awards Mean
> \$3M	> ~2 Std Dev All Awards Mean

Figure 4-18 shows that MWBEs have been able to win awards across all size categories except the \$750 thousand to \$1 million threshold. The highest percentage of utilization of MWBE firms are 13.01 percent in the \$100 thousand to \$500 thousand category.

FIGURE 4-18.
PERCENTAGE OF UTILIZATION OF MWBE FIRMS BY PAYMENT AWARD SIZE/
THRESHOLD DOLLAR RANGES
ALL PROCUREMENT CATEGORIES
LEON COUNTY

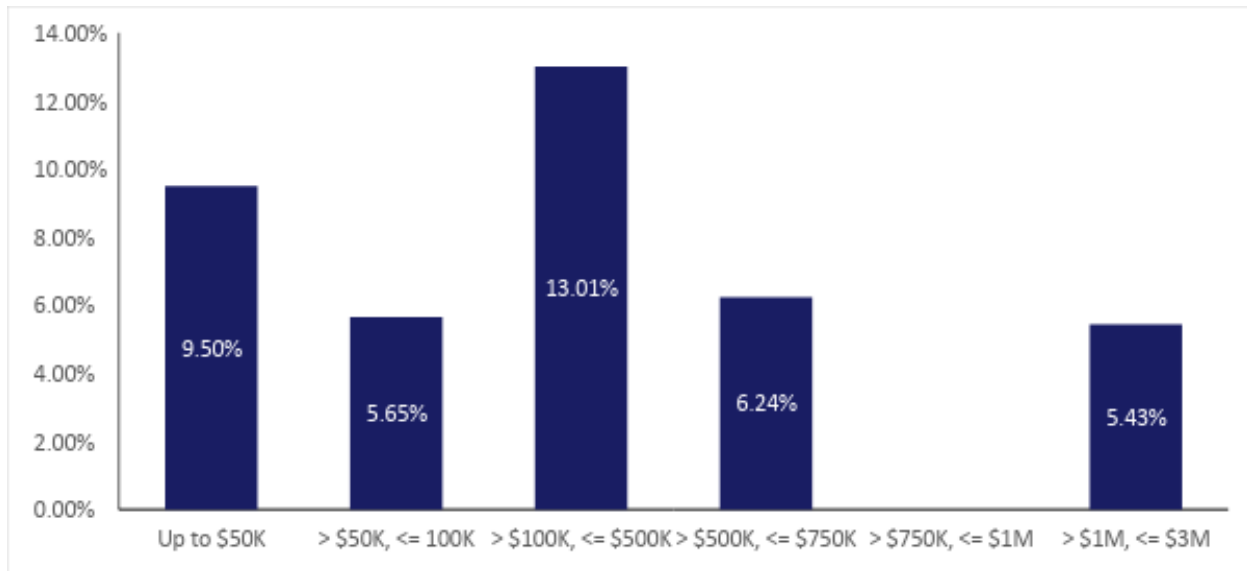


Figure 4-19 shows that MWBEs have been able to win a sizeable share of awards of increasing values spanning across a majority of the procurement categories. MWBE utilization is very prominent for payments less than \$500 thousand but decreases significantly for payment categories above this threshold. Above this point MWBE utilization is only present in Other Services.

FIGURE 4-19.
 PERCENTAGE OF UTILIZATION OF MWBE FIRMS BY PAYMENT AWARD SIZE/
 THRESHOLD DOLLAR RANGES
 BY PROCUREMENT CATEGORIES
 LEON COUNTY

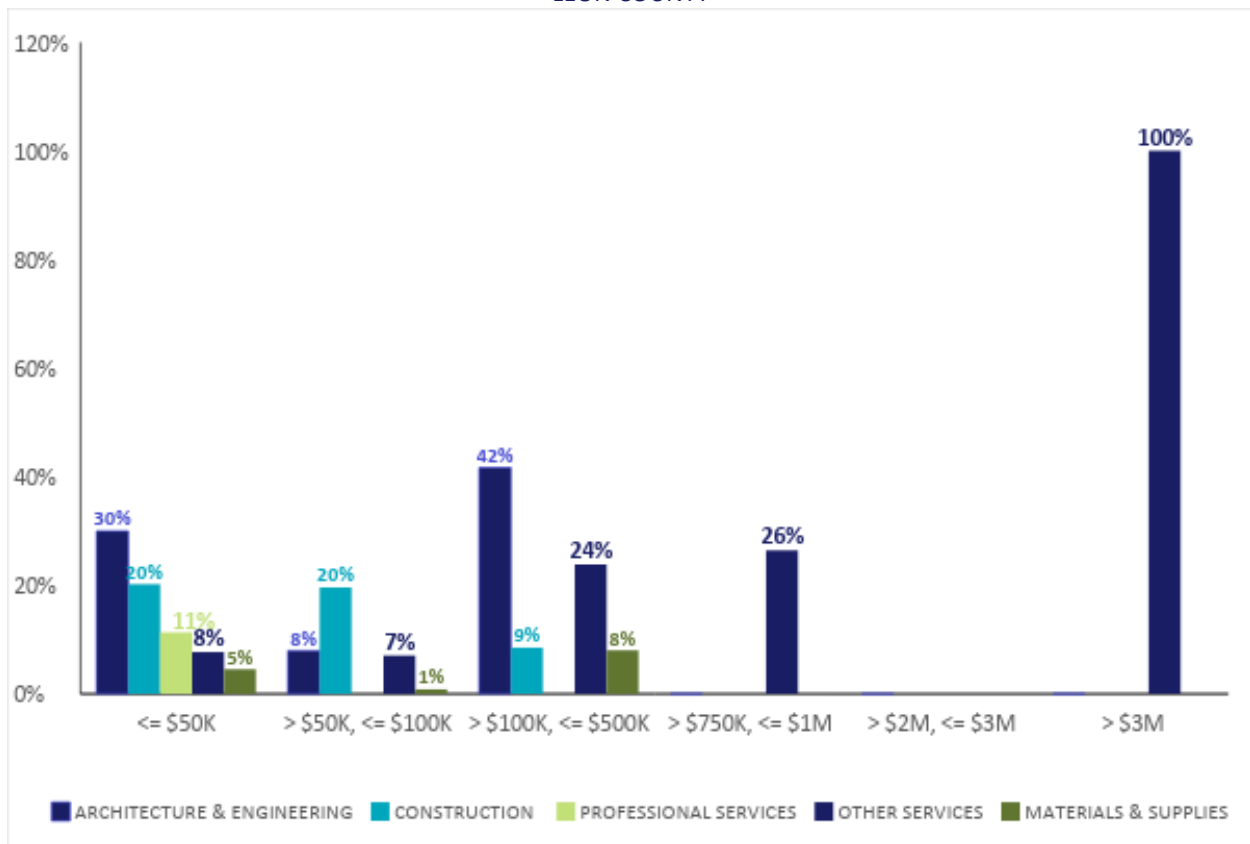


Table 4-29 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Construction** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 71 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 83 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 86 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 93 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-29.
CONSTRUCTION PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
LEON COUNTY

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		233		844	
Mean (μ)		\$11,692		\$72,323	
$\mu + 1$ Std. Deviation (1σ)		\$44,283		\$453,479	
$\mu + 2$ Std. Deviations (2σ)		\$76,874		\$834,634	
Maximum		\$219,096		\$7,046,947	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$11,692	85.41%	85.41%	71.56%	71.56%
MWBE $\mu + 1 \sigma$	\$44,283	7.30%	92.70%	11.85%	83.41%
<= \$50K	\$50,000	0.43%	93.13%	1.07%	84.48%
Overall μ	\$72,323	0.86%	93.99%	2.01%	86.49%
MWBE $\mu + 2 \sigma$	\$76,874	1.29%	95.28%	0.47%	86.97%
<= \$100K	\$100,000	0.86%	96.14%	1.78%	88.74%
MWBE Max	\$219,096	3.86%	100.00%	5.09%	93.84%
Overall $\mu + 1 \sigma$	\$453,479			2.84%	96.68%
<= \$500K	\$500,000			0.36%	97.04%
<= \$750K	\$750,000			1.30%	98.34%
Overall $\mu + 2 \sigma$	\$834,634			0.12%	98.46%
<= \$1M	\$1,000,000			0.24%	98.70%
<= \$3M	\$3,000,000			1.07%	99.76%
Overall Max	\$7,046,947			0.24%	100.00%

Graphical characteristics of the distributions of Construction awards to MWBEs versus the full sector appear in **Figure 4-20**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, over 96 percent of MWBE awards occur at or below \$100 thousand, while almost 89 percent of all awards have values at or below \$100 thousand.
- ◆ MWBEs participate in payments ranging up to \$219,096, which accounts for 93.84 percent of the full universe of awards in this sector.

FIGURE 4-20.
 GRAPHICAL DEPICTIONS OF **CONSTRUCTION** PAYMENT AWARDS TO MWBEs
 VS. AWARDS TO ALL VENDORS
 LEON COUNTY

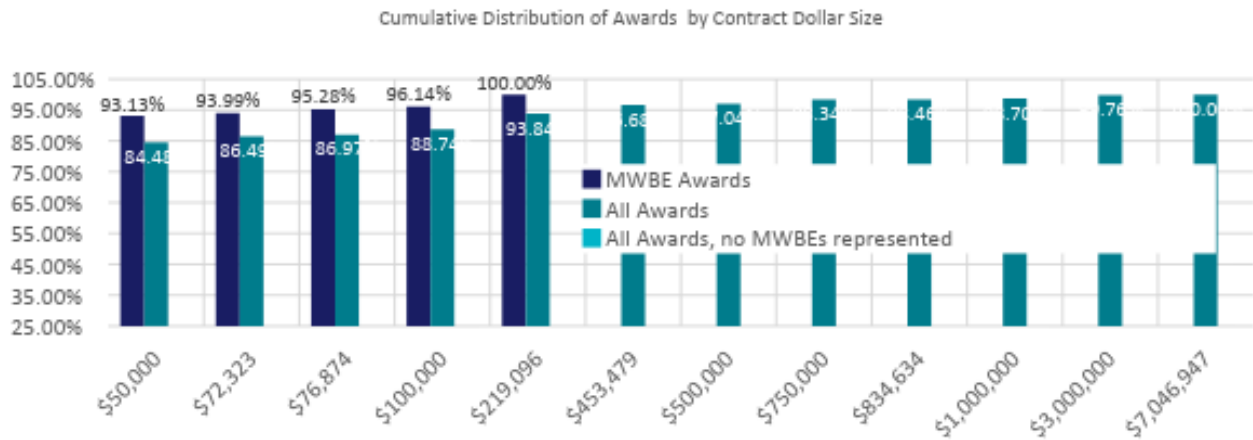


Table 4-30 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Architecture & Engineering** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 70 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 86 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 95 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ 100 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-30.
ARCHITECTURE & ENGINEERING PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
LEON COUNTY

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		34		84	
Mean (μ)		\$38,171		\$46,306	
$\mu + 1$ Std. Deviation (1σ)		\$131,040		\$124,376.99	
$\mu + 2$ Std. Deviations (2σ)		\$223,909		\$202,448	
Maximum		\$361,732		\$361,732	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$38,171	85.29%	85.29%	70.24%	70.24%
Overall μ	\$46,306	0.00%	85.29%	1.19%	71.43%
<= \$50K	\$50,000	0.00%	85.29%	0.00%	71.43%
<= \$100K	\$100,000	2.94%	88.24%	13.10%	84.52%
Overall $\mu + 1 \sigma$	\$124,377	0.00%	88.24%	2.38%	86.90%
MWBE $\mu + 1 \sigma$	\$131,040	0.00%	88.24%	0.00%	86.90%
Overall $\mu + 2 \sigma$	\$202,448	2.94%	91.18%	7.14%	94.05%
MWBE $\mu + 2 \sigma$	\$223,909	0.00%	91.18%	1.19%	95.24%
MWBE Max	\$361,732	8.82%	100.00%	4.76%	100.00%
Overall Max	\$361,732			0.00%	100.00%

Graphical characteristics of the distributions of Architecture & Engineering awards to MWBEs versus the full sector appear in **Figure 4-21**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 85.29 percent of MWBE awards occur at or below the first threshold of \$50 thousand or below.
- ◆ MWBEs participate in payments ranging up to \$361,732, which accounts for almost 100 percent of the full universe of awards in this sector.

FIGURE 4-21.
 GRAPHICAL DEPICTIONS OF **ARCHITECTURE & ENGINEERING** PAYMENT AWARDS TO MWBEs
 VS. AWARDS TO ALL VENDORS
 LEON COUNTY

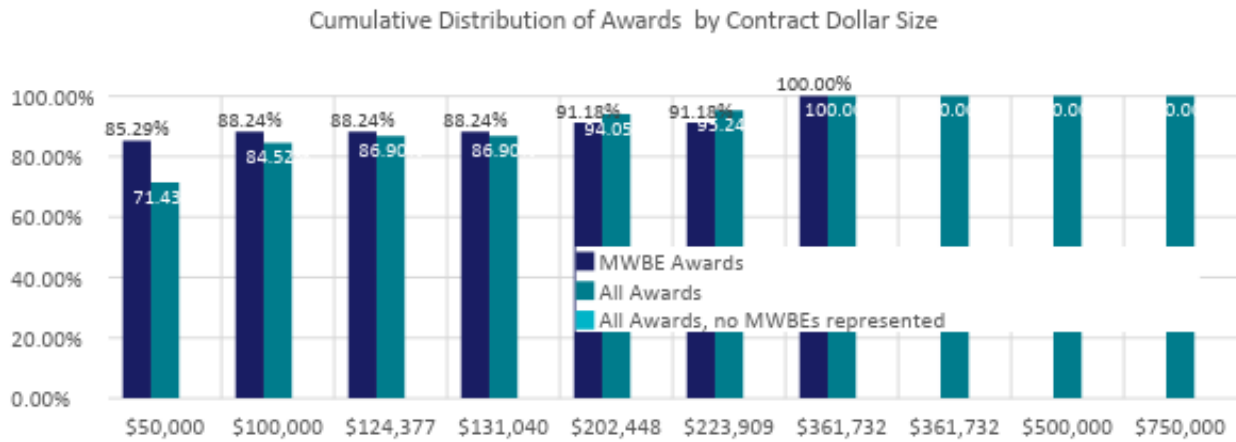


Table 4-31 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Professional Services** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 59 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 69 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 71 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 75 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-31.
PROFESSIONAL SERVICES PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
LEON COUNTY

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		7		49	
Mean (μ)		\$5,422		\$86,835	
$\mu + 1$ Std. Deviation (1σ)		\$13,727		\$503,739	
$\mu + 2$ Std. Deviations (2σ)		\$22,032		\$920,642	
Maximum		\$24,200		\$2,944,956	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$5,422	71.43%	71.43%	59.18%	59.18%
MWBE $\mu + 1 \sigma$	\$13,727	14.29%	85.71%	10.20%	69.39%
MWBE $\mu + 2 \sigma$	\$22,032	0.00%	85.71%	2.04%	71.43%
MWBE Max	\$24,200	14.29%	100.00%	4.08%	75.51%
<= \$50K	\$50,000			10.20%	85.71%
Overall μ	\$86,835			4.08%	89.80%
<= \$100K	\$100,000			0.00%	89.80%
<= \$500K	\$500,000			8.16%	97.96%
Overall $\mu + 1 \sigma$	\$503,739			0.00%	97.96%
<= \$750K	\$750,000			0.00%	97.96%
Overall $\mu + 2 \sigma$	\$920,642			0.00%	97.96%
<= \$1M	\$1,000,000			0.00%	97.96%
Overall Max	\$2,944,956			2.04%	100.00%

Graphical characteristics of the distributions of Professional Services awards to MWBEs versus the full sector appear in **Figure 4-22**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 100 percent of MWBE awards occur at or below the first threshold of \$50 thousand.
- ◆ MWBEs participate in payments ranging up to \$24,200, which accounts for 75.51 percent of the full universe of awards in this sector.

FIGURE 4-22.
 GRAPHICAL DEPICTIONS OF **PROFESSIONAL SERVICES** PAYMENT AWARDS TO MWBEs
 VS. AWARDS TO ALL VENDORS
 LEON COUNTY

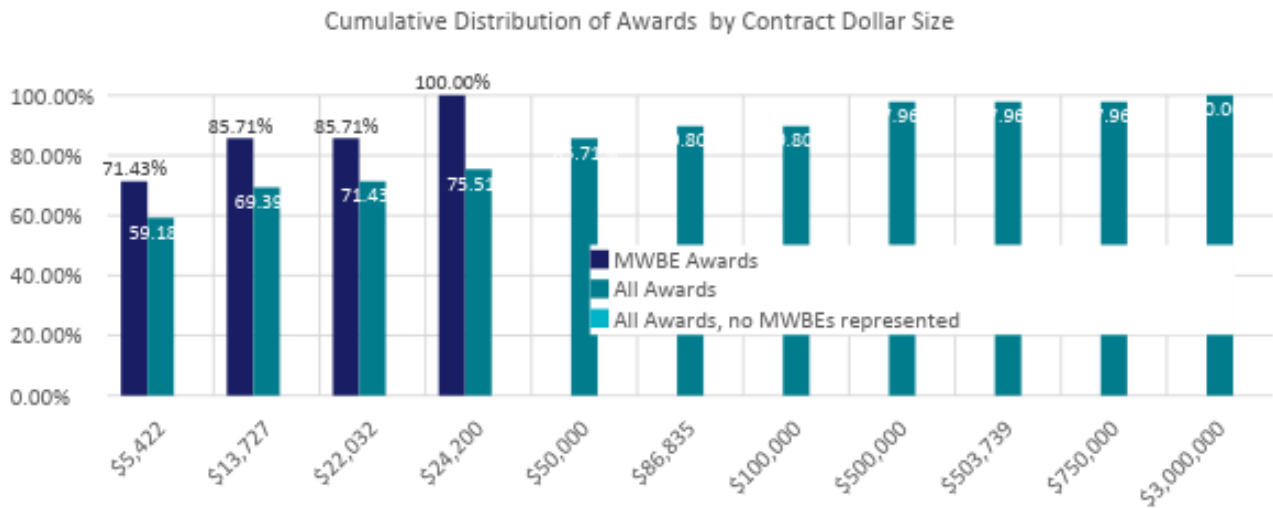


Table 4-32 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Other Services** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 95 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 99 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 99 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ 100 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

TABLE 4-32.
OTHER SERVICES PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
LEON COUNTY

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		883		10,226	
Mean (μ)		\$4,206		\$1,743	
$\mu + 1$ Std. Deviation (1σ)		\$54,563		\$22,485	
$\mu + 2$ Std. Deviations (2σ)		\$104,920		\$43,226	
Maximum		\$1,170,739		\$1,170,739	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
Overall μ	\$1,743	93.66%	93.66%	92.26%	92.26%
MWBE μ	\$4,206	2.72%	96.38%	3.13%	95.38%
Overall $\mu + 1 \sigma$	\$22,485	2.38%	98.75%	3.68%	99.06%
Overall $\mu + 2 \sigma$	\$43,226	0.11%	98.87%	0.26%	99.33%
<= \$50K	\$50,000	0.23%	99.09%	0.15%	99.47%
MWBE $\mu + 1 \sigma$	\$54,563	0.11%	99.21%	0.02%	99.49%
<= \$100K	\$100,000	0.11%	99.32%	0.21%	99.70%
MWBE $\mu + 2 \sigma$	\$104,920	0.00%	99.32%	0.00%	99.70%
<= \$500K	\$500,000	0.45%	99.77%	0.25%	99.95%
<= \$750K	\$750,000	0.11%	99.89%	0.04%	99.99%
<= \$1M	\$1,000,000	0.00%	99.89%	0.00%	99.99%
MWBE Max	\$1,170,739	0.11%	100.00%	0.01%	100.00%

Graphical characteristics of the distributions of Other Services awards to MWBEs versus the full sector appear in **Figure 4-23**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, about 99.09 percent of MWBE awards and 99.47 percent of the full universe of awards occur at or below \$50 thousand.
- ◆ MWBEs participate in payments ranging up to \$1,170,739, which accounts for the full universe (100%) of awards in this sector.

FIGURE 4-23.
 GRAPHICAL DEPICTIONS OF **OTHER SERVICES** PAYMENT AWARDS TO MWBEs
 VS. AWARDS TO ALL VENDORS
 LEON COUNTY

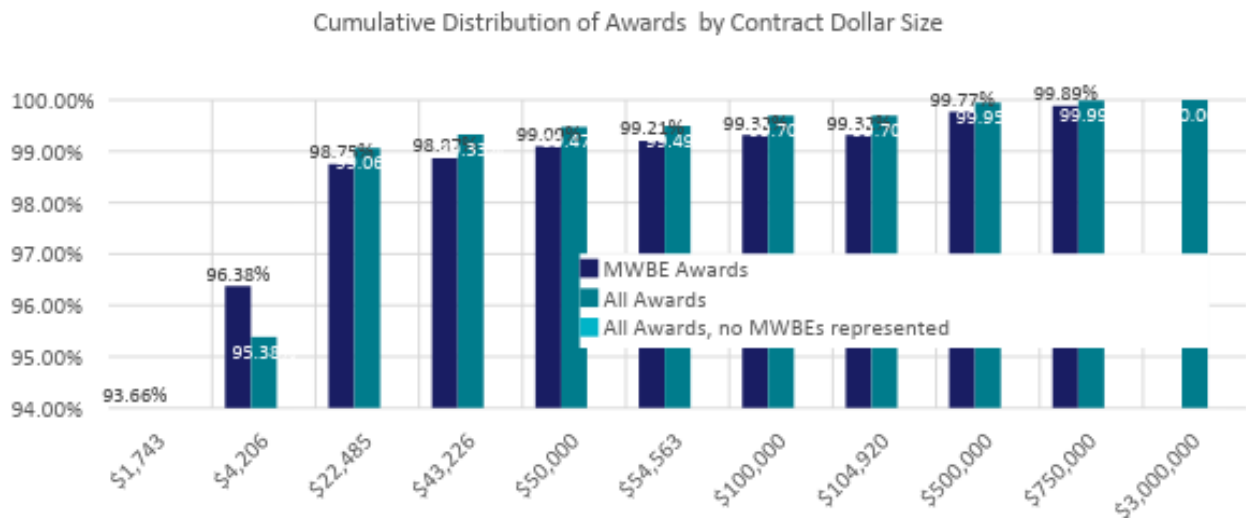


Table 4-33 depicts the incremental and cumulative proportions of payments by size (threshold) for the **Materials & Supplies** procurement category. Mean payment award sizes and the first and second standard deviations beyond the mean are highlighted for both MWBEs and the total universe of payments during the study period. We observe that:

- ◆ Over 93 percent of all payments in this sector had a total value less than or equal to the mean of MWBE payment awards.
- ◆ Over 97 percent of all payment awards in this sector were within one standard deviation of the MWBE mean payment value.
- ◆ Over 98 percent of all payment awards in this sector were within two standard deviations of the MWBE mean payment value.
- ◆ Over 99 percent of all payment awards in this sector were less than or equal to the largest observed payment awarded to an MWBE.

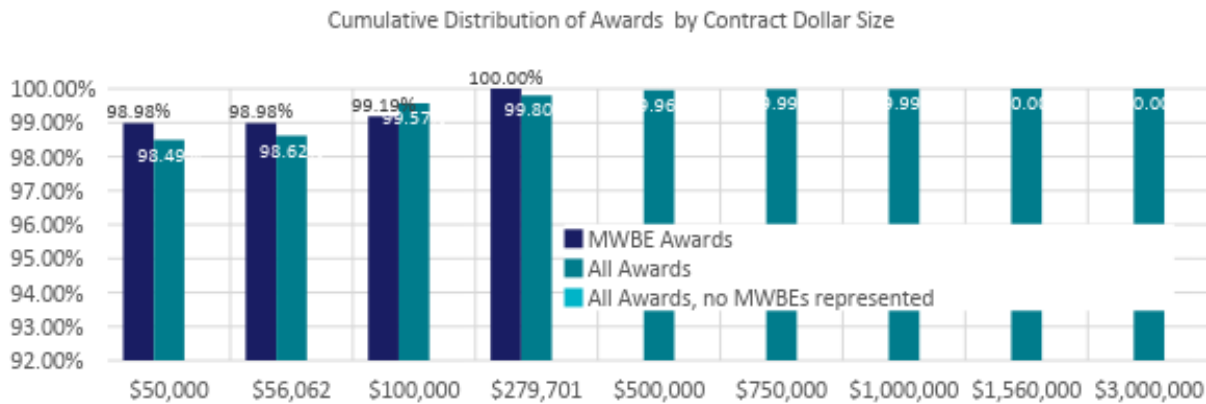
TABLE 4-33.
MATERIALS & SUPPLIES PAYMENT AWARDS TO MWBES VS. FULL UNIVERSE
LEON COUNTY

		# OF PAYMENTS			
		MWBE Awards		All Awards	
n=		492		9,605	
Mean (μ)		\$2,348		\$2,990	
$\mu + 1$ Std. Deviation (1σ)		\$20,048		\$29,526	
$\mu + 2$ Std. Deviations (2σ)		\$37,748		\$56,062	
Maximum		\$279,701		\$1,560,000	
Payment Thresholds / \$ Values Up to:		Incremental % of Awards	Cumulative % of Awards	Increment % of Awards	Cumulative % of Awards
MWBE μ	\$2,348	94.72%	94.72%	93.83%	93.83%
Overall μ	\$2,990	0.41%	95.12%	0.55%	94.38%
MWBE $\mu + 1 \sigma$	\$20,048	3.05%	98.17%	2.92%	97.29%
Overall $\mu + 1 \sigma$	\$29,526	0.61%	98.78%	0.50%	97.79%
MWBE $\mu + 2 \sigma$	\$37,748	0.20%	98.98%	0.27%	98.06%
<= \$50K	\$50,000	0.00%	98.98%	0.43%	98.49%
Overall $\mu + 2 \sigma$	\$56,062	0.00%	98.98%	0.12%	98.62%
<= \$100K	\$100,000	0.20%	99.19%	0.96%	99.57%
MWBE Max	\$279,701	0.81%	100.00%	0.23%	99.80%
<= \$500K	\$500,000			0.16%	99.96%
<= \$750K	\$750,000			0.03%	99.99%
<= \$1M	\$1,000,000			0.00%	99.99%
Overall Max	\$1,560,000			0.01%	100.00%

Graphical characteristics of the distributions of Materials & Supplies awards to MWBEs versus the full sector appear in **Figure 4-24**.

- ◆ Each color represents a graphical representation for three categories: MWBE awards, all payment awards, and thresholds with no MWBE participation. For example, in this sector, 98.98 percent of MWBE payments and 98.49 percent of the full universe of payments fall at or below \$50 thousand.
- ◆ MWBEs participate in payments ranging up to \$279,701, which accounts for 99.80 percent of the full universe of awards in this sector.

FIGURE 4-24.
 GRAPHICAL DEPICTIONS OF **MATERIALS & SUPPLIES** PAYMENT AWARDS TO MWBES
 VS. AWARDS TO ALL VENDORS
 LEON COUNTY



CONCLUSION

The utilization analyses show that MWBE firms are utilized at substantially lower rates than their non-MWBE counterparts. Nonetheless, analysis of payment thresholds showed that MWBE firms have the capacity to conduct work for where most of the projects have been awarded (under \$500 thousand); and potentially they have the ability to scale up to larger ones.

CHAPTER 5. AVAILABILITY AND
DISPARITY ANALYSIS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



5.1 INTRODUCTION

This chapter presents MGT’s availability and disparity analyses and results. The availability analysis provides an estimate of the MWBE ownership status of the pool of vendors that are ready, willing, and able to work with the City/County/Blueprint in its geographic and product marketplaces. The disparity analysis determines whether there is an observed statistically significant difference between the City/County/Blueprint utilization of MWBEs compared to their respective availability. As with prior chapters, this analysis focuses on expenditures in the procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Material & Supplies between October 1, 2012 and September 30, 2017.

CHAPTER SECTIONS



- 5.1 Introduction
- 5.2 Availability Analysis
- 5.3 City of Tallahassee Analysis
- 5.4 Blueprint Analysis
- 5.5 Leon County Analysis

5.2 AVAILABILITY ANALYSIS

This section describes MGT’s approach to estimating the availability of firms ready, willing, and able to perform work for the City/County/Blueprint within its defined geographic and product markets, followed by a presentation and review of the associated findings.

5.2.1 AVAILABILITY METHODOLOGY

The Supreme Court in *City of Richmond, v. J.A. Croson Co.* indicated the evidence necessary to support a race-conscious public contracting program: 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.²¹¹

In order to analyze whether a significant statistical disparity exists, MGT must first determine the **availability** of firms of different ownership classifications by determining those that are **willing and able** to perform work within the City/County/Blueprint’s geographic and product markets.

- ◆ In the approach taken to establish availability in this study, **willingness**²¹² is established either through (1) a firm’s prior utilization by City/County/Blueprint or (2) by direct affirmation from an authoritative party within the organization, as collected via survey.
- ◆ Whether a firm is **able** to perform the work is determined by either (1) their past history of performing work with the City/County/Blueprint, or (2) their alignment with the narrowly-tailored product markets of goods or services that have been procured by the City/County/Blueprint, their Dun & Bradstreet-assigned industry classification, as well as their physical presence within the geographic market.

²¹¹ 488 U.S. 469, 509 (1989).

²¹² Willingness is defined as any firm that is interested in working for the City/County/Blueprint.

It is important to note that we did not filter firms as “able” or not based on any thresholds for capacity for two reasons: (1) the scalable nature of firms, which may reasonably add capacity to handle jobs beyond previous performance, and (2) the inherent concern that discrimination may have influenced the historical or existing scale of operation of the firms within the market.

Post-*Croscon* case law has not prescribed a particular approach to derive vendor availability, which has enabled agencies to use a variety of methods to estimate pools of available vendors that have withstood legal scrutiny. Among varying methods, however, the “custom census” is considered a preferable means of estimation.²¹³ The custom census surveys a representative sample of firms offering the procured goods and services within an organization’s relevant geographic and product markets. The result of the custom census provides estimated MWBE ownership percentages for the prospective universe of vendors willing and able to work with the focus agency – in this case, the City/County/Blueprint.

In its 2010 ‘Guidelines for Conducting a Disparity and Availability Study for the Federal DBE Program,’ the National Cooperative Highway Research Program (NCHRP) asserted that “the custom census approach to measuring DBE availability, when properly executed, is superior to the other methods,” because:

- ◆ It assumes the broadest possible view of the prospective universe of vendors.
- ◆ Closely related to the above, it inherently takes an inclusive, or “remedial,” approach to the pool of vendors, including consideration of potentially disenfranchised firms.
 - a. It does so by examining the full market of potential vendors via independent resources or repositories of vendor information. Said differently, it is not shaped or influenced by the focus organization’s or other government organizations’ historical operations or behaviors.
- ◆ It has consistently withstood legal scrutiny and has been upheld “by every court that has reviewed it.”

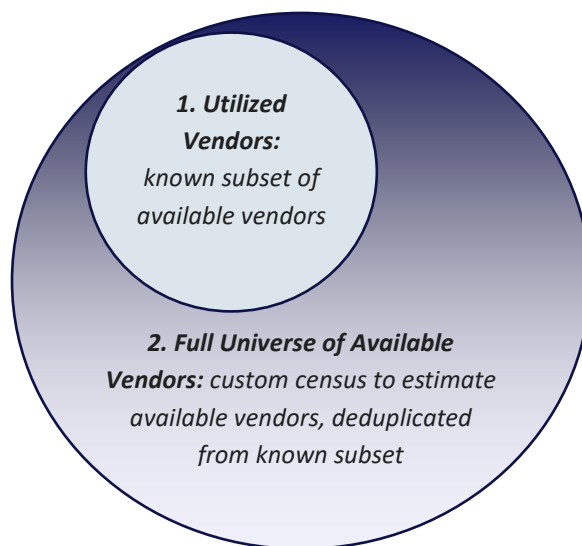
MGT’s data assessment and evaluation of alternative methods for measuring the number of firms willing and able to work with the City/County/Blueprint confirmed that a custom census approach would provide the most accurate representation of available firms in the relevant market area. In developing the custom census, MGT surveyed a representative sample of firms within the City/County/Blueprint marketplaces for each of the five procurement categories and combined these survey results with accounts of the known universe of vendors who have recently performed work for the City/County/Blueprint. Thus, MGT’s research and estimation process to determine the number of willing and able firms within the market area entailed two prongs:

1. Collecting an inventory of market area firms who have already performed work for the City/County/Blueprint.
2. Conducting a “custom census” survey of a representative number of firms *that (i) have not done business with the City/County/Blueprint, but (ii) maintain a physical address within the market area and that (iii) directly affirm interest in working with the City/County/Blueprint via survey*

²¹³ See *Concrete Works of Colorado, Inc. v. City and County of Denver*, 321 F.3d 950, 966 (10th Cir. 2003) (*Concrete Works IV*), cert. denied, 540 U.S. 1027 (2003) (referring to the custom census as “more sophisticated” than earlier studies using census data); *Northern Contracting, Inc. v. Illinois Dep’t of Transp.*, 473 F.3d 715, 723 (7th Cir. 2007) (finding that the custom census “arrive[s] at more accurate numbers than would be possible through use of just the list [of the number of registered and prequalified DBEs under Illinois law].”).

response. The representative sample was extrapolated to the full universe of firms in the market area within each procurement category, as per Dun & Bradstreet’s current database of firms.

FIGURE 5-1.
AVAILABLE VENDOR UNIVERSE



The first set defined above (utilized vendors) was combined with a (deduplicated) extrapolation of the second set to arrive at a comprehensive account of the number of firms available to work for the City/County/Blueprint, segmented by the procurement categories defined to describe the types of goods or services purchased. The proportions of firms by type of ownership and procurement category estimated in this fashion represent an unadjusted or “base” depiction of availability, purely reflective of the number of businesses in each procurement category.

Industry best-practice recommends application of weights to these availability proportions according to the volume of dollars spent procuring relevant goods or services within each category to enhance the accuracy of these base measures of availability for each procurement category.²¹⁴ To illustrate:

Consider an entity and single procurement category that spends \$100,000 annually on road painting and has 1,000 firms available to perform this type of service, while it spends \$10,000,000 annually on road paving where it can identify only 10 firms in its market area available to perform this service. If the entity were to use raw numbers to establish availability for both of these services, over 99 percent of its availability measurement (1,000 firms out of 1,010 total) would be driven by the racial/ethnic/gender categories of ownership among road painting firms – none of which would be able to provide services relevant to 99 percent of its spending activity (only \$100,000 of \$10,100,000 total spent relevant to road painting). Instead, the dollars of spending should be used to “weight” the availability measurement so that availability is accurately calibrated to the proportion of dollars spent (in this case, 99 percent of availability driven by the population of road paving vendors).

²¹⁴ See, for example, U.S. Department of Transportation, Office of Civil Rights, [Tips for Goal-Setting in the Disadvantaged Business Enterprise \(DBE\) Program](#).

To establish these weighted availability estimates, MGT first divided each of the five procurement categories into more granular subsectors by assigning NAICS codes to each of the line items. MGT then established measurements of availability (percentages of total available firms by MWBE classifications of ownership) within more homogenous (specific and similar) families of goods or services. Weights were then applied to these percentages according to the proportions of dollars spent in each NAICS and procurement subsector, before combining the weighted subsectors back into revised representations of availability for the major procurement categories. This approach ensures that availability measurements were reflective of firms available to perform work *in proportion to the categories and respective volumes of dollars actually spent by the City/County/Blueprint*.

It should be noted that MGT used a different approach to determine availability for the City's and County's previous disparity studies when compared to the City/County/Blueprint 2019 disparity study. This is the main factor causing any shift in the availability numbers. MGT utilized a vendor approach to analyze availability for the previous disparity studies and utilized a custom census approach in 2019. While both approaches are valid, the custom census approach is the current industry standard and accepted method for calculating availability.

The vendor approach for primes can be limited because it only incorporates available sources of vendors such as vendor utilization files, bidder lists, vendor qualification lists, and certifications lists. This can in turn cause the pool of vendors to be lower than it is in reality. In past studies, the availability analysis for subcontractors was based on readily available data collected from hard copy files, which included firms who were awarded work at a subcontractor level, as well as firms who were proposed to be utilized by a prime contractor.

MGT's evolved approach (custom census) uses a court approved 3rd data source that captures a census of vendors in a particular area. As described above, a statistically representative sample was used to survey a portion of all the vendors in the Dun & Bradstreet data set to understand their willingness to work for a particular agency, and to ascertain their specific ethnicities/gender. Courts are clear that an accurate availability must incorporate the willingness of a vendor to work for an agency. Although you have vendors in the same market area, the availability can be different because you may have a different product market, or vendors that are willing to work for one agency but not for another.

5.3 DISPARITY ANALYSIS

This section describes MGT's approach to determining disparity ratios for firms who perform form work for the City/County/Blueprint within its defined geographic and product markets, followed by a presentation and review of the associated findings.

5.3.1 DISPARITY ANALYSIS METHODOLOGY

Disparity, in this context, is the difference between the utilization of minority and women-owned firms (as presented in **Chapter 4**) and the respective availability of those firms (**Chapter 5**). Thus, MGT calculated disparity indices to examine whether minority and women-owned firms received a proportional share of dollars based on the respective availability of minority and women-owned firms located in the study's defined relevant market area (as presented in **Chapter 4**).

The use of disparity indices for such calculations is supported by several post-*Croson* cases, most notably *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*.²¹⁵ Although a variety of similar indices could be utilized, MGT’s standard for choosing a 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 minority and women-owned firms can be assessed with reference to the utilization of Non-minority and male-owned firms.

Disparity Index =

$$\%Um_i p_i \div \%Am_i p_i \times 100$$

Um_ip_i = utilization of minority and women-owned firms_i for procurement_i

Am_ip_i = availability of minorities- and women-owned firms_i for procurement_i

The **disparity index** is a simple proportional calculation that divides utilization rates (dollars awarded to firms by class) by their associated availability (percent of firms available to work, within that same class) and multiplies this value by 100. Thus, a disparity index value of zero (0.00) indicates absolutely no utilization and, therefore, absolute disparity. A disparity index of 100 indicates that utilization is perfectly proportionate to availability, therefore indicating the absence of disparity (that is, all things being equal). Alternately, firms 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’s methodology to measure disparity, if disparity is found, is based on the Equal Employment Opportunity Commission’s (EEOC) “80 percent rule.”²¹⁶ In the employment discrimination framework, an employment disparity ratio below 80 indicates a “substantial disparity.” The Supreme Court has accepted the use of the “80 percent rule” in *Connecticut v. Teal (Teal)*, 457 U.S. 440 (1982).²¹⁷ Therefore, firms are considered substantially underutilized (substantial disparity) if the disparity indices are 80 or less.

Standard deviation tests or testing for **statistical significance**, in this context, is the analysis to determine the significance of the difference between the utilization of minority and women-owned firms and the availability of those firms. This analysis can determine whether the disparities are substantial or statistically significant, which lends further statistical support to a finding of discrimination. The following explains MGT’s methodology.

Standard deviation measures the probability that a result is a random deviation from a predicted result, where the greater the number of standard deviations,

Statistical Significance Testing

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

t = the t-statistic

u = the ratio of minorities- and women-owned firms’ dollars compared to total dollars

a = the ratio of M/WBE firms to all firms

c_i = the dollar amount.

²¹⁵ *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

²¹⁶ Equal Employment Opportunity Commission, *Uniform Guidelines on Employee Selection Procedures*.

²¹⁷ 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.

the lower the probability the result is a random one. The accepted standard used by courts in disparity testing has been two standard deviations. That is, if the result falls within two standard deviations, then one can assume that the results are nonsignificant, or that no disparity has been confidently established.

Regarding the use of statistical significance in the disparity study context, the National Cooperative Highway Research Program (NCHRP) Report 644²¹⁸ notes that:

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

Note that p-values are used to determine whether the differences between two populations feature legitimate differences (that would be sustained if we continued to collect more observations), or if the variation between them is simply a product of normal random variation between observations that would be washed out if we collected more data. A p-value of less than 0.05 suggests it is highly unlikely that the differences between two groups are driven by chance alone.

The use of t-test for disparity ratios was approved by the Fourth Circuit in *H.B. Rowe v. Tippett*, 615 F.3d 233, 243 (4th Cir 2010).

Thus, MGT applies two major tests to determine statistical significance: (1) whether the ratio of the utilization is less than 80 percent of respective MWBE availability, which is labeled “substantial disparity” and (2) whether the disparity ratio passes the t-test determination of statistical significance. In cases where one, or especially both, measures hold true, a remedy is typically deemed to be justifiable by courts, making these results critical outcomes of the subsequent analysis.

5.4 CITY OF TALLAHASSEE AVAILABILITY ANALYSIS

Following the methodology prescribed in **Section 5.2.1** above, MGT derived estimates for proportions of available firms for the racial, ethnic, and gender ownership classes and five defined procurement categories.

Table 5-1 shows the estimated availability of prime firms by racial, ethnic, and gender ownership across all procurement categories and in the aggregate in the relevant geographic market area. MGT observed the following:

- ♦ African American-owned firms represented 2.46 percent of available vendors;
- ♦ Asian American-owned firms represented 0.80 percent of available vendors;
- ♦ Hispanic American-owned firms represented 0.76 percent of available vendors;

²¹⁸ National Academy of Sciences, NCHRP Report 644 *Guidelines for Conducting a Disparity and Availability Study for the Federal DBE Program*.

- ◆ Native American-owned firms represented 0.11 percent of available vendors;
- ◆ Non-minority Women firms represented 7.73 percent of available vendors; and
- ◆ MWBEs represented 11.87 percent of available vendors.
- ◆ Non-MWBEs represented 88. percent of available vendors.

TABLE 5-1.
ESTIMATION OF AVAILABLE PRIME FIRMS, ALL PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	ALL	Construction	A&E	Professional Services	Other Services	Materials & Supplies
AFRICAN AMERICAN FIRMS	2.46%	1.06%	3.45%	2.11%	5.28%	2.07%
ASIAN AMERICAN FIRMS	0.80%	0.00%	0.86%	0.09%	1.93%	2.58%
HISPANIC AMERICAN FIRMS	0.76%	0.22%	2.59%	1.83%	1.09%	0.00%
NATIVE AMERICAN FIRMS	0.11%	0.00%	0.86%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	4.14%	1.29%	7.76%	4.04%	8.29%	4.65%
NON-MINORITY WOMEN FIRMS	7.73%	7.54%	6.03%	18.25%	7.14%	8.14%
TOTAL MWBE FIRMS	11.87%	8.82%	13.79%	22.29%	15.43%	12.79%
NON-MWBE FIRMS	88.13%	91.18%	86.21%	77.71%	84.57%	87.21%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

In the **Construction** category (**Table 5-2**), prime availability estimates were:

- ◆ African American-owned firms represented 01.06 percent of available vendors;
- ◆ Asian American-owned firms represented 0.00 percent of available vendors;
- ◆ Hispanic American-owned firms represented 0.22 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Non-minority Women firms represented 7.54 percent of available vendors; and
- ◆ MWBEs represented 8.82 percent of available vendors.

TABLE 5-2.
ESTIMATION OF PRIME AVAILABLE FIRMS, CONSTRUCTION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE (%)
AFRICAN AMERICAN FIRMS	1.06%
ASIAN AMERICAN FIRMS	0.00%
HISPANIC AMERICAN FIRMS	0.22%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	1.29%
NON-MINORITY WOMEN FIRMS	7.54%
TOTAL MWBE FIRMS	8.82%
NON-MWBE FIRMS	91.18%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

In the **Construction** category for subcontractors (**Table 5-3**), availability estimates were:

- ◆ African American-owned firms represented 22.22 percent of available vendors;
- ◆ Asian American-owned firms represented 0.00 percent of available vendors;
- ◆ Hispanic American-owned firms represented 6.48 percent of available vendors;
- ◆ Native American-owned firms represented 3.70 percent of available vendors;
- ◆ Non-minority Women firms represented 8.33 percent of available vendors; and
- ◆ MWBEs represented 40.74 percent of available vendors.

TABLE 5-3.
ESTIMATION OF SUBCONTRACTORS AVAILABLE FIRMS, CONSTRUCTION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE (%)
AFRICAN AMERICAN FIRMS	22.22%
ASIAN AMERICAN FIRMS	0.00%
HISPANIC AMERICAN FIRMS	6.48%
NATIVE AMERICAN FIRMS	3.70%
TOTAL MINORITY FIRMS	32.41%
NON-MINORITY WOMEN FIRMS	8.33%
TOTAL MWBE FIRMS	40.74%
NON-MWBE FIRMS	59.26%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

In the **Architecture & Engineering** category (**Table 5-4**) prime availability estimates were:

- ◆ African American-owned firms represented 3.45 percent of available vendors;
- ◆ Asian American-owned firms represented 0.86 percent of available vendors;
- ◆ Hispanic American-owned firms represented 2.59 percent of available vendors;
- ◆ Native American-owned firms represented 0.86 percent of available vendors;
- ◆ Non-minority Women firms represented 6.03 percent of available vendors; and
- ◆ MWBEs represented 13.79 percent of available vendors.

TABLE 5-4.
ESTIMATION OF AVAILABLE PRIME FIRMS, ARCHITECTURE & ENGINEERING
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE (%)
AFRICAN AMERICAN FIRMS	3.45%
ASIAN AMERICAN FIRMS	0.86%
HISPANIC AMERICAN FIRMS	2.59%
NATIVE AMERICAN FIRMS	0.86%
TOTAL MINORITY FIRMS	7.76%
NON-MINORITY WOMEN FIRMS	6.03%
TOTAL MWBE FIRMS	13.79%
NON-MWBE FIRMS	86.21%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

In the **Professional Services** (**Table 5-5**) category, prime availability estimates were:

- ◆ African American-owned firms represented 2.11 percent of available vendors;
- ◆ Asian American-owned firms represented 0.09 percent of available vendors;
- ◆ Hispanic American-owned firms represented 1.83 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;

- ◆ Non-minority Women firms represented 18.25 percent of available vendors; and
- ◆ MWBEs represented 22.29 percent of available vendors.

TABLE 5-5.
ESTIMATION OF AVAILABLE PRIME FIRMS, PROFESSIONAL SERVICES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	2.11%
ASIAN AMERICAN FIRMS	0.09%
HISPANIC AMERICAN FIRMS	1.83%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	4.04%
NON-MINORITY WOMEN FIRMS	18.25%
TOTAL MWBE FIRMS	22.29%
NON-MWBE FIRMS	77.71%

Source: Custom Census Analysis.
Study Period: October 1, 2012 to September 30, 2017.

In the **Other Services (Table 5-6)** category, prime availability estimates were:

- ◆ African American-owned firms represented 5.28 percent of available vendors;
- ◆ Asian American-owned firms represented 1.93 percent of available vendors;
- ◆ Hispanic American-owned firms represented 1.09 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Non-minority Women firms represented 7.14 percent of available vendors; and
- ◆ MWBEs represented 15.43 percent of available vendors.

TABLE 5-6.
ESTIMATION OF AVAILABLE PRIME FIRMS, OTHER SERVICES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	5.28%
ASIAN AMERICAN FIRMS	1.93%
HISPANIC AMERICAN FIRMS	1.09%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	8.29%
NON-MINORITY WOMEN FIRMS	7.14%
TOTAL MWBE FIRMS	15.43%
NON-MWBE FIRMS	84.57%

Source: Custom Census Analysis.
Study Period: October 1, 2012 to September 30, 2017.

Finally, in the **Materials & Supplies** category (**Table 5-7**), prime availability estimates were:

- ◆ African American-owned firms represented 2.07 percent of available vendors;
- ◆ Asian American-owned firms represented 2.58 percent of available vendors;
- ◆ Hispanic American-owned firms represented 0.00 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Non-minority Women firms represented 8.14 percent of available vendors; and
- ◆ MWBEs represented 12.79 percent of available vendors.

TABLE 5-7.
ESTIMATION OF AVAILABLE PRIME FIRMS, MATERIALS & SUPPLIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE (%)
AFRICAN AMERICAN FIRMS	2.07%
ASIAN AMERICAN FIRMS	2.58%
HISPANIC AMERICAN FIRMS	0.00%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	4.65%
NON-MINORITY WOMEN FIRMS	8.14%
TOTAL MWBE FIRMS	12.79%
NON-MWBE FIRMS	87.21%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

5.4.1 DISPARITY ANALYSES AND SIGNIFICANCE TESTING

MGT used the City’s utilization data (**Chapter 4**) and the availability estimates presented in the previous section (**Section 5.4**) to identify potential disparities in the City’s procurement practices. The results of these disparity calculations and associated statistical significance testing are shown below.

5.4.1.1 DISPARITY ANALYSES AND STATISTICAL SIGNIFICANCE RESULTS

This section includes our calculations of disparity ratios and significance testing in each of the procurement categories and ownership classifications by race, ethnicity, and gender. Analysis of disparities across all procurement categories in **Table 5-8** reveals:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 42.71;
- ◆ Asian American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 1.94;
- ◆ Hispanic American-owned firms were overutilized, with a substantial and statistically significant disparity ratio of 237.91. This overutilization can be attributed to only seven Hispanic firms being utilized across all the categories during the study period;
- ◆ Native American-owned firms were underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;

- ◆ Non-minority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 24.35; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 40.15.

TABLE 5-8.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, ALL PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	1.05%	2.46%	42.71	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.02%	0.80%	1.94	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	1.81%	0.76%	237.91	Overutilization	Yes	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.11%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	2.88%	4.14%	69.66	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	1.88%	7.73%	24.35	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	4.76%	11.87%	40.15	Underutilization	Yes	Disparity
NON-MWBE FIRMS	95.24%	88.13%	108.06	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Table 5-9 presents disparity ratios and significance testing for the prime **Construction** category. Relevant findings include:

- ◆ African American-owned firms were underutilized with a substantial disparity ratio of 7.50, but lacks statistical significance due to relatively small size/share of population;
- ◆ Hispanic American-owned firms were substantially overutilized, with a substantial disparity ratio of 1295.88. This overutilization is due to only two Hispanic firms being utilized during the study period.
- ◆ Non-minority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 14.89; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 46.51.

TABLE 5-9.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.08%	1.06%	7.50	Underutilization	No	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
HISPANIC AMERICAN FIRMS	2.90%	0.22%	1295.88	Overutilization	Yes	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	2.98%	1.29%	231.72	Overutilization	Yes	No Disparity
NON-MINORITY WOMEN FIRMS	1.12%	7.54%	14.89	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	4.10%	8.82%	46.51	Underutilization	Yes	Disparity
NON-MWBE FIRMS	95.90%	91.18%	105.18	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-10 presents disparity ratios and significance testing for **Construction** subcontractors. Relevant findings include:

- ◆ African American-owned firms were underutilized with a substantial disparity ratio of 65.79, with a substantial and statistically significant disparity ratio;
- ◆ Hispanic American-owned firms were substantially underutilized, with a substantial disparity ratio of 0.00, with a substantial and statistically significant disparity ratio;
- ◆ Native American-owned firms were substantially underutilized, with a substantial disparity ratio of 0.00, with a substantial and statistically significant disparity ratio;
- ◆ Non-minority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 74.51; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 51.13.

TABLE 5-10.
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	14.62%	22.22%	65.79	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
HISPANIC AMERICAN FIRMS	0.00%	6.48%	0.00	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	3.70%	0.00	Underutilization	Yes	Disparity
TOTAL MINORITY FIRMS	14.62%	32.41%	45.12	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	6.21%	8.33%	74.51	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	20.83%	40.74%	51.13	Underutilization	Yes	Disparity
NON-MWBE FIRMS	79.17%	59.26%	133.60	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-11 presents disparity ratios and disparity testing for the prime **Architecture & Engineering** category. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 25.05;
- ◆ Asian American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Hispanic American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 11.13;
- ◆ Native American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Non-minority Women firms were substantially underutilized, with a substantial and statistically significant disparity ratio of 47.14; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 28.97.

TABLE 5-11.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, ARCHITECTURE & ENGINEERING
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.86%	3.45%	25.05	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.86%	0.00	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.29%	2.59%	11.13	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.86%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	1.15%	7.76%	14.84	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	2.84%	6.03%	47.14	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	4.00%	13.79%	28.97	Underutilization	Yes	Disparity
NON-MWBE FIRMS	96.00%	86.21%	111.36	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Table 5-12 presents disparity ratios and significance testing for the prime **Professional Services** category. Relevant findings include:

- ◆ African American-owned firms were substantially underutilized, with a disparity ratio of 78.67, but lacks statistical significance due to relatively small size/share of population;
- ◆ Asian American-owned firms were substantially underutilized, with a disparity ratio of 26.05, but lacks statistical significance due to relatively small size/share of population;
- ◆ Hispanic American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 23.18;
- ◆ Non-minority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 28.96; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 33.18.

TABLE 5-12.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, PROFESSIONAL SERVICES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	1.66%	2.11%	78.67	Underutilization	No	Disparity
ASIAN AMERICAN FIRMS	0.02%	0.09%	26.05	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.42%	1.83%	23.18	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	2.11%	4.04%	52.28	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	5.29%	18.25%	28.96	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	7.40%	22.29%	33.18	Underutilization	Yes	Disparity
NON-MWBE FIRMS	92.60%	77.71%	119.17	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-13 presents disparity ratios and significance testing for the prime **Other Services** category. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a disparity ratio of 69.16; but lacks statistical significance due to relatively small size/share of population;
- ◆ Asian American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 2.83;
- ◆ Hispanic American-owned firms were overutilized, with a disparity ratio of 115.90, but lacks statistical significance due to relatively small size/share of population. This overutilization is due in part to only four Hispanic American firms being utilized during the study period.
- ◆ Non-minority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 41.84; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 51.53.

TABLE 5-13.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, OTHER SERVICES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	3.65%	5.28%	69.16	Underutilization	No	Disparity
ASIAN AMERICAN FIRMS	0.05%	1.93%	2.83	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	1.26%	1.09%	115.90	Overutilization	No	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	4.96%	8.29%	59.88	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	2.99%	7.14%	41.84	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	7.95%	15.43%	51.53	Underutilization	Yes	Disparity
NON-MWBE FIRMS	92.05%	84.57%	108.84	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-14 presents disparity ratios and significance testing for the prime **Materials & Supplies** category. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 3.90;
- ◆ Asian American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 0.49;
- ◆ Non-minority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 8.05; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 5.86.

TABLE 5-14.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, MATERIALS & SUPPLIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.08%	2.07%	3.90	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.01%	2.58%	0.49	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	0.09%	4.65%	2.01	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	0.66%	8.14%	8.05	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	0.75%	12.79%	5.86	Underutilization	Yes	Disparity
NON-MWBE FIRMS	99.25%	87.21%	113.80	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

“n/a” means not applicable

Study Period: October 1, 2012 to September 30, 2017.

CONCLUSION – CITY OF TALLAHASSEE

The findings of the availability and disparity calculations in this chapter and the preceding depiction of utilization serve as the foundation for the continuation of the City’s MWBE program. These analyses provide the quantitative legal justification for any current or future remedies to assist MWBE firms within the market area.

As summarized below, disparities between utilization and availability were observed in most of the procurement and MWBE categories considered in this study. In all the procurement categories, disparity was found in all minority classifications where a disparity analysis could be calculated.

TABLE 5-15.
DISPARITY ANALYSIS SUMMARY
CITY OF TALLAHASSEE

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NON-MINORITY WOMEN	MBE	MWBE Firms
CONSTRUCTION	Disparity	*	No Disparity	*	Disparity	No Disparity	Disparity
CONSTRUCTION SUBCONTRACTORS	Disparity	*	Disparity	Disparity	Disparity	Disparity	Disparity
ARCHITECTURE & ENGINEERING	Disparity	Disparity	Disparity	Disparity	Disparity	Disparity	Disparity
PROFESSIONAL SERVICES	Disparity	Disparity	Disparity	*	Disparity	Disparity	Disparity
OTHER SERVICES	Disparity	Disparity	No Disparity	*	Disparity	Disparity	Disparity
MATERIALS & SUPPLIES	Disparity	Disparity	*	*	Disparity	Disparity	Disparity

Study Period: October 1, 2012 to September 30, 2017.

*No utilization or availability so disparity analysis could not be calculated.

5.5 BLUEPRINT AVAILABILITY ANALYSIS

Table 5-16 shows the estimated prime availability of firms by racial, ethnic, and gender ownership across all procurement categories and in the aggregate in the relevant geographic market area. MGT observed the following:

- ◆ African American-owned firms represented 1.93 percent of available vendors;
- ◆ Asian American-owned firms represented 0.32 percent of available vendors;
- ◆ Hispanic American-owned firms represented 1.22 percent of available vendors;
- ◆ Native American-owned firms represented 0.29 percent of available vendors;
- ◆ Nonminority Women firms represented 10.36 percent of available vendors; and
- ◆ M/WBEs represented 14.12 percent of available vendors.
- ◆ Non-M/WBEs represented 85.88 percent of available vendors.

TABLE 5-16.
ESTIMATION OF AVAILABLE PRIME FIRMS, ALL PROCUREMENT CATEGORIES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
AFRICAN AMERICAN FIRMS	1.93%	0.87%	3.54%	2.58%	5.42%	4.53%
ASIAN AMERICAN FIRMS	0.32%	0.00%	0.88%	0.06%	2.11%	0.01%
HISPANIC AMERICAN FIRMS	1.22%	0.26%	2.65%	2.45%	1.13%	0.00%
NATIVE AMERICAN FIRMS	0.29%	0.00%	0.88%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	3.77%	1.13%	7.96%	5.09%	8.66%	4.54%
NONMINORITY WOMEN FIRMS	10.36%	11.78%	6.19%	18.52%	6.55%	9.31%
TOTAL M/WBE FIRMS	14.12%	12.91%	14.16%	23.61%	15.21%	13.85%
NON-M/WBE FIRMS	85.88%	87.09%	85.84%	76.39%	84.79%	86.15%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

In the **Construction** category (**Table 5-17**), prime availability estimates were:

- ◆ African American-owned firms represented 0.87 percent of available vendors;
- ◆ Asian American-owned firms represented 0.00 percent of available vendors;
- ◆ Hispanic American-owned firms represented 0.26 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Nonminority Women firms represented 11.78 percent of available vendors; and
- ◆ M/WBEs represented 12.91 percent of available vendors.

TABLE 5-17.
ESTIMATION OF AVAILABLE PRIME FIRMS, CONSTRUCTION
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	0.87%
ASIAN AMERICAN FIRMS	0.00%
HISPANIC AMERICAN FIRMS	0.26%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	1.13%
NONMINORITY WOMEN FIRMS	11.78%
TOTAL M/WBE FIRMS	12.91%
NON-M/WBE FIRMS	87.09%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

In the **Construction** category for subcontractors (**Table 5-18**), availability estimates were:

- ◆ African American-owned firms represented 19.00 percent of available vendors;
- ◆ Asian American-owned firms represented 0.50 percent of available vendors;
- ◆ Hispanic American-owned firms represented 4.50 percent of available vendors;
- ◆ Native American-owned firms represented 1.50 percent of available vendors;
- ◆ Non-minority Women firms represented 21.50 percent of available vendors; and
- ◆ MWBEs represented 47.00 percent of available vendors.

TABLE 5-18.
ESTIMATION OF SUBCONTRACTORS AVAILABLE FIRMS, CONSTRUCTION
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	19.00%
ASIAN AMERICAN FIRMS	0.50%
HISPANIC AMERICAN FIRMS	4.50%
NATIVE AMERICAN FIRMS	1.50%
TOTAL MINORITY FIRMS	25.50%
NON-MINORITY WOMEN FIRMS	21.50%
TOTAL MWBE FIRMS	47.00%
NON-MWBE FIRMS	53.00%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

In the **Architecture & Engineering** category (**Table 5-19**), prime availability estimates were:

- ◆ African American-owned firms represented 3.54 percent of available vendors;
- ◆ Asian American-owned firms represented 0.88 percent of available vendors;
- ◆ Hispanic American-owned firms represented 2.65 percent of available vendors;

- ◆ Native American-owned firms represented 0.88 percent of available vendors;
- ◆ Nonminority Women firms represented 6.19 percent of available vendors; and
- ◆ M/WBEs represented 14.16 percent of available vendors.

TABLE 5-19.
ESTIMATION OF AVAILABLE PRIME FIRMS, ARCHITECTURE & ENGINEERING
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE (%)
AFRICAN AMERICAN FIRMS	3.54%
ASIAN AMERICAN FIRMS	0.88%
HISPANIC AMERICAN FIRMS	2.65%
NATIVE AMERICAN FIRMS	0.88%
TOTAL MINORITY FIRMS	7.96%
NONMINORITY WOMEN FIRMS	6.19%
TOTAL M/WBE FIRMS	14.16%
NON-M/WBE FIRMS	85.84%

Source: Custom Census Analysis.
Study Period: October 1, 2012 to September 30, 2017.

In the **Professional Services (Table 5-20)** category, prime availability estimates were:

- ◆ African American-owned firms represented 2.58 percent of available vendors;
- ◆ Asian American-owned firms represented 0.06 percent of available vendors;
- ◆ Hispanic American-owned firms represented 2.45 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Nonminority Women firms represented 18.52 percent of available vendors; and
- ◆ M/WBEs represented 23.61 percent of available vendors.

TABLE 5-20.
ESTIMATION OF AVAILABLE PRIME FIRMS, PROFESSIONAL SERVICES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE (%)
AFRICAN AMERICAN FIRMS	2.58%
ASIAN AMERICAN FIRMS	0.06%
HISPANIC AMERICAN FIRMS	2.45%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	5.09%
NONMINORITY WOMEN FIRMS	18.52%
TOTAL M/WBE FIRMS	23.61%
NON-M/WBE FIRMS	76.39%

Source: Custom Census Analysis.
Study Period: October 1, 2012 to September 30, 2017.

In the **Other Services (Table 5-21)** category, prime availability estimates were:

- ◆ African American-owned firms represented 5.42 percent of available vendors;
- ◆ Asian American-owned firms represented 2.11 percent of available vendors;
- ◆ Hispanic American-owned firms represented 1.13 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Nonminority Women firms represented 6.55 percent of available vendors; and
- ◆ M/WBEs represented 15.21 percent of available vendors.

TABLE 5-21.
ESTIMATION OF AVAILABLE PRIME FIRMS, OTHER SERVICES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	5.42%
ASIAN AMERICAN FIRMS	2.11%
HISPANIC AMERICAN FIRMS	1.13%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	8.66%
NONMINORITY WOMEN FIRMS	6.55%
TOTAL M/WBE FIRMS	15.21%
NON-M/WBE FIRMS	84.79%

Source: Custom Census Analysis.
Study Period: October 1, 2012 to September 30, 2017.

Finally, in the **Materials & Supplies** category (**Table 5-22**), prime availability estimates were:

- ◆ African American-owned firms represented 4.53 percent of available vendors;
- ◆ Asian American-owned firms represented 0.01 percent of available vendors;
- ◆ Hispanic American-owned firms represented 0.00 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Nonminority Women firms represented 9.31 percent of available vendors; and
- ◆ M/WBEs represented 13.85 percent of available vendors.

TABLE 5-22.
ESTIMATION OF AVAILABLE PRIME FIRMS, MATERIALS & SUPPLIES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	4.53%
ASIAN AMERICAN FIRMS	0.01%
HISPANIC AMERICAN FIRMS	0.00%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	4.54%
NONMINORITY WOMEN FIRMS	9.31%
TOTAL M/WBE FIRMS	13.85%
NON-M/WBE FIRMS	86.15%

Source: Custom Census Analysis

Study Period: October 1, 2012 to September 30, 2017.

5.5.1 BLUEPRINT DISPARITY ANALYSES AND SIGNIFICANCE TESTING

MGT used Blueprint's utilization data (**Chapter 4**) and the availability estimates in the previous section (**Section 5.5**) to analyze potential disparities in Blueprint's procurement. The results of these disparity calculations and statistical significance testing are shown below.

5.5.2 DISPARITY ANALYSES AND STATISTICAL SIGNIFICANCE RESULTS

This section includes our calculations of disparity ratios and significance testing in each of the procurement categories and ownership classifications by race, ethnicity, and gender. Analysis of prime disparities across all procurement categories in **Table 5-23** reveals:

- ◆ African American-owned firms were substantially underutilized, with a disparity ratio of 0.60
- ◆ Asian American-owned firms were substantially underutilized, with a disparity ratio of 0.23, but lacks statistical significance due to relatively small size/share of population;
- ◆ Hispanic American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Native American-owned firms were substantially underutilized, with disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Nonminority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 8.70; and
- ◆ M/WBEs were underutilized, with a substantial and statistically significant disparity ratio of 6.47.

TABLE 5-23.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, ALL PROCUREMENT CATEGORIES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.01%	1.93%	0.60	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.32%	0.23	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.00%	1.22%	0.00	Underutilization	No	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.29%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	0.01%	3.77%	0.33	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	0.90%	10.36%	8.70	Underutilization	Yes	Disparity
TOTAL M/WBE FIRMS	0.91%	14.12%	6.47	Underutilization	Yes	Disparity
NON-M/WBE FIRMS	99.09%	85.88%	115.38	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Table 5-24 presents disparity ratios and significance testing for the **Construction** category for primes. Relevant findings include:

- ♦ African American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ♦ Hispanic American and Native American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ♦ Nonminority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 0.96; and
- ♦ M/WBEs were underutilized, with a substantial and statistically significant disparity ratio of 0.88.

TABLE 5-24.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.00%	0.87%	0.00	Underutilization	No	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
HISPANIC AMERICAN FIRMS	0.00%	0.26%	0.00	Underutilization	No	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	0.00%	1.13%	0.00	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	0.11%	11.78%	0.96	Underutilization	Yes	Disparity
TOTAL M/WBE FIRMS	0.11%	12.91%	0.88	Underutilization	Yes	Disparity
NON-M/WBE FIRMS	99.89%	87.09%	114.69	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-25 presents disparity ratios and significance testing for Blueprint **Construction** subcontractors. Relevant findings include:

- ◆ African American-owned firms were underutilized with a substantial disparity ratio of 64.36, with a substantial and statistically significant disparity ratio;
- ◆ Asian American-owned firms were underutilized with a substantial disparity ratio of 0.00%, with a substantial and statistically significant disparity ratio;
- ◆ Hispanic American-owned firms were substantially underutilized, with a substantial disparity ratio of 0.00, with a substantial and statistically significant disparity ratio;
- ◆ Native American-owned firms were substantially underutilized, with a substantial disparity ratio of 0.00, with a substantial and statistically significant disparity ratio;
- ◆ Non-minority Women firms were overutilized, but lacks statistical significance due to relatively small size/share of population; and
- ◆ MWBEs were underutilized with a disparity ratio of 95.97 but lacks statistical significance due to relatively small size/share of population in Non-minority Women firms.

TABLE 5-25.
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	12.23%	19.00%	64.36	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.50%	0.00	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	0.00%	4.50%	0.00	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	1.50%	0.00	Underutilization	Yes	Disparity
TOTAL MINORITY FIRMS	12.23%	25.50%	47.95	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	32.88%	21.50%	152.92	Overutilization	No	No Disparity
TOTAL MWBE FIRMS	45.11%	47.00%	95.97	Underutilization	No	Disparity
NON-MWBE FIRMS	54.89%	53.00%	103.57	Overutilization	No	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

Table 5-26 presents disparity ratios and disparity testing for the **Architecture & Engineering** category for primes. Relevant findings include:

- ♦ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 0.00;
- ♦ Asian American-owned firms were substantially underutilized, with a disparity ratio of 0.00 but lacks statistical significance due to relatively small size/share of population;
- ♦ Hispanic American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ♦ Native American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ♦ Nonminority Women firms were substantially underutilized, with a disparity ratio of 34.80, but lacks statistical significance due to relatively small size/share of population; and
- ♦ M/WBEs were underutilized, with a substantial and statistically significant disparity ratio of 15.22.

TABLE 5-26.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, ARCHITECTURE & ENGINEERING
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.00%	3.54%	0.00	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.88%	0.00	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.00%	2.65%	0.00	Underutilization	No	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.88%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	0.00%	7.96%	0.00	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	2.16%	6.19%	34.80	Underutilization	No	Disparity
TOTAL M/WBE FIRMS	2.16%	14.16%	15.22	Underutilization	Yes	Disparity
NON-M/WBE FIRMS	97.84%	85.84%	113.98	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Table 5-27 presents disparity ratios and significance testing for the **Professional Services** category for primes. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 0.00;
- ◆ Asian American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Hispanic American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 0.00;
- ◆ Nonminority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 2.60; and
- ◆ M/WBEs were underutilized, with a substantial and statistically significant disparity ratio of 2.04.

TABLE 5-27.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, PROFESSIONAL SERVICES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.00%	2.58%	0.00	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.06%	0.00	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.00%	2.45%	0.00	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	0.00%	5.09%	0.00	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	0.48%	18.52%	2.60	Underutilization	Yes	Disparity
TOTAL M/WBE FIRMS	0.48%	23.61%	2.04	Underutilization	Yes	Disparity
NON-M/WBE FIRMS	99.52%	76.39%	130.27	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.
 “Yes” represents statistical significance at 95% confidence interval.
 *No utilization or availability so disparity analysis could not be calculated.
 n/a means not applicable
 Study Period: October 1, 2012 to September 30, 2017.

Table 5-28 presents disparity ratios and significance testing for the **Other Services** category for primes. Relevant findings include:

- ♦ African American-owned firms were substantially underutilized, with a disparity ratio of 17.40, but lacks statistical significance due to relatively small size/share of population;
- ♦ Asian American-owned firms were substantially underutilized, with a disparity ratio of 2.91, but lacks statistical significance due to relatively small size/share of population;
- ♦ Hispanic American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ♦ Nonminority Women firms were overutilized, with a disparity ratio of 138.76, but lacks statistical significance due to relatively small size/share of population. This overutilization is due in part to only 3 Nonminority Women firms being utilization during the study period; and
- ♦ M/WBEs were underutilized, with a disparity ratio of 66.36, but lacks statistical significance due to relatively small size/share of population.

TABLE 5-28.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, **OTHER SERVICES**
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.94%	5.42%	17.40	Underutilization	No	Disparity
ASIAN AMERICAN FIRMS	0.06%	2.11%	2.91	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.00%	1.13%	0.00	Underutilization	No	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	1.00%	8.66%	11.60	Underutilization	No	Disparity
NONMINORITY WOMEN FIRMS	9.09%	6.55%	138.76	Overutilization	No	No Disparity
TOTAL M/WBE FIRMS	10.09%	15.21%	66.36	Underutilization	No	Disparity
NON-M/WBE FIRMS	89.91%	84.79%	106.04	Overutilization	No	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-29 presents disparity ratios and significance testing for the **Materials & Supplies** category for primes. Relevant findings include:

- ♦ African American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ♦ Asian American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ♦ Nonminority Women firms were substantially underutilized, with a disparity ratio of 38.24, but lacks statistical significance due to relatively small size/share of population; and
- ♦ M/WBEs were substantially underutilized, with a disparity ratio of 25.70, but lacks statistical significance due to relatively small size/share of population.

TABLE 5-29.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, MATERIALS & SUPPLIES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.00%	4.53%	0.00	Underutilization	No	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.01%	0.00	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	0.00%	4.54%	0.00	Underutilization	No	Disparity
NONMINORITY WOMEN FIRMS	3.56%	9.31%	38.24	Underutilization	No	Disparity
TOTAL M/WBE FIRMS	3.56%	13.85%	25.70	Underutilization	No	Disparity
NON-M/WBE FIRMS	96.44%	86.15%	111.94	Overutilization	No	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

CONCLUSION – BLUEPRINT

The findings of the availability and disparity calculations in this chapter and the utilization results in Chapter 4 serve as the foundation to support an M/WBE program. These analyses provide the quantitative legal justification for remedial efforts to assist M/WBE firms within the market area.

As summarized below in **Table 5-30**, disparities between utilization and availability were observed in most of the procurement and M/WBE categories considered in this study. In the Other Services procurement category, African American-owned, Asian American-owned, and Hispanic American-owned firms were substantially underutilized, but no disparity was found among the hiring of Nonminority Women-owned firms. In the remaining procurement categories, disparity was found in all minority classifications where a disparity analysis could be calculated.

TABLE 5-30.
DISPARITY ANALYSIS SUMMARY
BLUEPRINT

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY WOMEN	MBE	M/WBES
CONSTRUCTION	Disparity	*	Disparity	*	Disparity	Disparity	Disparity
CONSTRUCTION-SUBCONTRACTORS	Disparity	Disparity	Disparity	Disparity	No Disparity	Disparity	Disparity
ARCHITECTURE & ENGINEERING	Disparity	Disparity	Disparity	Disparity	Disparity	Disparity	Disparity
PROFESSIONAL SERVICES	Disparity	Disparity	Disparity	*	Disparity	Disparity	Disparity
OTHER SERVICES	Disparity	Disparity	Disparity	*	No Disparity	Disparity	Disparity
MATERIALS & SUPPLIES	Disparity	Disparity	*	*	Disparity	Disparity	Disparity

Study Period: October 1, 2012 to September 30, 2017.

*No utilization or availability so disparity analysis could not be calculated.

5.6 LEON COUNTY AVAILABILITY ANALYSIS

Table 5-31 shows the estimated availability of prime firms by racial, ethnic, and gender ownership across all procurement categories and in the aggregate in the relevant geographic market area. MGT observed the following:

- ◆ African American-owned firms represented 5.89 percent of available vendors;
- ◆ Asian American-owned firms represented 1.13 percent of available vendors;
- ◆ Hispanic American-owned firms represented 1.30 percent of available vendors;
- ◆ Native American-owned firms represented 0.08 percent of available vendors;
- ◆ Nonminority Women-owned firms represented 11.23 percent of available vendors; and
- ◆ MWBEs represented 19.64 percent of available vendors.
- ◆ Non-MWBEs represented 81.43 percent of available vendors.

TABLE 5-31.
ESTIMATION OF AVAILABLE PRIME FIRMS, ALL PROCUREMENT CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	Construction	A&E	Professional Services	Other Services	Materials & Supplies
AFRICAN AMERICAN FIRMS	5.89%	6.33%	3.31%	2.58%	14.29%	0.86%
ASIAN AMERICAN FIRMS	1.13%	0.00%	0.83%	0.15%	6.12%	0.69%
HISPANIC AMERICAN FIRMS	1.30%	0.46%	2.48%	2.14%	4.08%	0.17%
NATIVE AMERICAN FIRMS	0.08%	0.00%	0.83%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	8.40%	6.79%	7.44%	4.87%	24.49%	1.73%
NONMINORITY WOMEN FIRMS	11.23%	7.76%	19.48%	16.68%	18.37%	7.27%
TOTAL MWBE FIRMS	19.64%	14.55%	26.92%	21.55%	42.86%	8.99%
NON-MWBE FIRMS	81.43%	85.45%	86.78%	75.65%	57.14%	91.01%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Custom Census Analysis
Study Period: October 1, 2012 to September 30, 2017.

In the **Construction** category (Table 5-32), availability estimates for primes were:

- ♦ African American-owned firms represented 6.33 percent of available vendors;
- ♦ Asian American-owned firms represented 0.00 percent of available vendors;
- ♦ Hispanic American-owned firms represented 0.46 percent of available vendors;
- ♦ Native American-owned firms represented 0.00 percent of available vendors;
- ♦ Nonminority Women-owned firms represented 7.76 percent of available vendors; and
- ♦ MWBEs represented 14.55 percent of available vendors.

TABLE 5-32.
ESTIMATION OF AVAILABLE PRIME FIRMS, CONSTRUCTION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	6.33%
ASIAN AMERICAN FIRMS	0.00%
HISPANIC AMERICAN FIRMS	0.46%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	6.79%
NONMINORITY WOMEN FIRMS	7.76%
TOTAL MWBE FIRMS	14.55%
NON-MWBE FIRMS	85.45%

Source: Custom Census Analysis.
Study Period: October 1, 2012 to September 30, 2017.

In the **Construction** category for subcontractors (Table 5-33), availability estimates were:

- ♦ African American-owned firms represented 28.62 percent of available vendors;
- ♦ Asian American-owned firms represented 0.00 percent of available vendors;
- ♦ Hispanic American-owned firms represented 2.43 percent of available vendors;

- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Non-minority Women firms represented 6.32 percent of available vendors; and
- ◆ MWBEs represented 37.37 percent of available vendors.

TABLE 5-33.
ESTIMATION OF SUBCONTRACTORS AVAILABLE FIRMS, CONSTRUCTION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE (%)
AFRICAN AMERICAN FIRMS	28.62%
ASIAN AMERICAN FIRMS	0.00%
HISPANIC AMERICAN FIRMS	2.43%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	31.05%
NON-MINORITY WOMEN FIRMS	6.32%
TOTAL MWBE FIRMS	37.37%
NON-MWBE FIRMS	62.63%

Source: Custom Census Analysis.
Study Period: October 1, 2012 to September 30, 2017.

In the **Architecture & Engineering** category (**Table 5-34**) availability estimates for primes were:

- ◆ African American-owned firms represented 3.31 percent of available vendors;
- ◆ Asian American-owned firms represented 0.83 percent of available vendors;
- ◆ Hispanic American-owned firms represented 2.48 percent of available vendors;
- ◆ Native American-owned firms represented 0.83 percent of available vendors;
- ◆ Nonminority Women-owned firms represented 5.78 percent of available vendors; and
- ◆ MWBEs represented 13.22 percent of available vendors.

TABLE 5-34.
ESTIMATION OF AVAILABLE PRIME FIRMS, ARCHITECTURE & ENGINEERING
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE (%)
AFRICAN AMERICAN FIRMS	3.31%
ASIAN AMERICAN FIRMS	0.83%
HISPANIC AMERICAN FIRMS	2.48%
NATIVE AMERICAN FIRMS	0.83%
TOTAL MINORITY FIRMS	7.44%
NONMINORITY WOMEN FIRMS	5.78%
TOTAL MWBE FIRMS	13.22%
NON-MWBE FIRMS	86.78%

Source: Custom Census Analysis.
Study Period: October 1, 2012 to September 30, 2017.

In the **Professional Services** (**Table 5-35**) category, availability estimates for primes were:

- ◆ African American-owned firms represented 2.58 percent of available vendors;

- ◆ Asian American-owned firms represented 0.15 percent of available vendors;
- ◆ Hispanic American-owned firms represented 2.14 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Nonminority Women-owned firms represented 16.68 percent of available vendors; and
- ◆ MWBEs represented 21.55 percent of available vendors.

TABLE 5-35.
ESTIMATION OF AVAILABLE PRIME FIRMS, PROFESSIONAL SERVICES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	2.58%
ASIAN AMERICAN FIRMS	0.15%
HISPANIC AMERICAN FIRMS	2.14%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	4.87%
NONMINORITY WOMEN FIRMS	16.68%
TOTAL MWBE FIRMS	21.55%
NON-MWBE FIRMS	78.45%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

In the **Other Services (Table 5-36)** category, availability estimates for primes were:

- ◆ African American-owned firms represented 14.29 percent of available vendors;
- ◆ Asian American-owned firms represented 6.12 percent of available vendors;
- ◆ Hispanic American-owned firms represented 4.08 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Nonminority Women-owned firms represented 24.49 percent of available vendors; and
- ◆ MWBEs represented 42.86 percent of available vendors.

TABLE 5-36.
ESTIMATION OF AVAILABLE PRIME FIRMS, OTHER SERVICES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	14.29%
ASIAN AMERICAN FIRMS	6.12%
HISPANIC AMERICAN FIRMS	4.08%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	24.49%
NONMINORITY WOMEN FIRMS	18.37%
TOTAL MWBE FIRMS	42.86%
NON-MWBE FIRMS	57.14%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

Finally, in the **Materials & Supplies** category (**Table 5-37**), availability estimates for primes were:

- ◆ African American-owned firms represented 0.86 percent of available vendors;
- ◆ Asian American-owned firms represented 0.69 percent of available vendors;
- ◆ Hispanic American-owned firms represented 0.17 percent of available vendors;
- ◆ Native American-owned firms represented 0.00 percent of available vendors;
- ◆ Nonminority Women-owned firms represented 7.27 percent of available vendors; and
- ◆ MWBEs represented 8.99 percent of available vendors.

TABLE 5-37.
ESTIMATION OF AVAILABLE PRIME FIRMS, MATERIALS & SUPPLIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	AVAILABLE FIRMS ESTIMATE
	(%)
AFRICAN AMERICAN FIRMS	0.86%
ASIAN AMERICAN FIRMS	0.69%
HISPANIC AMERICAN FIRMS	0.17%
NATIVE AMERICAN FIRMS	0.00%
TOTAL MINORITY FIRMS	1.73%
NONMINORITY WOMEN FIRMS	7.27%
TOTAL MWBE FIRMS	8.99%
NON-MWBE FIRMS	91.01%

Source: Custom Census Analysis.

Study Period: October 1, 2012 to September 30, 2017.

5.6.1 DISPARITY ANALYSES AND SIGNIFICANCE TESTING

MGT used the County's utilization data (**Chapter 4**) and the availability estimates presented in the previous section (**Section 5.6**) to identify potential disparities in the County's procurement practices. The results of these disparity calculations and associated statistical significance testing are shown below.

5.6.1.1 DISPARITY ANALYSES AND STATISTICAL SIGNIFICANCE RESULTS

This section includes our calculations of disparity ratios and significance testing in each of the procurement categories and ownership classifications by race, ethnicity, and gender. Analysis of disparities for primes across all procurement categories in **Table 5-38** reveals:

- ◆ African American-owned firms were substantially underutilized, with a substantial and statistically significant disparity ratio of 79.80;
- ◆ Asian American-owned firms were substantially underutilized, with a substantial and statistically significant disparity ratio of 3.73;
- ◆ Hispanic American-owned firms were overutilized, with a disparity ratio of 115.99, but lacks statistical significance due to relatively small size/share of population. This overutilization can also be attributed to only 4 Hispanic American firms being utilized during the study period

- ◆ Native American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Nonminority Women-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 60.11; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 66.68.

TABLE 5-38.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, ALL PROCUREMENT CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	4.70%	5.89%	79.80	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.04%	1.13%	3.73	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	1.51%	1.30%	115.99	Overutilization	No	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.08%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	6.25%	8.40%	74.42	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	5.95%	9.90%	60.11	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	12.20%	18.30%	66.68	Underutilization	Yes	Disparity
NON-MWBE FIRMS	87.80%	81.70%	107.46	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Table 5-39 presents disparity ratios and significance testing for the **Construction** category for primes. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 62.37;
- ◆ Hispanic American and Native-American -owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Nonminority Women-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 57.08; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 57.56.

TABLE 5-39.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	3.95%	6.33%	62.37	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
HISPANIC AMERICAN FIRMS	0.00%	0.46%	0.00	Underutilization	No	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	3.95%	6.79%	58.11	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	4.43%	7.76%	57.08	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	8.38%	14.55%	57.56	Underutilization	Yes	Disparity
NON-MWBE FIRMS	91.62%	85.45%	107.23	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-40 presents disparity ratios and significance testing for **Construction** subcontractors. Relevant findings include:

- ◆ African American-owned firms were underutilized with a substantial disparity ratio of 72.37, with a substantial and statistically significant disparity ratio;
- ◆ Hispanic American-owned firms were overutilized with a disparity ratio of 106.56, but lacks statistical significance due to relatively small size/share of population;
- ◆ Non-minority Women firms were overutilized, but lacks statistical significance due to relatively small size/share of population; and
- ◆ MWBEs were underutilized with a substantial disparity ratio of 79.85, with a substantial and statistically significant disparity ratio.
- ◆ Asian American firms and Native American firms had no utilization or availability; therefore, disparity could not be calculated.

TABLE 5-40.
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	20.71%	28.62%	72.37	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
HISPANIC AMERICAN FIRMS	2.59%	2.43%	106.56	Overutilization	No	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	23.30%	31.05%	75.04	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	6.54%	6.32%	103.47	Overutilization	No	No Disparity
TOTAL MWBE FIRMS	29.84%	37.37%	79.85	Underutilization	Yes	Disparity
NON-MWBE FIRMS	70.16%	62.63%	112.02	Overutilization	No	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-41 presents disparity ratios and disparity testing for primes for the **Architecture & Engineering** category. Relevant findings include:

- ◆ African American-owned firms were overutilized, with a statistically significant disparity ratio of 304.54. This overutilization can be attributed to the utilization of only 2 African American-owned firms during the study period;
- ◆ Asian American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 0.00;
- ◆ Hispanic American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 5.48;
- ◆ Native American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 0.00;
- ◆ Nonminority Women-owned firms were overutilized, with a statistically significant disparity ratio of 129.58; and
- ◆ MWBEs were overutilized, with a substantial and statistically significant disparity ratio of 133.85.

TABLE 5-41.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, ARCHITECTURE & ENGINEERING
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	10.07%	3.31%	304.54	Overutilization	Yes	No Disparity
ASIAN AMERICAN FIRMS	0.00%	0.83%	0.00	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	0.14%	2.48%	5.48	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.83%	0.00	Underutilization	Yes	Disparity
TOTAL MINORITY FIRMS	10.20%	7.44%	137.18	Overutilization	Yes	No Disparity
NONMINORITY WOMEN FIRMS	7.49%	5.78%	129.58	Overutilization	Yes	No Disparity
TOTAL MWBE FIRMS	17.69%	13.22%	133.85	Overutilization	Yes	No Disparity
NON-MWBE FIRMS	82.31%	86.78%	94.85	Underutilized	Yes	Disparity

Disparity Index: under 80 represents substantial underutilization.
 “Yes” represents statistical significance at 95% confidence interval.
 Study Period: October 1, 2012 to September 30, 2017.

Table 5-42 presents disparity ratios and significance testing for primes for the **Professional Services** category. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 27.28;
- ◆ Asian American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Hispanic American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 3.26
- ◆ Nonminority Women-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 4.76; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 7.28.

TABLE 5-42.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, PROFESSIONAL SERVICES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.70%	2.58%	27.28	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.15%	0.00	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.07%	2.14%	3.26	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	0.77%	4.87%	15.90	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	0.79%	16.68%	4.76	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	1.57%	21.55%	7.28	Underutilization	Yes	Disparity
NON-MWBE FIRMS	98.43%	78.45%	125.47	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.
 “Yes” represents statistical significance at 95% confidence interval.
 *No utilization or availability so disparity analysis could not be calculated.
 n/a means not applicable
 Study Period: October 1, 2012 to September 30, 2017.

Table 5-43 presents disparity ratios and significance testing for primes for the **Other Services** category. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a statistically significant disparity ratio of 81.77;
- ◆ Asian American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 4.57;
- ◆ Hispanic American-owned firms were overutilized, with a statistically significant disparity ratio of 245.40. This overutilization can be in part attributed to the utilization of only 4 Hispanic American-owned firms during the study period
- ◆ Nonminority Women-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 39.39; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 68.16.

TABLE 5-43.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, OTHER SERVICES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	11.68%	14.29%	81.77	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.28%	6.12%	4.57	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	10.02%	4.08%	245.40	Overutilization	Yes	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	21.98%	24.49%	89.74	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	7.23%	18.37%	39.39	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	29.21%	42.86%	68.16	Underutilization	Yes	Disparity
NON-MWBE FIRMS	70.79%	57.14%	123.88	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Table 5-44 presents disparity ratios and significance testing for primes for the **Materials & Supplies** category. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 10.15;
- ◆ Asian American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 0.39;
- ◆ Hispanic American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 5.60;
- ◆ Nonminority Women-owned firms were overutilized, with a statistically significant disparity ratio of 149.22; and
- ◆ MWBEs were overutilized, with a statistically significant disparity ratio of 121.66.

TABLE 5-44.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING, MATERIALS & SUPPLIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.09%	0.86%	10.15	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.69%	0.39	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	0.01%	0.17%	5.60	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	0.10%	1.73%	5.79	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	10.84%	7.27%	149.22	Overutilization	Yes	No Disparity
TOTAL MWBE FIRMS	10.94%	8.99%	121.66	Overutilization	Yes	No Disparity
NON-MWBE FIRMS	89.06%	91.01%	97.86	Underutilized	Yes	Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could not be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

CONCLUSION – LEON COUNTY

The findings of the availability and disparity calculations in this chapter and the preceding depiction of utilization serve as the foundation for the County’s MWBE program going forward. These analyses provide the quantitative legal justification for any current or future remedies to assist MWBE firms within the market area.

As summarized below in **Table 5-45**, disparities between utilization and availability were observed in many of the procurement and MWBE categories considered in this study. In Construction for subcontracting, the disparity analysis showed that African American owned firms were substantially underutilized, but no disparity was found for Hispanic-owned firms or for Nonminority women-owned firms. In Architecture & Engineering, the disparity analysis showed that Asian American-owned, Hispanic American-owned, and Native American-owned firms were substantially underutilized, but no disparity was found among the

hiring of African American-owned and Nonminority women-owned firms. In Other Services, the disparity analysis revealed no disparity in the hiring among Hispanic American-owned firms but substantial disparity among African American-owned, Asian-American-owned, and Nonminority Women-owned firms. In Materials & Supplies, the disparity analysis showed that African American, Asian American and Hispanic American firms were substantially underutilized, but no disparity was found for Nonminority women-owned firms. In Construction prime level and Professional Services disparity was found in all minority classifications where a disparity analysis could be calculated.

TABLE 5-45.
DISPARITY ANALYSIS SUMMARY
LEON COUNTY

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY WOMEN	MBE	MWBE FIRMS
CONSTRUCTION	Disparity	*	Disparity	*	Disparity	Disparity	Disparity
CONSTRUCTION-SUBCONTRACTORS	Disparity	*	No Disparity	*	No Disparity	Disparity	Disparity
ARCHITECTURE & ENGINEERING	No Disparity	Disparity	Disparity	Disparity	No Disparity	No Disparity	No Disparity
PROFESSIONAL SERVICES	Disparity	Disparity	Disparity	*	Disparity	Disparity	Disparity
OTHER SERVICES	Disparity	Disparity	No Disparity	*	Disparity	Disparity	Disparity
MATERIALS & SUPPLIES	Disparity	Disparity	Disparity	*	No Disparity	Disparity	No Disparity

Study Period: October 1, 2012 to September 30, 2017.

*No utilization or availability so disparity analysis could not be calculated.

CHAPTER 6. PRIVATE SECTOR
ANALYSIS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



6.1 INTRODUCTION

The **Legal Framework** presented in **Chapter 2** of this report documented how a government entity must have a record of active or passive discrimination to justify remedies promoted through the institution of a minority- and women-owned business enterprise (MWBE) program. Courts further require a *compelling-interest analysis* showing a connection between the government or agency and the public or private discrimination that may exist within their jurisdiction. Following documentation of disparities that exist in the public sector in **Chapter 5**, this chapter focuses on an over-arching question:

- ◆ ***Do disparities exist in the private sector, which compel the City/County/Blueprint to continue its MWBE programs to avoid becoming a passive participant in discrimination?***

Passive discrimination describes a circumstance where a public entity resides in a market with measurably disparate circumstances in the private sector but is failing to take proactive actions to implement remedies within the domain of its control. Substantiating the relevance of an analysis of the private sector:

- ◆ Defining passive participation, the Supreme Court in *Croson* stated, “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.”²¹⁹ This does not mean that the public entity is continuously turning a blind eye to discrimination but rather that the public entity has a compelling interest to mitigate private sector discrimination or risk becoming a passive participant to discrimination.
- ◆ Also stated in *Croson* is that “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.”²²⁰
- ◆ *Croson* further 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.”²²¹
- ◆ In *Concrete Works IV*, the courts expressly cited as evidence of discrimination that MWBE contractors used for business with the city of Denver were not used by the same prime contractors for private sector contracts.²²²

CHAPTER SECTIONS



- 6.1 Introduction
- 6.2 Private Sector Utilization Analysis Based on Construction Permits
- 6.3 Private Sector Disparities in SBO Census Data
- 6.4 Analysis of Race, Ethnicity, and Gender Effects on Self-Employment and Earnings
- 6.5 Conclusion

²¹⁹ *Croson*, 488 U.S. at 492.

²²⁰ *Coral Construction*, 941 F.2d at 922 (citing *Croson*, 488 U.S. at 492) (emphasis added).

²²¹ See *Croson*; see generally I. Ayres and F. Vars, “When Does Private Discrimination Justify Public Affirmative Action?” 98 *Columbia Law Review* 1577 (1998).

²²² *Concrete Works IV*, 321 F.3d at 984-85.

- ♦ In *Adarand v. Slater*, the Tenth Circuit favorably cited evidence of capital market discrimination as relevant in establishing the factual predicate for the federal DBE program.²²³ The same court, in *Concrete Works IV*, found that barriers to business formation were relevant insofar as this evidence demonstrated that MWBEs were “precluded from the outset from competing for public construction contracts.”²²⁴
- ♦ Also, in *Adarand*, the courts concluded there was a compelling interest for a government DBE program, based primarily on evidence of private sector discrimination.²²⁵
- ♦ Along related lines, the court also found a regression analysis of census data to be relevant evidence showing barriers to MWBE formation.²²⁶
- ♦ A district court upheld the state of North Carolina MWBE program in road construction based largely on similar private sector evidence supplemented by evidence from databases covering private sector commercial construction.²²⁷

Thus, discriminatory practices in the marketplace may in many circumstances show or serve to support the *compelling interest* required by courts to support an agency’s program to intervene in order to prevent the agency from becoming a *passive participant* to discrimination.

With these decisions supporting investigation into this domain, as part of the development of a comprehensive framework and set of perspectives that have traditionally been used to justify MWBE programs, this chapter provides an accumulation of evidence for the overarching question of whether or not the City/County/Blueprint has a continued compelling interest to maintain its MWBE programs based on circumstances observed in the private sector. This is investigated using two specific sources of data leveraged to address three more specific questions substantiating the over-arching research question regarding disparities in the private sector:

- ♦ **City/County construction permits data**, which are used to determine:
 1. *Do disparities exist in utilization of MWBE firms for commercial private sector construction projects relative to their availability?*
- ♦ **2012 Census Survey of Business Owners (SBO) data**, which are used to determine:
 2. *Do marketplace disparities exist in the private sector within the five procurement categories?*
- ♦ **2015 Census American Community Survey (ACS) Public Used Microdata Sample (PUMS) data**, which are used to determine:

²²³ *Adarand v. Slater*, 228 F.3d at 1169-70 (10th Cir. 2000).

²²⁴ *Concrete Works IV*, 321 F.2d at 977. The district court rejected evidence of credit market discrimination as adequate to provide a factual predicate for an MWBE program. *Concrete Works v. City and County of Denver*, 86 F. Supp. 2d 1042 (D. Colo. 2000) (*Concrete Works I*).

²²⁵ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000).

²²⁶ *Id.* at 977.

²²⁷ *H.B. Rowe, Inc. v. Tippet*, 589 F.Supp. 2d 587 (ED NC 2008). The court, however, was very brief in discussing what factors in the study accounted for its ruling. The program was subsequently found to be unconstitutional as applied to women. *H.B. Rowe, Inc. v. Tippet*, 615 F.3d 233 (4th Cir. 2010).

3. *Are racial, ethnic, and gender minority groups less likely than non-minority males (non-MWBEs) to be self-employed?*
4. *Does racial, ethnic, and gender status have an impact on self-employed individuals' earnings?*

In answering these questions, the private sector analysis also supports anecdotal comments offered in **Chapter 7, Anecdotal Analysis**, regarding difficulties MWBE firms have in securing work on private sector projects.

6.2 PRIVATE SECTOR UTILIZATION ANALYSIS BASED ON CONSTRUCTION PERMITS

The first question to be addressed in this chapter that helps answer the over-arching question is:

1. *Do disparities exist in utilization of MWBE firms for commercial private sector construction projects relative to their availability?*

The City and the County have consolidated their issuance of building permits so construction permits issued by the City/County were analyzed. The value in examining permits is that they offer up-to-date records of actual construction activity undertaken in the area. In order to isolate only commercial construction projects as the focus of analysis, public sector and residential permit records, where identified, were excluded. Since the private sector permits data did not contain the contractor's race, ethnic, or gender information, MGT assigned business ownership classification using various vendor lists obtained from all registration and certification agencies in order to conduct a vendor match procedure. This vendor match procedure allowed MGT to assign business ownership classification to firms presented in the permit data. In order to achieve the greatest number of potential match combinations, in addition to electronically linking the various lists to the permits data, a manual match also was conducted. Firms identified as non-minority male and firms for which there was no business ownership classification were considered to be non-MWBE firms and counted as non-MWBE firms in the analysis.

For the procurement 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) courts have historically scrutinized construction activity in a given jurisdiction more than any other procurement 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.

A total of \$132.35 million in construction permits issued by the City/County during the study period (October 1, 2012 through September 30, 2017) were analyzed as part of this investigation. **Table 6-1** shows that only 0.22% of these permits were let to MWBEs, with highest MWBE utilization observed for Non-minority Female firms (0.21%) followed by African American firms (0.01%).

TABLE 6-1.
UTILIZATION ANALYSIS OF FIRMS COMMERCIAL CONSTRUCTION
CITY OF TALLAHASSEE AND LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	PERMITS	PERCENT OF PERMITS
AFRICAN AMERICAN FIRMS	\$ 7,075.00	0.01%
ASIAN AMERICAN FIRMS	\$ -	0.00%
HISPANIC AMERICAN FIRMS	\$ -	0.00%
NATIVE AMERICAN FIRMS	\$ -	0.00%
TOTAL MINORITY FIRMS	\$ 7,075.00	0.01%
NONMINORITY FEMALE FIRMS	\$ 278,956.00	0.21%
TOTAL MWBE FIRMS	\$ 286,031.00	0.22%
TOTAL NON-MWBE FIRMS	\$ 132,067,599.65	99.78%
TOTAL FIRMS	\$ 132,353,630.65	100.00%

Source: MGT developed a Master Commercial Private Sector Database based on commercial construction permitting data between October 1, 2012 and September 30, 2017.

With this point of reference established, MGT utilized two data sets to compare relative utilization of firms and gauge the scale of any differences. The first of these comparison data sets contained a listing of permits issued to contractors which appeared in both the permits and City/County public sector construction data, while the second data set contained firms utilized on City/County public sector construction projects during the study period.

TABLE 6-2.
UTILIZATION ANALYSIS OF FIRMS COMMERCIAL CONSTRUCTION
CITY OF TALLAHASSEE AND LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	PERMITS ISSUED TO CONTRACTORS	PERCENT OF PERMITS	PUBLIC SECTOR UTILIZATION	PERCENT OF CONTRACTS
AFRICAN AMERICAN FIRMS	\$ 7,075.00	0.01%	\$ 213,387.55	0.08%
ASIAN AMERICAN FIRMS	\$ -	0.00%	\$ 5,360.00	0.00%
HISPANIC AMERICAN FIRMS	\$ -	0.00%	\$ 7,763,230.30	2.90%
NATIVE AMERICAN FIRMS	\$ -	0.00%	\$ -	0.00%
TOTAL MINORITY FIRMS	\$ 7,075.00	0.01%	\$ 7,981,977.85	2.98%
NONMINORITY FEMALE FIRMS	\$ 278,956.00	0.46%	\$ 3,004,845.98	1.12%
TOTAL MWBE FIRMS	\$ 286,031.00	0.47%	\$ 10,986,823.83	4.10%
TOTAL NON-MWBE FIRMS	\$ 60,076,862.00	99.53%	\$ 256,806,543.85	95.90%
TOTAL FIRMS	\$ 60,362,893.00	100.00%	\$ 267,793,367.68	100.00%

Source: MGT developed a Master Commercial Private Sector Database based on commercial construction permitting data between October 1, 2012 and September 30, 2017.

The goal of this analysis was to examine public sector and private sector contracting patterns for construction. MGT compared the public sector utilization of firms in City/County-issued data with private sector utilization of such firms as reflected in the private commercial permit data to analyze to what extent do utilized contractors which appear in the City/County data also appear in the permitting data for commercial construction projects.

When the permit results are compared to the City/County utilization results, the City/County utilizes MWBEs at higher rates than the commercial sector. From **Table 6-2**, the City/County MWBEs accounted for 4.10 percent of construction contracts, while MWBEs accounted for only 0.47 percent of construction

permits. MBEs accounted for 2.98 percent of construction contracts, while MBEs accounted for only 0.01 percent of construction permits; and WBEs accounted for 1.12 percent of construction contracts, while WBEs accounted for only 0.46 percent of construction permits.

While not definitive in isolation, the data do clearly show a pronounced difference in utilization of MWBE firms within the private sector versus what we observed for the public sector, where program goals facilitate more equitable participation. Combining this perspective with others (such as the public sector disparity ratios presented in **Chapter 5** and vendor survey results and anecdotal evidence to be presented in **Chapter 7**), we see a prevailing theme in a pattern of cumulatively overwhelming evidence that disparities in contracting are fairly pervasive in this market.

6.3 PRIVATE SECTOR DISPARITIES IN SBO CENSUS DATA

The second question to be addressed by this chapter that helps answer the overarching research question is:

2. Do marketplace disparities exist in the private sector within the five procurement categories?

To answer this question, MGT obtained and analyzed U.S. Census Bureau's 2012 Survey of Business Owners (SBO) data to measure private sector disparities.²²⁸ SBO provides data on economic and demographic characteristics for businesses and business owners by geography (such as states and metropolitan areas), categorized by industries defined by North American Industry Classification System (NAICS) codes, and supporting information including firm receipts (sales),²²⁹ firm employment size, and business ownership classification. The survey has been administered every five years since 1972 as part of the economic census.

The SBO gathers and reports data on (1) firms with paid employees, including workers on the payroll (employer firms), and (2) firms without paid employees, including sole proprietors and partners of unincorporated businesses that do not have any other employees on the payroll (non-employer firms), as well as (3) in aggregate across all firms. MGT calculated private sector disparity indices to examine whether MWBE firms in any of these categories received a proportionate share of firm sales based on the availability of MWBE firms, measured consistently with public sector availability presented in **Chapter 5**, as the number of classified firms divided by the total universe. Disparity indices were examined for all firms and employer firms.

The following NAICS codes²³⁰ were analyzed because they align with the categories of utilization analyzed for the City:

- ◆ NAICS Code 23, Construction
- ◆ NAICS Code 42, Wholesale Trade
- ◆ NAICS Code 54, Professional, Scientific, and Technical Services
- ◆ NAICS Code 56, Administrative and Support and Waste Management and Remediation Services
- ◆ NAICS Code 81, Other Services (Except Public Administration)

²²⁸ These represent the most recent available data provided through the SBO program and were released in 2016.

²²⁹ Sales include total shipments, receipts, revenue, or business done by the firm.

²³⁰ The two-digit NAICS code level was utilized as those codes are the most prevalent level across all the 2012 SBO data.

6.3.1 RESULTS OF ANALYSIS

This private sector analysis presents disparity results based on the following geographic market areas: (1) the state of Florida and (2) the Tallahassee, FL Metropolitan Statistical Area (MSA). These marketplaces were chosen because they are the areas most readily available in the SBO data that allow for similar comparison to the public-sector utilization. The results based on the state of Florida are presented first followed by the Tallahassee, FL MSA.

6.3.1.1 STATE OF FLORIDA MARKETPLACE

Tables 6-3 through **6-7** show the measures of private sector disparities based on U.S. Census 2012 SBO data for the population of available firms in the state of Florida by race, ethnicity, and gender for construction; wholesale trade; professional, scientific, and technical services; administrative and support and waste management and remediation services; and other services (except public administration).

Based on the analysis of the U.S. Census, 2012 SBO data, overall there remains a significant gap between the market share of MWBE firms and their share of the state of Florida business population, where data were available.

NAICS CODE 23: CONSTRUCTION, STATE MARKETPLACE

Table 6.3 shows the availability, sales, and disparity results for construction. The results were derived from those firms which provide construction or construction-related services based on the NAICS Code 23.

There were a total of 185,465 construction firms (all firms²³¹) in the State of Florida in 2012, of which 45.36 percent were owned by minorities and 14.56 percent by non-minority women.

- ◆ African American firms (disparity index of 10.97) were substantially underutilized, accounting for 6.92 percent of all firms and 0.76 percent of sales.
- ◆ Native American firms (disparity index of 32.95) were substantially underutilized, accounting for 0.78 percent of all firms and 0.26 percent of sales.
- ◆ Asian American firms (disparity index of 43.98) were substantially underutilized, accounting for 1.17 percent of all firms and 0.52 percent of sales.
- ◆ Hispanic American firms (disparity index of 25.06) were substantially underutilized, accounting for 36.48 percent of all firms and 9.14 percent of sales.
- ◆ Non-minority women firms (disparity index of 91.24) were underutilized, accounting for 14.56 percent of all firms and 13.29 percent of sales.

There were a total of 43,166 construction employer firms²³² in the State of Florida in 2012, of which 16.15 percent were owned by minorities and 21.30 percent by non-minority women firms.

- ◆ African American firms (disparity index of 30.58) were substantially underutilized, accounting for 1.65 percent of employer firms and 0.51 percent of sales.

²³¹ All firms, a compilation of employer firms and nonemployer firms, were examined since nonemployer firms can provide services at the subcontractor/subconsultant level, as well hire independent contractors to increase capacity.

²³² Employer firms include firms with payroll at any time during 2012.

- ◆ Native American firms (disparity index of 57.55) were substantially underutilized, accounting for 0.37 percent of employer firms and 0.21 percent of sales.
- ◆ Data for Asian American all firms were withheld; therefore, private sector disparities were not conducted.
- ◆ Hispanic American firms (disparity index of 56.02) were substantially underutilized, accounting for 12.99 percent of employer firms and 7.28 percent of sales.
- ◆ Non-minority women firms (disparity index of 62.59) were substantially underutilized, accounting for 21.3 percent of employer firms and 13.33 percent of sales.

TABLE 6-3.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 23, CONSTRUCTION

U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS, STATE OF FLORIDA MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	185,465	\$71,169,436	43,166	\$65,872,119
African American Firms	12,826	\$540,014	713	\$332,683
Native American Firms ¹	1,449	\$183,224	158	\$138,765
Asian American Firms ²	2,178	\$367,549	492	S
Hispanic American Firms	67,665	\$6,506,266	5,609	\$4,794,895
Non-minority Women Firms ³	27,006	9,455,044	9,195	8,782,653
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	6.92%	0.76%	1.65%	0.51%
Native American Firms ¹	0.78%	0.26%	0.37%	0.21%
Asian American Firms ²	1.17%	0.52%	1.14%	S
Hispanic American Firms	36.48%	9.14%	12.99%	7.28%
Non-minority Women Firms ³	14.56%	13.29%	21.30%	13.33%
DISPARITY INDEX				
	ALL FIRMS		EMPLOYER FIRMS	
All Firms	100.00		100.00	
African American Firms	10.97		30.58	
Native American Firms ¹	32.95		57.55	
Asian American Firms ²	43.98		S	
Hispanic American Firms	25.06		56.02	
Non-minority Women Firms ³	91.24		62.59	

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

⁴ S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity

NAICS CODE 42: WHOLESALE TRADE, STATE MARKETPLACE

Table 6-4 shows the availability, sales, and disparity results for wholesale trade firms. The results were derived from those firms which sell capital or durable goods to other businesses based on NAICS Code 42.

There were a total of 62,965 wholesale trade firms (all firms) in the State of Florida in 2012, of which 39.88 percent were owned by minorities and 31.28 percent by non-minority women.

- ♦ African American firms (disparity index of 4.97) were substantially underutilized, accounting for 5.17 percent of all firms and 0.26 percent of sales.
- ♦ Asian American firms (disparity index of 34.50) were substantially underutilized, accounting for 3.98 percent of all firms and 1.37 percent of sales.
- ♦ Hispanic American firms (disparity index of 29.31) were substantially underutilized, accounting for 30.53 percent of all firms and 8.95 percent of sales.
- ♦ Non-minority women firms (disparity index of 27.73) were substantially underutilized, accounting for 31.28 percent of all firms and 8.67 percent of sales.
- ♦ Native American firms (disparity index of 5.00) were substantially underutilized, accounting for 0.20 percent of all firms and 0.01 percent of sales.

There were a total of 27,725 wholesale trade employer firms in the State of Florida in 2012, of which 30.23 percent were owned by minorities and close to 29.12 percent by non-minority women.

- ♦ African American firms (disparity index of 15.07) were substantially underutilized, accounting for 1.36 percent of employer firms and 0.20 percent of sales.
- ♦ Asian American firms (disparity index of 32.93) were substantially underutilized, accounting for 4.08 percent of employer firms and 1.34 percent of sales.
- ♦ Hispanic American firms (disparity index 34.96) were substantially underutilized, accounting for 24.76 percent of employer firms and 8.66 percent of sales.
- ♦ Non-minority women firms (disparity index of 29.28) were substantially underutilized, accounting for 29.12 percent of employer firms and 8.53 percent of sales.
- ♦ Native American firms (disparity index of 37.40) were substantially underutilized, accounting for 0.03 percent of employer firms and 0.01 percent of sales.

TABLE 6-4.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 42, WHOLESALE TRADE
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
STATE OF FLORIDA MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	62,965	\$342,028,913	27,725	\$338,556,375
African American Firms	3,254	\$878,946	377	\$693,731
Native American Firms ¹	129	\$35,029	7	\$31,971
Asian American Firms ²	2,503	\$4,690,769	1,132	\$4,551,896
Hispanic American Firms	19,223	\$30,604,706	6,866	\$29,312,817
Non-minority Women Firms ³	19,694	29,669,726	8,073	28,865,014

PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	5.17%	0.26%	1.36%	0.20%
Native American Firms ¹	0.20%	0.01%	0.03%	0.01%
Asian American Firms ²	3.98%	1.37%	4.08%	1.34%
Hispanic American Firms	30.53%	8.95%	24.76%	8.66%
Non-minority Women Firms ³	31.28%	8.67%	29.12%	8.53%
DISPARITY INDEX				
	ALL FIRMS		EMPLOYER FIRMS	
All Firms	100.00		100.00	
African American Firms	4.97		15.07	
Native American Firms ¹	5.00		37.40	
Asian American Firms ²	34.50		32.93	
Hispanic American Firms	29.31		34.96	
Non-minority Women Firms ³	27.73		29.28	

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

NAICS CODE 54: PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES, STATE MARKETPLACE

Table 6-5 shows the availability, sales, and disparity results for professional, scientific, and technical services. Professional, scientific, and technical services, which require a high degree of expertise and training, were derived from those firms specializing in performing professional, scientific, and technical activities (such as legal advice, accounting, architecture, engineering, computer services, consulting services, advertising services) for others in NAICS Code 54.

There were a total of 276,292 professional, scientific, and technical services firms (all firms) in the State of Florida in 2012, of which 31.30 percent were owned by minorities and 35.99 percent by non-minority women.

- ♦ African American firms (disparity index of 19.02) were substantially underutilized, accounting for 6.64 percent of all firms and 1.26 percent of sales.
- ♦ Asian American firms (disparity index of 59.40) were substantially underutilized, accounting for 3.17 percent of all firms and 1.89 percent of sales.
- ♦ Hispanic American firms (disparity index of 37.85) were substantially underutilized, accounting for 21.05 percent of all firms and 7.97 percent of sales.
- ♦ Native American firms (disparity index of 29.63) were substantially underutilized, accounting for 0.44 percent of all firms and 0.13 percent of sales.
- ♦ Non-minority women firms (disparity index of 40.76) were substantially underutilized, accounting for 35.99 percent of all firms and 14.67 percent of sales.

There were a total of 66,758 professional, scientific, and technical services employer firms in the State of Florida in 2012, of which 17.97 percent were owned by minorities and 32.21 percent by non-minority women.

- ♦ African American firms (disparity index of 43.96) were substantially underutilized, accounting for 2.19 percent of employer firms and 0.96 percent of sales.
- ♦ Asian American firms (disparity index of 60.72) were substantially underutilized, accounting for 2.75 percent of employer firms and 1.67 percent of sales,
- ♦ Hispanic American firms (disparity index 52.63) were substantially underutilized, accounting for 12.72 percent of employer firms and 6.69 percent of sales.
- ♦ Native American firms (disparity index 35.95) were substantially underutilized, accounting for 0.31 percent of employer firms and 0.11 percent of sales.
- ♦ Non-minority women firms (disparity index of 40.20) were substantially underutilized, accounting for 32.21 percent of employer firms and 12.95 percent of sales.

TABLE 6-5.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 54, PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
STATE OF FLORIDA MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	276,292	\$86,239,552	66,758	\$77,390,246
African American Firms	18,349	\$1,089,148	1,462	\$745,064
Native American Firms ¹	1,213	\$112,196	209	\$87,113
Asian American Firms ²	8,768	\$1,625,766	1,837	\$1,293,165
Hispanic American Firms	58,155	\$6,869,772	8,490	\$5,179,907
Non-minority Women Firms ³	99,447	12,653,655	21,505	10,020,640
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	6.64%	1.26%	2.19%	0.96%
Native American Firms ¹	0.44%	0.13%	0.31%	0.11%
Asian American Firms ²	3.17%	1.89%	2.75%	1.67%
Hispanic American Firms	21.05%	7.97%	12.72%	6.69%
Non-minority Women Firms ³	35.99%	14.67%	32.21%	12.95%
DISPARITY INDEX				
	ALL FIRMS		EMPLOYER FIRMS	
All Firms	100.00		100.00	
African American Firms	19.02		43.96	
Native American Firms ¹	29.63		35.95	
Asian American Firms ²	59.40		60.72	
Hispanic American Firms	37.85		52.63	
Non-minority Women Firms ³	40.76		40.20	

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

⁴S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

NAICS CODE 56: ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES, STATE MARKETPLACE

Table 6-6 shows the availability, sales, and disparity results for administrative and support and waste management and remediation services (such as office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services) in NAICS Code 56.

There were a total of 234,912 administrative and support and waste management and remediation services firms (all firms) in the State of Florida in 2012, of which 59.43 percent were owned by minorities and 45.57 percent by non-minority women.

- ◆ African American firms (disparity index of 12.87) were substantially underutilized, accounting for 14.45 percent of all firms and 1.86 percent of sales.
- ◆ Asian American firms (disparity index of 37.91) were substantially underutilized, accounting for 1.91 percent of all firms and 0.72 percent of sales.
- ◆ Hispanic American firms (disparity index of 12.90) were substantially underutilized, accounting for 42.21 percent of all firms and 5.45 percent of sales.
- ◆ Data for Native American all firms were withheld; therefore, private sector disparities were not conducted.
- ◆ Non-minority women firms (disparity index of 25.82) were substantially underutilized, accounting for 45.57 percent of all firms and 11.76 percent of sales.

There were a total of 29,757 administrative and support and waste management and remediation services employer firms in the State of Florida in 2012, of which 19.51 percent were owned by minorities and 36.58 percent by non-minority women.

- ◆ African American firms (disparity index 44.13) were substantially underutilized, accounting for 3.32 percent of employer firms and 1.47 percent of sales.
- ◆ Asian American firms (disparity index of 36.44) were substantially underutilized, accounting for 1.52 percent of employer firms and 0.55 percent of sales.
- ◆ Hispanic American firms (disparity index of 27.82) were substantially underutilized, accounting for 14.27 percent of employer firms and 3.97 percent of sales.
- ◆ Data for Native American all firms were withheld; therefore, private sector disparities were not conducted.
- ◆ Non-minority women firms (disparity index of 28.18) were substantially underutilized, accounting for 36.58 percent of employer firms and 10.31 percent of sales.

TABLE 6-6.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 56
ADMINISTRATIVE AND SUPPORT/WASTE MANAGEMENT AND REMEDIATION SERVICES
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
STATE OF FLORIDA MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	234,912	\$78,955,065	29,757	\$75,281,888
African American Firms	33,943	\$1,468,316	988	\$1,102,960
Native American Firms ¹	2,017	S	120	S
Asian American Firms ²	4,486	\$571,552	452	\$416,724
Hispanic American Firms	99,163	\$4,299,802	4,245	\$2,987,333
Non-minority Women Firms ³	107,049	9,288,321	10,885	7,760,845
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	14.45%	1.86%	3.32%	1.47%
Native American Firms ¹	0.86%	S	0.40%	S
Asian American Firms ²	1.91%	0.72%	1.52%	0.55%
Hispanic American Firms	42.21%	5.45%	14.27%	3.97%
Non-minority Women Firms ³	45.57%	11.76%	36.58%	10.31%
DISPARITY INDEX				
	ALL FIRMS		EMPLOYER FIRMS	
All Firms	100.00		100.00	
African American Firms	12.87		44.13	
Native American Firms ¹	S		S	
Asian American Firms ²	37.91		36.44	
Hispanic American Firms	12.90		27.82	
Non-minority Women Firms ³	25.82		28.18	

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

⁴ S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

NAICS CODE 81: OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION), STATE MARKETPLACE

Table 6-7 shows the availability, sales, and disparity results for other services (except Public Administration) firms in NAICS Code 81. Firms in this sector primarily engage in equipment and machinery repairing, automotive repair services, electronic and precision equipment repair and maintenance services, providing laundry services, personal care services, and photofinishing services.

There were a total of 316,423 other services (except Public Administration) firms (all firms) in the State of Florida in 2012, of which 62.32 percent were owned by minorities and 36.28 percent by non-minority women.

- ◆ African American firms (disparity index of 22.72) were substantially underutilized, accounting for 19.91 percent of all firms and 4.53 percent of sales.
- ◆ Asian American (disparity index of 69.14) firms were substantially underutilized, accounting for 7.82 percent of all firms and close to 5.41 percent of sales.
- ◆ Hispanic American firms (disparity index of 53.08) were substantially underutilized, accounting for 33.90 percent of all firms and 17.99 percent of sales.
- ◆ Data for Native American all firms were withheld; therefore, private sector disparities were not conducted.
- ◆ Non-minority women firms (disparity index of 77.15) were substantially underutilized, accounting for 36.28 percent of all firms and 27.99 percent of sales

There were a total of 24,724 administrative and support and waste management and remediation services employer firms in the State of Florida in 2012, of which 28.30 percent were owned by minorities and 40.50 percent by non-minority women.

- ◆ African American firms (disparity index 31.28) were substantially underutilized, accounting for 3.99 percent of employer firms and 1.25 percent of sales.
- ◆ Asian American firms (disparity index of 54.35) were substantially underutilized, accounting for 5.49 percent of employer firms and 2.99 percent of sales.
- ◆ Hispanic American firms (disparity index of 60.38) were substantially underutilized, accounting for 18.37 percent of employer firms and 11.09 percent of sales.
- ◆ Non-minority women firms (disparity index of 62.72) were substantially underutilized, accounting for 40.50 percent of employer firms and 25.40 percent of sales.
- ◆ Data for Native American employer firms were withheld; therefore, private sector disparities were not conducted.

TABLE 6-7.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 81, OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION)
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
STATE OF FLORIDA MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	316,423	\$19,941,117	24,724	\$13,388,832
African American Firms	63,013	\$902,409	987	\$167,213
Native American Firms ¹	2,182	S	111	S
Asian American Firms ²	24,746	\$1,078,275	1,358	\$399,675
Hispanic American Firms	107,253	\$3,587,440	4,541	\$1,484,766
Non-minority Women Firms ³	114,808	5,582,011	10,014	3,401,214
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	19.91%	4.53%	3.99%	1.25%
Native American Firms ¹	0.69%	S	0.45%	S
Asian American Firms ²	7.82%	5.41%	5.49%	2.99%
Hispanic American Firms	33.90%	17.99%	18.37%	11.09%
Non-minority Women Firms ³	36.28%	27.99%	40.50%	25.40%
DISPARITY INDEX				
	ALL FIRMS		EMPLOYER FIRMS	
All Firms	100.00		100.00	
African American Firms	22.72		31.28	
Native American Firms ¹	S		S	
Asian American Firms ²	69.14		54.35	
Hispanic American Firms	53.08		60.38	
Non-minority Women Firms ³	77.15		62.72	

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

6.3.1.2 TALLAHASSEE, FL MSA MARKETPLACE²³³

Tables 6-8 through 6-12 show the measures of private sector disparities based on U.S. Census, 2012 SBO data for the population of available firms in the Tallahassee, FL MSA marketplace by race, ethnicity, and gender for construction; wholesale trade; professional, scientific, and technical services; administrative and support and waste management and remediation services; and other services (except public administration).

²³³ Based on all sectors (NAICS codes 00), there was a total of 28,757 firms (all firms) in the Tallahassee area marketplace compared to 2,100,187 for the State of Florida marketplace. Therefore, the following results by NAICS code may present data (such as the number of firms, firm sales) lower than the State of Florida marketplace.

Based on the analysis of the U.S. Census, 2012 SBO data, overall there remains a significant gap between the market share of MWBE firms and their share of the Tallahassee, FL MSA marketplace business population, where data were available.

NAICS CODE 23: CONSTRUCTION, TALLAHASSEE, FL MSA

Table 6-8 shows the availability, sales, and disparity results for construction (NAICS Code 23). There were a total of 2,546 construction firms (all firms²³⁴) in the Tallahassee, FL area marketplace in 2012, of which 21.48 percent were owned by minorities.

- ♦ African American firms (disparity index 8.29) were substantially underutilized, accounting for 14.81 percent of all firms and 1.23 percent of sales.
- ♦ Data for Asian American, Hispanic American, Native American, and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

There were a total of 790 construction employer firms²³⁵ in the Tallahassee, FL area marketplace in 2012, of which 11.77 percent were owned by minorities.

- ♦ Data for African American, Asian American, Hispanic American, Native American, and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

²³⁴ All firms include firms with and without payroll at any time during 2012.

²³⁵ Employer firms include firms with payroll at any time during 2012.

TABLE 6-8.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 23, CONSTRUCTION
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
TALLAHASSEE, FL MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	2,546	\$1,412,873	790	\$1,343,393
African American Firms	377	\$17,348	47	S
Native American Firms ¹	S	S	S	S
Asian American Firms ²	S	S	S	S
Hispanic American Firms	170	S	46	S
Non-minority Women Firms ³	S	S	S	S
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	14.81%	1.23%	5.95%	0.00%
Native American Firms ¹	S	S	S	S
Asian American Firms ²	S	S	S	S
Hispanic American Firms	6.68%	S	5.82%	S
Non-minority Women Firms ³	S	S	S	S
DISPARITY INDEX				
	ALL FIRMS		EMPLOYER FIRMS	
All Firms	100.00		100.00	
African American Firms	8.29		S	
Native American Firms ¹	S		S	
Asian American Firms ²	S		S	
Hispanic American Firms	S		S	
Non-minority Women Firms ³	S		S	

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

NAICS CODE 42: WHOLESALE TRADE, TALLAHASSEE, FL MSA

Table 6-9 shows the availability, sales, and disparity results for wholesale trade (NAICS Code 42). There were a total of 755 wholesale trade firms (all firms) in the Tallahassee, FL marketplace in 2012, of which 6.09 percent were owned by minorities.

- ♦ Data for African American, Asian American, Hispanic American, Native American, and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

There were a total of 455 wholesale trade employer firms in the Tallahassee, FL marketplace in 2012, of which 0.88 percent were owned by minorities.

- ♦ Data for African American, Asian American, Hispanic American, Native American, and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

TABLE 6-9.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 42, WHOLESALE TRADE
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
TALLAHASSEE, FL MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	755	\$2,825,776	455	\$2,798,874
African American Firms	46	S	4	S
Native American Firms ¹	S	S	S	S
Asian American Firms ²	S	S	S	S
Hispanic American Firms	S	S	S	S
Non-minority Women Firms ³	S	S	S	S
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	6.09%	S	0.88%	S
Native American Firms ¹	S	S	S	S
Asian American Firms ²	S	S	S	S
Hispanic American Firms	S	S	S	S
Non-minority Women Firms ³	S	S	S	S
DISPARITY INDEX				
		ALL FIRMS		EMPLOYER FIRMS
All Firms		100.00		100.00
African American Firms		S		S
Native American Firms ¹		S		S
Asian American Firms ²		S		S
Hispanic American Firms		S		S
Non-minority Women Firms ³		S		S

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

**NAICS CODE 54: PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES,
TALLAHASSEE, FL MSA**

Table 6-10 shows the availability, sales, and disparity results for professional, scientific, and technical services (NAICS Code 54). There were a total of 4,726 professional, scientific and technical services firms (all firms) in the Tallahassee, FL marketplace in 2012, of which 16.21 percent were owned by minorities.

- ◆ African American firms (disparity index of 15.79) were substantially underutilized, accounting for 10.45 percent of all firms and 1.65 percent of sales.
- ◆ Asian American firms (disparity index of 39.14) were substantially underutilized, accounting for 3.32 percent of all firms and 1.30 percent of sales.
- ◆ Data for Hispanic American, Native American, and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

There were a total of 1,261 professional, scientific and technical services employer firms in the Tallahassee, FL marketplace in 2012, of which 14.04 percent were owned by minorities.

- ◆ Data for African American firms were withheld; therefore, private sector disparities were not conducted.
- ◆ Asian American firms (disparity index of 21.90) were substantially underutilized, accounting for 6.19 percent of all firms and 1.35 percent of sales.
- ◆ Data for Hispanic American, Native American, and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

TABLE 6-10.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 54, PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
TALLAHASSEE, FL MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	4,726	\$1,644,836	1,261	\$1,497,636
African American Firms	494	\$27,152	55	S
Native American Firms ¹	S	S	S	S
Asian American Firms ²	157	\$21,385	78	\$20,290
Hispanic American Firms	115	S	44	S
Non-minority Women Firms ³	S	S	S	S
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	10.45%	1.65%	4.36%	S
Native American Firms ¹	S	S	S	S
Asian American Firms ²	3.32%	1.30%	6.19%	1.35%
Hispanic American Firms	2.43%	S	3.49%	S
Non-minority Women Firms ³	S	S	S	S
DISPARITY INDEX				
		ALL FIRMS		EMPLOYER FIRMS
All Firms		100.00		100.00
African American Firms		15.79		S
Native American Firms ¹		S		S
Asian American Firms ²		39.14		21.90
Hispanic American Firms		S		S
Non-minority Women Firms ³		S		S

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

NAICS CODE 56: ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES, TALLAHASSEE, FL MSA

Table 6-11 shows the availability, sales, and disparity results for administrative and support and waste management and remediation services (NAICS Code 56). There were a total 3,176 administrative and support and waste management and remediation services firms (all firms) in the Tallahassee, FL marketplace in 2012, of which 44.71 percent were owned by minorities.

- ♦ African American firms (disparity index of 9.18) were substantially underutilized, accounting for 34.23 percent of all firms and 3.14 percent of sales.
- ♦ Asian American firms (disparity index of 28.10) were substantially underutilized, accounting for 1.32 percent of all firms and 0.37 percent of sales.
- ♦ Hispanic American firms (disparity index of 11.03) were substantially underutilized, accounting for 9.16 percent of all firms and 1.01 percent of sales.
- ♦ Data for Native American and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

There were a total of 420 administrative and support and waste management and remediation services employer firms in the Tallahassee, FL marketplace in 2012, of which 3.33 percent were owned by minorities.

- ♦ African American firms (disparity index of 23.72) were substantially underutilized, accounting for 2.14 percent of employer firms and .51 percent of sales.
- ♦ Asian American firms (disparity index of 40.44) were substantially underutilized, accounting for 0.71 percent of employer firms and 0.29 percent of sales.
- ♦ Data for Hispanic American, Native American, and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

TABLE 6-11.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 56
ADMINISTRATIVE AND SUPPORT / WASTE MANAGEMENT AND REMEDIATION SERVICES
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
TALLAHASSEE, FL MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	3,176	\$549,530	420	\$497,492
African American Firms	1,087	\$17,275	9	\$2,529
Native American Firms ¹	S	S	S	S
Asian American Firms ²	42	\$2,042	3	\$1,437
Hispanic American Firms	291	\$5,552	2	S
Non-minority Women Firms ³	S	S	S	S
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	34.23%	3.14%	2.14%	0.51%
Native American Firms ¹	S	S	S	S
Asian American Firms ²	1.32%	0.37%	0.71%	0.29%
Hispanic American Firms	9.16%	1.01%	0.48%	0.00%
Non-minority Women Firms ³	S	S	S	S
DISPARITY INDEX				
	ALL FIRMS		EMPLOYER FIRMS	
All Firms	100.00		100.00	
African American Firms	9.18		23.72	
Native American Firms ¹	S		S	
Asian American Firms ²	28.10		40.44	
Hispanic American Firms	11.03		S	
Non-minority Women Firms ³	S		S	

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

NAICS CODE 81: OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION), TALLAHASSEE, FL MSA

Table 6-12 shows the availability, sales, and disparity results for NAICS Code, other services (except public administration). There were a total 4,087 other services (except public administration) firms (all firms) in the Tallahassee, FL marketplace in 2012, of which 51.68 percent were owned by minorities.

- ◆ African American firms (disparity index of 22.27) were substantially underutilized, accounting for 42.77 percent of all firms and 9.52 percent of sales.
- ◆ Asian American firms (disparity index of 67.37) were substantially underutilized, accounting for 5.48 percent of all firms and 3.69 percent of sales.
- ◆ Hispanic American firms (disparity index of 19.66) were substantially underutilized, accounting for 3.43 percent of all firms and 0.67 percent of sales.
- ◆ Data for Native American and non-minority women firms were withheld; therefore, private sector disparities were not conducted.

There were a total of 298 other services (except public administration) employer firms in the Tallahassee, FL marketplace in 2012, of which 8.39 percent were owned by minorities.

- ◆ African American firms (disparity index of 28.40) were substantially underutilized, accounting for 4.70 percent of employer firms and 1.33 percent of sales.
- ◆ Data for Hispanic American, Asian American, non-minority women, and Native American firms were withheld; therefore, private sector disparities were not conducted.

TABLE 6-12.
PRIVATE SECTOR CENSUS DISPARITIES
NAICS CODE 81, OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION)
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,
TALLAHASSEE, FL MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS, SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	4,087	\$217,687	298	\$144,526
African American Firms	1,748	\$20,731	14	\$1,928
Native American Firms ¹	S	S	S	S
Asian American Firms ²	224	\$8,038	11	S
Hispanic American Firms	140	\$1,466	S	S
Non-minority Women Firms ³	S	S	S	S
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
African American Firms	42.77%	9.52%	4.70%	1.33%
Native American Firms ¹	S	S	S	S
Asian American Firms ²	5.48%	3.69%	3.69%	S
Hispanic American Firms	3.43%	0.67%	S	S
Non-minority Women Firms ³	S	S	S	S
DISPARITY INDEX				
	ALL FIRMS		EMPLOYER FIRMS	
All Firms	100.00		100.00	
African American Firms	22.27		28.40	
Native American Firms ¹	S		S	
Asian American Firms ²	67.37		S	
Hispanic American Firms	19.66		S	
Non-minority Women Firms ³	S		S	

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

¹ Native American consists of American Indian- and Alaska Native-owned firms.

² Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

³ Non-minority Women consists of White Women-owned and White Equally Women-/Male-owned firms.

S denotes findings were withheld as the estimates did not meet U.S. Census publication standards.

Sales includes total shipments, receipts, revenue, or business done by the firm.

Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

6.3.2 SBO CONCLUSION

The SBO analysis shows consistent underutilization of MWBE firms relative to their availability in the market area, validating the overarching research question of whether these disparities exist for the broader private sector, and are compelling for the City/County/Blueprint to maintain associated remedies to avoid passive participation in discrimination, irrespective of circumstances in the public sector.

Further, each of the five procurement categories analyzed showed substantial disparity among defined MWBE classes where sufficient data were available.

6.4 ANALYSIS OF RACE, ETHNICITY, AND GENDER EFFECTS ON SELF-EMPLOYMENT AND EARNINGS

This section examines further evidence regarding the over-arching research question of whether disparities exist in the private sector, and also addresses the two more specific questions:

3. *Are racial, ethnic, and gender minority groups less likely than non-minority males (non-MWBEs) to be self-employed?*
1. 4. *Does racial, ethnic, and gender status have an impact on individuals' earnings?*

This is achieved through an examination of the effects of race, ethnicity, and gender, alongside controls for individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, as well as the effects of these variables on their earnings. The analysis is targeted to four categories of private sector business activity (Construction, Professional Services, Other Services, and Goods & Supplies), that generally align with the City procurement categories defined for the study, noting that Professional Services also encompasses Architecture and Engineering, due to observations in this category being too limited in this subset to support separate analysis.

Adopting the methodology and variables employed by a City of Denver disparity study (see *Concrete Works v. City and County of Denver*²³⁶), we use Public Use Microdata Samples (PUMS) data derived from the 2011-2016 American Community Survey (ACS), to which we apply appropriate regression statistics to draw conclusions.

6.4.1 LINKS TO BUSINESS FORMATION AND MAINTENANCE

Research in economics consistently finds group differences by race, ethnicity, and gender in rates of business formation.²³⁷ We know, for instance, that in general most minorities and women²³⁸ have a lower median age than do non-minority males (ACS PUMS, 2011-2016) and that, in general, the likelihood of being self-employed increases with age (ACS PUMS, 2011-2016). An examination of these variables within the context of a disparity study, therefore, seeks to control for these other important demographic and economic variables in conjunction with race, ethnicity, and gender – since they also influence group rates of business formation – to determine if we can assert that inequities specific to minorities and women are demonstrably present to warrant consideration of public sector remedies. 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.

6.4.2 STATISTICAL MODELS AND METHODS

To answer the research questions identified for this section, we employed two multivariate regression techniques, respectively: (1) logistic regression and (2) linear regression. Logistic regression is an econometric method that allows for analyzing dichotomous dependent variables. The results can then be

²³⁶ *Concrete Works v. City and County of Denver*, 321 F.3 950 (10th Cir. 2003).

²³⁷ See *Journal of Econometrics*, Vol. 61, Issue 1, devoted entirely to the econometrics of labor market discrimination and segregation.

²³⁸ Minority groups here refers to African American, Asian Americans, Hispanic Americans and Native Americans.

translated into log likelihoods that allows for an examination of how likely one variable is to be true when compared to another variable. Linear regression is an econometric method that helps explain the linear relationship between the dependent variable and the independent variables – how substantially and in what direction each of the independent variables influence the dependent variable. This will help analyze the direct impact that being part of a specific minority or gender group has on earnings.

To understand the appropriate application of these regression techniques, it is helpful to explore in greater detail the variables inherent in these questions. There are two general categories of variables employed in the regression techniques: (1) dependent variables and (2) independent variables.

- ♦ Dependent variables are the phenomena to be explained by influences such as age, race, gender, and disability status (i.e., the independent or “explanatory” variables).
- ♦ The first dependent variable is the probability of self-employment status, which is a binary, categorical variable based on two possible values: 0 (not self-employed) versus 1 (self-employed).
 - Logistic regression is appropriately used to perform an analysis in which the dependent variable is binary and categorical, and therefore was employed for the analysis of self-employment.²³⁹
- ♦ The second dependent variable is earnings from self-employment, which is a continuous variable with many possible values.
 - Continuous variables are best explained using simple linear regression.

6.4.3 THE INFLUENCES OF RACE, ETHNICITY, AND GENDER ON SELF-EMPLOYMENT

To derive a set of variables known to predict employment status (self-employed/not self-employed), we used the 2011-2016 U.S. Census ACS five-percent PUMS data. 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 the following criteria:

- ♦ Resident of Tallahassee, FL MSA²⁴⁰.
- ♦ Self-employed in construction, professional services, other services, architecture and engineering,²⁴¹ or goods and supplies.
- ♦ Employed full-time (more than 35 hours a week).

²³⁹ 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).

²⁴⁰ ACS PUMS data does not include county geographic breaks so the TALLAHASSEE, FL MSA was used as it is similar to the relevant market area.

²⁴¹ Due to inadequate sample size for all races in the architecture and engineering PUMS 2015 data, the architecture and engineering categories were merged with the professional services category.

- ◆ 18 years of age or older.
- ◆ Employed in the private sector.

Next, we derived the following variables²⁴² hypothesized as predictors of employment status:

- ◆ **Race and Gender:** African American, Asian American, Hispanic American, Native American, non-minority woman, non-minority male.
- ◆ **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.**
- ◆ **Number of Individuals Over the Age of 65 Living in Household.**
- ◆ **Number of Children Under the Age of 18 Living in Household.**

This analysis examined the statistical effects of these variables on the likelihood of being self-employed in the Tallahassee, FL MSA. From the inverse of this value, we can interpret a likelihood value of its effect on self-employment. The results are interpretable based on the inverse of the "odds ratios". For example, the "odds ratio" for an African American is 0.410 as seen in the top portion of **Table 6-13**, while the inverse of this is 2.44, as seen in the lower portion of this table. This inverse value means that a non-minority male is 2.44 times more likely to be self-employed than an African American. Comparisons are made to non-minority males as a control group, where the influence of any of the race, ethnicity, or gender variables is considered absent. In this sense, the circumstance of the non-minority male is considered to be a baseline for what might be expected for self-employment rates for this market – with race, ethnicity, or gender variables being tested for their positive or negative influence.

²⁴² The variables used in this analysis were modeled after those incorporated in the same analysis from *Concrete Works v. City and County of Denver*.

TABLE 6-13.
SELF-EMPLOYMENT ODDS RATIOS AND THEIR INVERSES FOR MINORITY GROUPS RELATIVE TO NON-MINORITY MALES AFTER CONTROLLING FOR DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

BUSINESS OWNERSHIP CLASSIFICATION	ALL INDUSTRIES	CONSTRUCTION	PROFESSIONAL SERVICES	OTHER SERVICES	GOODS & SUPPLIES
ODDS-RATIOS					
African American Firms	0.410	0.471	0.184	0.766	0.185
Hispanic American Firms	0.496	0.471	0.493	0.654	0.339
Asian American Firms	0.806	1.051	0.416	1.302	0.637
Native American Firms	0.777	1.712	0.310	0.726	1.012
Non-minority Women Firms	0.481	0.483	0.158	1.053	0.661
INVERSE OF ODDS-RATIOS					
African American Firms	2.437	2.125	5.431	1.305	5.413
Hispanic American Firms	2.015	2.121	2.030	1.530	2.954
Asian American Firms	1.241	0.952	2.401	0.768	1.571
Native American Firms	1.287	0.000	3.228	1.377	0.988
Non-minority Women Firms	2.077	2.072	6.329	0.949	1.513

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software. Note: Shading and **bold** indicates the estimated “odds ratio” for the group was statistically significant at 95% confidence interval²⁴³. The architecture and engineering business industry was excluded from this analysis because of the insufficient data.

Are racial, ethnic, and gender minority groups less likely than non-minority males (non-MWBEs) to be self-employed? The findings show that racial, ethnic, and gender minority groups are nearly universally less likely than non-minority males to be self-employed. For example, non-minority males were 5.43 times more likely than African Americans to be self-employed in the Professional Services.; and non-minority males were 2.07 times more likely than non-minority women to be self-employed in the Construction industry.

With respect to the over-arching research question, these findings again communicate that disparities do exist in the market. Within this circumstance and in response to the specific research question, it is also evident that racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment after other factors are controlled for.

6.4.4 THE INFLUENCES OF RACE, ETHNICITY, AND GENDER ON INDIVIDUAL EARNINGS

To explore whether there are any measurable impacts on earnings, we compared self-employed, minority, and women entrepreneurs’ earnings to those of non-minority males in the Tallahassee, FL MSA, when the effect of other demographic and economic characteristics were controlled or education levels, ages, etc., to permit earnings comparisons more purely by race, ethnicity, and gender.

²⁴³ Statistically significant is the likelihood that a relationship between two or more variables is caused by something other than random chance. MGT incorporates the statistical 95% confidence interval. This means that if the same population is sampled on numerous occasions and interval estimates are made on each occasion, the resulting intervals would bracket the true population parameter in approximately 95% of the cases.

First, we derived a set of independent variables known to predict earnings, including:

- ◆ **Race and Gender:** African American, Asian American, Hispanic American, Native American, non-minority woman, non-minority 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.**

For the dependent variable, we used 2011-2016 wages from employment for self-employed individuals, as reported in the 5 percent PUMS data.

This analysis examined the statistical effects of these variables on income from self-employment for business owners in Tallahassee, FL MSA. As yielded by the linear regression analysis, each number in **Table 6-14** represents a percent change in earnings associated with the introduction of the variable (business ownership classification) in the left-hand column. For example, across all industries, the adjustment factor for an African American is -0.335, meaning that an African American would be predicted to earn 33.50 percent less than a non-minority male, all other variables considered or controlled for.

TABLE 6-14.
EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NON-MINORITY MALES AFTER CONTROLLING FOR
DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

BUSINESS OWNERSHIP CLASSIFICATION	ALL INDUSTRIES	CONSTRUCTION	PROFESSIONAL SERVICES	OTHER SERVICES	GOODS & SUPPLIES
African American Firms	-0.335	0.000	-0.579	-0.201	-1.083
Hispanic American Firms	-0.337	-0.417	0.046	-0.220	-0.722
Asian American Firms	-0.177	-0.035	1.168	-0.359	-1.241
Native American Firms	-0.358	-0.234	0.069	-0.217	-0.352
Non-minority Women Firms	-0.348	-0.259	-0.258	-0.373	-0.339

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software. Note: Shading and **bold** indicates the estimated "elasticities" for the group were statistically significant at 95% confidence interval. The architecture and engineering business industry was excluded from this analysis because of insufficient data. In terms of the regression "elasticity" means the percent change resulting by being a member of one of the MWBE groups.

The findings provide further positive evidence that disparities exist in the private sector of the City/County/Blueprints market area, compelling the continuation of remedies in the domain of the government's influence.

The findings also provide affirmative evidence to the more specific questions regarding impacts on earning, demonstrating that self-employed racial, ethnic, and gender minority groups earn less than their non-minority male counterparts, all variables considered.

6.5 CONCLUSION

Analysis of the U.S. Census 2012 SBO data and the PUMS 2011-2016 data demonstrate, in response to the over-arching research question driving this analysis, that disparities do exist for MWBE firms operating in the private sector within the City/County/Blueprint's market area. Thus, based on guidance offered by the courts into this domain, the City/County/Blueprint may have a compelling interest to continue its current MWBE program to avoid becoming a passive participant to discrimination.

To the more specific research questions:

- ◆ The permits analysis presented a summary of firm utilization by racial, ethnic and gender classification comparing MWBE utilization for the City private sector construction projects with commercial construction projects from October 1, 2012 through September 30, 2017. According to the findings from commercial construction projects, substantial MWBE underutilization was evident in the private sector. When compared to findings from the commercial construction projects, MWBE firms fared better on public projects.
- ◆ Findings from the U.S. Census 2012 SBO data indicate that there are substantial disparities for most MWBE firms across industry sectors resembling the procurement categories identified for this study.
- ◆ Findings from the 2011-2016 PUMS data indicate that:
 - MWBE firms were significantly less likely than non-minority males to be self-employed.
 - If they were self-employed, MWBE firms earned significantly less in 2011-2016 than did self-employed non-minority males.

In light of these findings, credence may be given to the proposition established in *Croson*, which suggested a government could be a passive participant in private sector discrimination if it did not act to counter these dynamics at least within the domain of its influence. This evidence stands alongside the disparities observed in public sector contracting to illustrate the substantial inequities that continue to exist in the City/County/Blueprint marketplace, underscoring its compelling interest in continuing to pursue remedies to address these extant gaps.

CHAPTER 7. ANECDOTAL ANALYSIS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



7.1 INTRODUCTION

This chapter examines qualitative and anecdotal evidence of disparate treatment of MWSBE firms by the City, County, and Blueprint, the City's, County's, and Blueprint's prime contractors, and the private sector. This anecdotal analysis seeks to answer the following research question: *Is there qualitative/anecdotal evidence of disparate treatment of MWSBE subcontractors by prime contractors?* The collection and analysis of anecdotal data help to explain and provides context for the quantitative data analyses found in **Chapter 4, Market Area and Utilization Analyses**

and **Chapter 5, Availability and Disparity Analyses**. In conjunction with the quantitative data, MGT could draw inferences from the anecdotal data as to the prevalence of obstacles perceived as limiting the participation of MWSBE and other firms in City/County/Blueprint procurement transactions.

Unlike conclusions derived from other types of analysis in this report, the conclusions derived from anecdotal analysis do not rely solely on quantitative data. Rather, the analysis in this chapter 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. Anecdotal comments in this chapter detail 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. Collective responses from the multiple data collection activities provided in this chapter are not altered for context but are edited for grammar.

Anecdotal data collection and analysis relies on widely-accepted social science research methodology. In total, 1,236 business owners or representatives provided their perceptions, views, and opinions of their experiences working with the City, County, and Blueprint or on the agencies projects as subcontractors. The results of the anecdotal analysis suggest that there is evidence of disparate treatment of MWBEs by prime contractors and firms in the private sector. For example, 33 percent of the MWBE survey respondents indicated they are seldom or never solicited for projects without MWBE goals. This indicates that without a goals program within the City or County, MWBE firms would have limited contract opportunities.

7.2 METHODOLOGY

The legal basis 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*). In that case, the Court held that 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

CHAPTER SECTIONS



- 7.1 Introduction
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- 7.7 Conclusions

ANECDOTAL DATA COLLECTION METHODS

- (1) Business Survey
- (2) Community Meetings
- (3) Stakeholder Interviews
- (4) Focus Groups
- (5) In-Depth Firm Interviews

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 MWSBE participation in contract opportunities. Further discussion regarding the collection of anecdotal data is contained in **Chapter 2, Legal Framework**.

MGT's experience conducting over 214 disparity studies has shown that utilizing multiple methods of anecdotal data collection provides more comprehensive information than methodologies using a single-pronged approach. For this reason, MGT used a combination of surveys, community meetings, focus groups, and one-on-one interviews with businesses to collect anecdotal information. This information is analyzed to identify commonly shared issues and concerns of businesses in the market area between October 1, 2012 and September 30, 2017. In addition to the anecdotal data collection from area businesses, MGT conducted interviews with area trade associations and business organizations to obtain their opinions and perceptions on the City's, County's, and Blueprint's procurement process and the impact on businesses seeking procurement opportunities. While the collection of anecdotal evidence is not required by the courts, input from advocacy and professional development organizations give a third-party perspective of MWSBE issues.

7.2.1 SAMPLING

MGT's sampling methodology for the in-depth interviews and business survey was to randomly select firms from the master vendor database. Each sample pulled included MWSBE and firms without these designations in each procurement category studied in this report. Randomization ensures anecdotal comments are collected from a broad range of firms among industries and business ownership classifications. MGT attempted to collect data in proportion to the distribution of MWSBE and firms without these designations in the relevant market area.²⁴⁴ The community meetings were open to the public and focus groups were targeted to specific groups, therefore, sampling did not occur.

7.2.2 BUSINESS SURVEY

The Survey of Vendors collected detailed information on firm's business ownership and structure, demographics; work bid or performed as prime contractors with the City, County, and Blueprint; work bid or performed as subcontractors, and whether the respondent firm bid or performed work in the private sector. In addition, the survey asked about perceived barriers to doing business with the City, County, and Blueprint and/or prime contractors that the respondents believed they had experienced during the study period. The survey was administered via telephone to a randomly selected list of firms.

²⁴⁴ Chapter 4, Relevant Market Area and Utilization Analyses; section 4.3 and 4.4

The custom business survey questionnaire is included in this report as **Appendix C, Custom Census Business Survey Instrument**. Complete survey results are included as **Appendix D, Business Survey Results**.

7.2.3 COMMUNITY MEETINGS

Community Meetings, which are open to the public, provided firms, associations, and individuals an opportunity to provide comments on their experiences doing business with the City, County, and Blueprint, their primes, and/or in the private sector marketplace. The meeting attendees received a presentation outlining the study's objectives, work tasks, and deliverables. MGT hosted and facilitated four meetings on the following dates and locations.

Date	Location
May 7, 2018	Office of Economic Vitality 315 S. Calhoun St.
May 8, 2018	Parks Law Firm 240 North Magnolia Dr.
June 12 & 13, 2018	Renaissance Center 435 North Macomb St.

Following the presentation at each meeting, attendees who wanted to provide comments did so individually and comments were recorded by a court stenographer. Recorded comments were compared with other anecdotal comments to identify successes and barriers firms experienced. Comments that included suggested program and procurement changes were considered as MGT prepared recommendations.

7.2.4 IN-DEPTH INTERVIEWS

The In-depth interviews allowed for one-on-one structured discussions using an approved interview guide (**Appendix G**) to obtain input from participants. The interviews provided for a more in-depth discussion of issues unique to the respondents' experiences. The interviews collected information on primary line of business, ethnicity, gender, education/training background of the owner, business history, size and gross revenues during selected calendar and/or fiscal years, and information about the firms' experiences attempting to do and conducting business with the City, County, and Blueprint. As with other anecdotal data received, MGT compared in-depth interview data to identify trends and identify potential recommendations.

7.2.5 FOCUS GROUPS

MGT scheduled and conducted five targeted focus groups to allow area trade associations and business organizations, and business owners to discuss City, County, and Blueprint and private sector procurement practices. The focus groups were conducted using a structured focus group guide that included items

related to seeking procurement opportunities, procurement practices, perceived barriers, and the overall business climate and environment in Tallahassee and Leon County.

7.2.6 STAKEHOLDER OUTREACH

Outreach to stakeholders (trade associations and business organizations) was beneficial in helping to inform and engage the business community in anecdotal activities. Stakeholders were asked to disseminate the community meeting notice and anecdotal data collection requests to their members or constituents.

Stakeholders were also contacted to participate in interviews and meetings to gather their input, perceptions, and experiences regarding the City's, County's, and Blueprint's procurement practices particularly related to MWSBE participation.

7.3 DEMOGRAPHICS

The demographic characteristics of anecdotal participants by activity type are presented in the sections below.

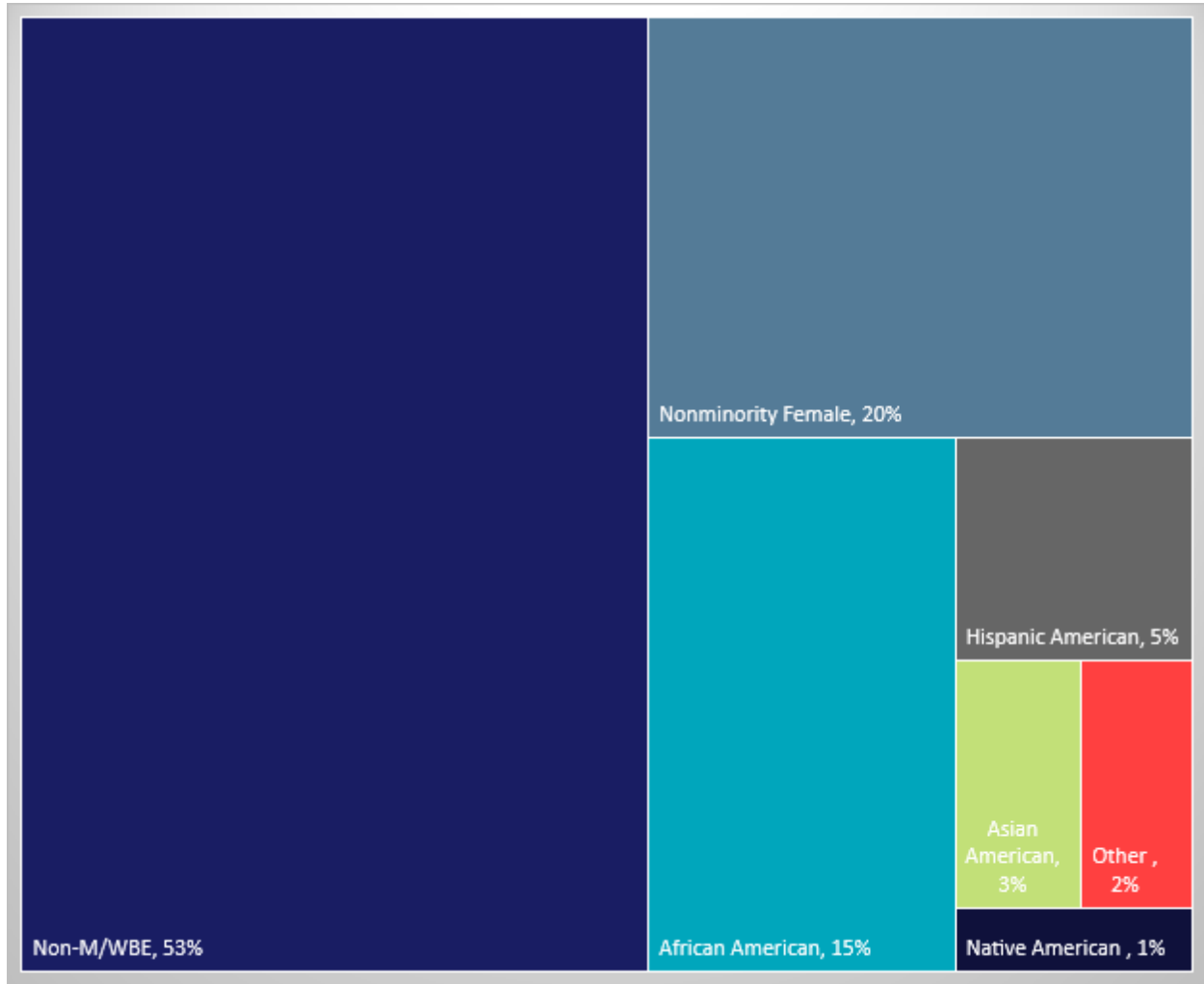
7.3.1 METHODOLOGY

Responses to the survey provided demographic data on businesses in the area in addition to their experiences doing business or attempting to do business with the City, County, and/or Blueprint, their prime contractors, and in the private sector during the study period. The questions were designed to determine if there are differences in experiences and barriers depending on whether a firm is prime vendor or a subcontractor. Survey results revealed that 902 respondents (66%) provide services or goods as a prime vendor, 18 percent or 249 respondents stated they work primarily as a subcontractor or subconsultant, and 15 percent or 206 respondents stated that they are both a prime and a subcontractor. Analysis of the respondent data indicates that while firms surveyed are small, they have experience and sustainability in the market place. The demographic composition of the 513 MWBE firms that completed surveys is outlined in **Exhibits 7-1** through **7-6**.

7.3.1.1 RACE, ETHNICITY, AND GENDER

Exhibit 7-1 provides the race, ethnicity, and gender of survey respondents that expressed interest in working with one or more of the agencies. In total 1,114 firms completed the survey. Minority- and women-owned businesses account for 46.05 percent or 513 respondents.

EXHIBIT 7-1.
CITY OF TALLAHASSEE/LEON COUNTY/BLEUPRINT
BUSINESS SURVEY DEMOGRAPHICS
NUMBER OF RESPONDENTS



Source: Business Surveys, 2018.

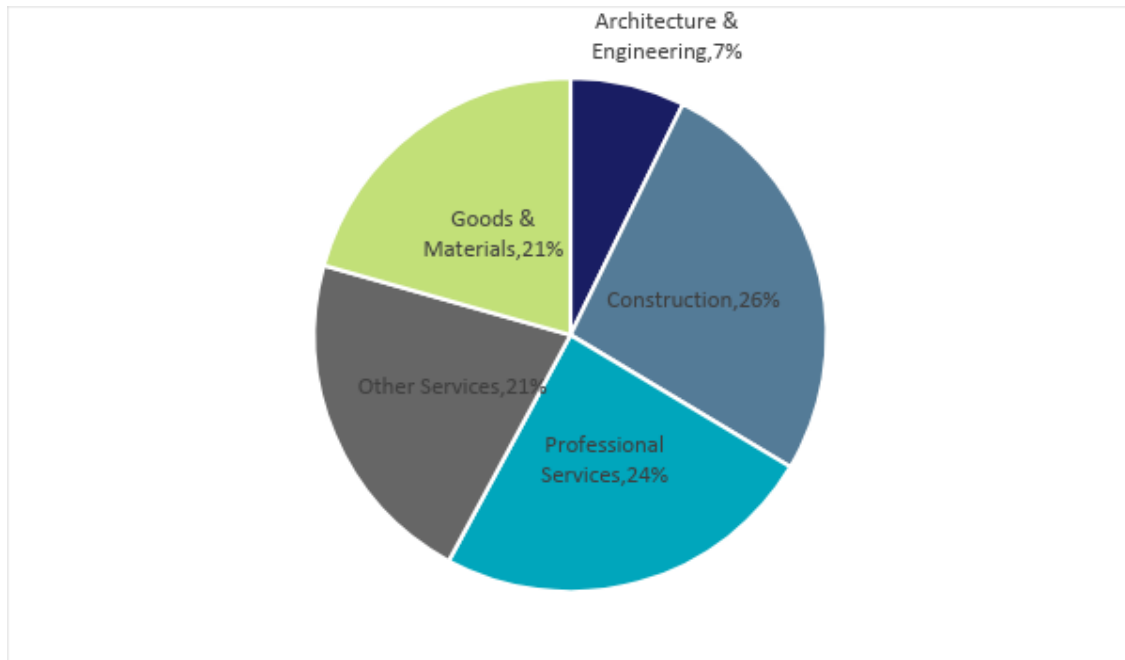
7.3.1.2 INDUSTRY

Exhibit 7-2 represents the industries represented by the survey respondents. The responses are overall responses and not dependent on whether the firm works primarily as a prime vendor or subcontractor or subconsultant. The procurement category definitions are discussed in **Chapter 4, Market Area and Utilization Analyses**.

- ◆ Architecture and Engineering firms account for 7 percent of the survey responses where MWBE make up 5 percent of the total responses.
- ◆ Construction 26 percent of the respondents to include primes and subcontractors/subconsultants. MWBEs represent 21 percent of the construction respondents.

- ◆ Professional Services represents 24 percent of the respondents where MWBEs account for 31 percent.
- ◆ Other Services accounted for 22 percent of the respondents and 26 percent were MWBEs.
- ◆ The Goods industry represents 21 percent of the total responses. MWBEs account for 18 percent of those firms that provides goods and supplies.

EXHIBIT 7-2.
CITY OF TALLAHASSEE/LEON COUNTY/BLEUPRINT
BUSINESS SURVEY DEMOGRAPHICS
INDUSTRY CLASSIFICATION



Source: Survey of vendors, 2018.

To understand the size contracts MWBE prime firms received, the survey asked respondents to indicate a range that best indicated their largest prime contract. In cases where firms indicated that they perform as both a prime and a subcontractor, the \$300,001 to \$500,000 range is where 64 percent of the MWBEs landed. **Table 7-1** illustrates the size of contracts MWBE primes were contract awarded during the study period, regardless of who awarded the contract. Fifty-two percent of MWBE firms stated their largest prime contract was up to \$50,000, and 45 percent of MWBE firms stated that their largest contract was between \$100,000 to \$300,000.

TABLE 7-1.
CITY OF TALLAHASSEE/LEON COUNTY/BLEUPRINT
SURVEY OF VENDORS DEMOGRAPHICS
LARGEST CONTRACT AWARDED – PRIME

	Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	MWBE	Non-MWBE
Up to \$50,000	3%	13%	4%	1%	30%	52%	47%
\$50,001 to \$100,000	3%	12%	0%	0%	17%	32%	63%
\$100,001 to \$300,000	4%	9%	5%	0%	27%	45%	55%
\$300,001 to \$500,000	4%	13%	4%	4%	15%	40%	54%
\$500,001 to \$1 million	3%	6%	3%	0%	18%	29%	71%
\$1,000,001 to \$3 million	0%	15%	0%	0%	20%	35%	65%
\$3,000,001 to \$5 million	0%	0%	0%	0%	0%	0%	100%
\$5,000,001 to \$10 million	17%	0%	0%	0%	0%	17%	83%
Over \$10 million	6%	6%	0%	0%	6%	18%	82%
Don't know	4%	15%	2%	2%	25%	47%	48%

Source: Survey of vendors, 2018.

MWBE subcontractors responded that their largest subcontract ranged from between \$100,001 to \$300,000 (56%) as shown in **Table 7-2**.

TABLE 7-2.
CITY OF TALLAHASSEE/LEON COUNTY/BLEUPRINT
SURVEY OF VENDORS DEMOGRAPHICS
LARGEST CONTRACT AWARDED – SUBCONTRACTOR

	Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	MWBE	Non-MWBE
Don't know	0%	13%	9%	13%	9%	43%	52%
Up to \$50,000	0%	30%	9%	0%	10%	50%	49%
\$50,001 to \$100,000	2%	9%	11%	2%	16%	40%	60%
\$100,001 to \$300,000	12%	20%	4%	8%	12%	56%	44%
\$300,001 to \$500,000	0%	11%	0%	0%	11%	22%	78%
\$500,001 to \$1 million	0%	0%	0%	0%	0%	0%	100%
\$1,000,001 to \$3 million	0%	0%	0%	0%	0%	0%	100%
\$3,000,001 to \$5 million	0%	0%	0%	0%	0%	0%	100%
\$5,000,001 to \$10 million	0%	0%	0%	0%	0%	0%	50%
Over \$10 million	0%	0%	0%	0%	50%	50%	0%

Source: Survey of vendors, 2018.

7.3.2 COMMUNITY MEETINGS

MGT conducted four community meetings and in total 36 firms attended the community meetings. Twenty-five firms provided comments regarding their experiences with the City, County, and Blueprint’s

procurement process. Comments received during the community meeting were included with the other comments to determine if other firms have the same concerns.

7.3.3 FOCUS GROUPS

MGT scheduled and conducted five focus groups which included one for Airport Concessions Disadvantaged Business Enterprises (ACDBE) firms. The focus groups were conducted with area trade associations and business organizations. Collectively, 41 individuals participated in the focus groups. The discussion and comments received were included with the other comments to determine if other firms have similar concerns, experiences, successes, or recommendations for modifications to the City, County, and Blueprint's procurement processes.

7.3.4 IN-DEPTH INTERVIEWS

The in-depth interviews were conducted with randomly selected firms extracted from the master vendor database and located in the City and County's relevant market area.²⁴⁵ MGT cross referenced the list of firms for the interviews to ensure they were not previously selected for other anecdotal activities, i.e. surveys and focus groups. In total, 45 firms were interviewed.

7.4 FINDINGS

7.4.1 BARRIERS TO DOING BUSINESS WITH THE CITY OF TALLAHASSEE & LEON COUNTY

Overall, firms commented that the City and County's departments did not include the objectives and policies of the MWBE program in their procurement process. Firms indicated that during most of the study period the MWBE programs and DBE program, were operated by two agencies. Firms indicated that the consolidated programs should help increase utilization but will require additional resources, and support from the governing bodies for the programs to function effectively. Participants stated that contracts are too large for their firms to successfully compete on, and that having two different program guidelines within the same office is counterproductive.

Here are comments about each agency.

City of Tallahassee

- ◆ An African American owner of a services firm stated when starting his firm, he sought the assistance of the Office of Economic Development to provide guidance on how to identify contracts or primes to work with. He was informed that he had to "do it on his own."
- ◆ A Nonminority Woman owner of a construction management firm stated that the City and County should use commodity codes to identify specific work provided by MWBEs. She continued by

²⁴⁵ See Chapter 4, Market Area and Utilization Analyses.

stating that identifying specific work will aid primes in identifying appropriate subcontractors for opportunities.

- ◆ An African American owner of a professional services firm stated that the MWBE program puts much of its focus on construction. The firm went on to comment that City continues to use the same firms repeatedly with no accountability to partner with MWBE firms.
- ◆ A Nonminority Woman owner of a services firms stated that the City does a good job working their firm, however, she adds that the City needs to improve the bid notification process. She continued that the City's website is confusing and not user-friendly.

Blueprint Intergovernmental Agency

- ◆ A nonminority male who is the owner of an architecture and engineering firm stated that the City, in particular Blueprint, self-performs a lot of work that would normally be contracted out like surveying. His perception is that "Blueprint wants to be catered to." He continued by saying that Blueprint solicited a project with \$1.7 million in consulting fees and the two firms that submitted were slated to win.
- ◆ An African American general construction firm owner expressed concern that time between advertising a bid and the due date is too short for firms to adequately prepare a bid response.
- ◆ An African American professional services consulting firm owner stated that the MWBE certification process needs to be streamlined.

Leon County

- ◆ A Nonminority Woman owner of a services firms stated that the County has simplified the certification process which increased the timeline for her to identify opportunities. Additionally, she added that the specifications for some services contracts are unrealistic and creates a barrier for her firm to successfully bid.
- ◆ An African American owner of a services firm suggested that qualification criteria and project specifications should be different for projects \$50,000 and less than higher valued projects.
- ◆ An African American owner of an engineering firm stated that even as an "approved" consultant on continuing services contracts, their firm did not get any task order work under the contract. This firm stated that large firms were also approved and were repeatedly getting task order work.

7.4.2 PRIMES CONTRACTING BEHAVIOR

Prime contractors and vendors have a unique opportunity to maximize the utilization of MWBE firms not only on City and County contracts, but within the private sector marketplace as well. Many MWBE firms stated that two major barriers are primes not being held accountable for utilizing MWBEs and are slow to pay for work completed.

A sampling of comments on behaviors of prime vendors when MWBE firms work with or attempt to work with primes in the marketplace are:

- ♦ African American professional services firm stated there is no accountability for primes utilizing MWBE firms. Primes get work and submit names of MWBE subs but do not use the subs named in their proposals. This firm continued by stating that accountability is needed to ensure primes are paying subcontractors timely and contracted amounts.
- ♦ African American construction firm owner spoke about their experience working on a Leon County project where they bid with a prime who was low bidder. The County halted work on the contract and the prime ended up using another sub. This firm stated that they called the prime several times and the prime would not return phone calls.

7.4.3 DISCRIMINATION AND DISPARATE TREATMENT

Anecdotal participants were asked if they experienced discriminatory or disparate behavior by the City/County/Blueprint, its primes, or in the private sector during the study period. Minority and women firms felt that they were evaluated with a higher level of scrutiny based on their qualifications and ability to perform which was not apparent among their nonminority counterparts.

7.5 SUGGESTED REMEDIES FROM ANECDOTAL PARTICIPANTS

While collecting anecdotal data, participants provided their ideas and recommendations for improving the procurement process and MWBE Program to increase MWBE participation. A few recurring ideas and/or suggested remedies provided by participants are:

- ♦ Include a list of MWBE firms by commodity codes with bid and proposal solicitations.
- ♦ Increase the Office of Economic Development staff so there will be more outreach conducted and oversight of program compliance.
- ♦ Structure smaller bid packages so small firms can work as primes and subcontractors and have the capacity to bid and win subcontracts.
- ♦ Extend the focus of the MWBE program beyond construction.
- ♦ Provide business development courses for smaller firms to include, but not be limited to, business structure, marketing, financial requirements, etc.
- ♦ Expand or modify notification of opportunities.

7.6 STAKEHOLDER INTERVIEWS

MGT conducted interviews with representatives from 12 area trade associations and business associations to openly discuss how their organizations provide technical or professional development assistance to minority and women businesses in the market place. In addition, stakeholders were asked to provide their views on recommendations to modify the City/County/Blueprint's procurement processes that would be more inclusive of MWBEs. Of the associations and organizations that shared their input on the

state of minority and women businesses in the market place, they agree that a majority of MWBE firms are smaller and their size hinders their ability to secure bonding or receive sizable subcontracts that would grow their business. During the interviews, associations and organizations were asked to provide recommendations on how the MWBE program or City and County's procurement processes could be improved. Two recurring recommendations were 1) need program compliance to ensure primes are fairly seeking, hiring, and paying MWBE firms, and 2) better process of notifying businesses of future procurement opportunities.

7.7 CONCLUSIONS

Using multi-faceted qualitative data collection methods provided several opportunities to gather perceptions, experiences, and opinions from the business community, particularly MWBE firms in doing business with the City and County. In summary, 1,236 business owners or representatives, and community stakeholders provided their perceptions of their experiences working with the City and/or County, or on City or County projects as subcontractors. Anecdotal participants generally had concerns with the procurement process and larger contracts in which smaller firms could not be competitive and the MWBE Program's gap in providing substantial business assistance for certified firms.

CHAPTER 8. FINDINGS AND
RECOMMENDATIONS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



8.1 INTRODUCTION

The City of Tallahassee, Leon County, Florida, and the Blueprint Intergovernmental Agency (City/County/Blueprint) contracted MGT of America Consulting, LLC (MGT) to conduct a Disparity Study to examine the status of minority, women-owned and small business enterprises (MWSBEs) in the City/County/Blueprint's geographic and product marketplaces.

CHAPTER SECTIONS



- 8.1 Introduction
- 8.2 Findings
- 8.3 Commendations and Recommendations

Within the context of studying City/County/Blueprint's procurement practices, the study must be conducted in a manner consistent with disparity study best practices, controlling local legal precedents, and constitutional law in order to properly advise the City/County/Blueprint about the legal basis for potential remedies, if necessary. MGT's methodology included a review of the disparity study's legal framework; a policy and procedures review; analyses of utilization, availability, and statistical disparity; anecdotal research; private sector analyses; and findings, and recommendations.

In this chapter, MGT provides findings for the City/County/Blueprint on minority-, women-owned and small business enterprise (MWSBE) utilization and availability, anecdotal accounts of firms' experiences conducting business with City/County/Blueprint and/or primes contracted by City/County/Blueprint, and disparity. This study consisted of fact-finding to analyze City/County/Blueprint's procurement trends and practices for the study period from October 1, 2012 through September 30, 2017. One of the goals of this chapter is to assist OEV in its efforts to consolidate policies and goals of City/County/Blueprint MWSBE Programs. This consolidation will help streamline processes and provide greater opportunities for MWBEs to access, compete and secure government contracts.

The results of this study and conclusions drawn are presented in detail in **Chapters 3** through **7** of this report. This chapter summarizes evidence for study's the central research question: *is there factual predicate evidence to support the continuation a race- and gender-conscious MWBE program for the City/County/Blueprint?* MGT found sufficient evidence of disparity and recommends that City/County/Blueprint continue its MWBE program to address identified disparities.

8.2 FINDINGS

FINDING A: HISTORICAL MWBE UTILIZATION

M/WBE prime utilization for the City's 2003 Disparity Study and the County's 2009 Disparity Study is presented in **Tables 8-1** and **8-2** below.

TABLE 8-1. HISTORICAL SUMMARY OF PRIME UTILIZATION
BY BUSINESS CATEGORY
CITY 2003 DISPARITY STUDY

BUSINESS CATEGORY	DOLLARS	PERCENT OF TOTAL DOLLARS
	CITY 2003	CITY 2003
Construction	\$78,584,105	29%
Professional Services	\$9,241,846	3%
Goods and Services	\$124,496,649	45%
Equipment and Supplies	\$61,822,594	23%
Total	\$274,145,194	

Source: MGT of America, City of Tallahassee Disparity Study, 2003.

TABLE 8-2. HISTORICAL SUMMARY OF PRIME UTILIZATION
BY BUSINESS CATEGORY
LEON COUNTY 2009 DISPARITY STUDY

BUSINESS CATEGORY	DOLLARS	PERCENT OF TOTAL DOLLARS
	COUNTY 2009	COUNTY 2009
Construction	\$73,864,165	71%
A & E	\$7,198,202	7%
Professional Services	\$4,482,527	4%
Other Services	\$6,361,776	6%
Materials and Supplies	\$11,624,817	11%
Total	\$103,531,487	

Source: MGT of America, Leon County Disparity Study 2009

FINDING B: CURRENT GOALS AND GOAL ATTAINMENT

B-1 CITY OF TALLAHASSEE – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for the City, when compared to current City MWBE goals, was achieved for MBE and WBE Construction Subcontractors. See **Table 8-3** below.

TABLE 8-3. CITY OF TALLAHASSEE CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	2003 CITY GOALS*		2019 CITY GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	7.50%	3.00%	2.98%	1.12%	-4.52%	-1.88%
Construction Subcontractor	7.50%	3.00%	14.64%	6.22%	7.14%	3.22%
A & E	7.50%	3.00%	1.15%	2.84%	-6.35%	-0.16%
Professional Services	12.50%	3.00%	2.11%	5.29%	-10.39%	2.29%

BUSINESS CATEGORY	2003 CITY GOALS*		2019 CITY GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Other Services	7.50%	3.00%	4.96%	2.99%	-2.54%	-0.01%
Materials and Supplies	7.50%	3.00%	0.09%	0.66%	-7.41%	-2.34%

*Note: Other than Professional Services, goals are for Capital Budget projects \$100,000 or more.

B-2 BLUEPRINT – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for Blueprint, when compared to current Blueprint MWBE goals, was achieved for MBE and WBE Construction Subcontractors, and WBEs in Other Services and Materials and Supplies. See **Table 8-4** below.

TABLE 8-4. BLUEPRINT CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	BLUEPRINT GOALS*		2019 BLUEPRINT GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	7.50%	3.00%	0.00%	0.11%	-7.50%	-2.89%
Construction Subcontractor	7.50%	3.00%	12.23%	32.88%	4.73%	29.88%
A & E	7.50%	3.00%	0.00%	2.16%	-7.50%	-0.84%
Professional Services	12.50%	3.00%	0.00%	0.48%	-12.50%	-2.52%
Other Services	7.50%	3.00%	1.00%	9.09%	-6.50%	6.09%
Materials and Supplies	7.50%	3.00%	0.00%	3.56%	-7.50%	0.56%

*Note: Other than Professional Services, goals are for Capital Budget projects \$100,000 or more.

B-3 LEON COUNTY – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for Leon County, when compared to current County MWBE goals, was achieved for MBEs in Construction Subcontractors, MBEs Other Services and WBEs in Professional Services and Materials and Supplies. See **Table 8-5** below.

TABLE 8-5. LEON COUNTY CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	2009 COUNTY GOALS		2019 COUNTY GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	8.00%	5.00%	3.95%	4.43%	-4.05%	-0.57%
Construction Subcontractor	17.00%	9.00%	23.30%	6.54%	6.30%	-2.46%
A & E	12.00%	14.00%	10.20%	7.49%	-1.80%	-6.51%
Professional Services	7.00%	15.00%	0.77%	0.79%	-6.23%	-14.21%
Other Services	10.00%	8.00%	21.98%	7.23%	11.98%	-0.77%
Materials and Supplies	1.00%	6.00%	0.10%	10.84%	-0.90%	4.84%

Source: City/County/Blueprint 2019 Disparity Study

FINDING C: MWBE UTILIZATION BY AGENCY BY PROCUREMENT CATEGORY (Chapters 4)

C-1 CITY OF TALLAHASSEE UTILIZATION

The expenditure utilization analysis shows that non-MWBE firms are utilized at substantially higher rates than their MWBE counterparts. Across all procurement categories, prime MWBE utilization, including Blueprint spending, amounted to 4.76 percent of \$526,165 million spent with firms in the relevant market area. The spend by the MWBE classifications were 1.88 percent for Non-minority Women firms, 1.05 percent for African American firms, 1.81 percent for Hispanic American firms, and 0.02 percent for Asian American firms.

TABLE 8-6. PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	1.05%	0.08%	0.86%	1.66%	3.65%	0.08%
Asian Americans	0.02%	0.00%	0.00%	0.02%	0.05%	0.01%
Hispanic Americans	1.81%	2.90%	0.29%	0.42%	1.26%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.88%	2.98%	1.15%	2.11%	4.96%	0.09%
Non-minority Woman Firms	1.88%	1.12%	2.84%	5.29%	2.99%	0.66%
TOTAL MWBE FIRMS	4.76%	4.10%	4.00%	7.40%	7.95%	0.75%
TOTAL NON-MWBE FIRMS	95.24%	95.90%	96.00%	92.60%	92.05%	99.25%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 5,536,135.95	\$ 213,387.55	\$ 581,310.08	\$ 342,691.09	\$ 4,357,418.82	\$ 41,328.41
Asian Americans	\$ 81,890.00	\$ 5,360.00	\$ -	\$ 5,020.00	\$ 65,060.00	\$ 6,450.00
Hispanic Americans	\$ 9,545,432.21	\$ 7,763,230.30	\$ 193,621.00	\$ 87,566.04	\$ 1,501,014.87	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 15,163,458.16	\$ 7,981,977.85	\$ 774,931.08	\$ 435,277.13	\$ 5,923,493.69	\$ 47,778.41
Non-minority Woman Firms	\$ 9,907,767.06	\$ 3,004,845.98	\$ 1,914,315.23	\$ 1,089,920.22	\$ 3,563,510.27	\$ 335,175.36
TOTAL MWBE FIRMS	\$ 25,071,225.22	\$ 10,986,823.83	\$ 2,689,246.31	\$ 1,525,197.35	\$ 9,487,003.96	\$ 382,953.77
TOTAL NON-MWBE FIRMS	\$ 501,094,251.48	\$ 256,806,543.85	\$ 64,602,717.64	\$ 19,095,113.00	\$ 109,830,296.99	\$ 50,759,580.00
TOTAL FIRMS	\$ 526,165,476.70	\$ 267,793,367.68	\$ 67,291,963.95	\$ 20,620,310.35	\$ 119,317,300.95	\$ 51,142,533.77

Source: MGT developed a Master Prime File based on city of Tallahassee payments between October 1, 2012, through September 30, 2017.

C-2 CITY OF TALLAHASSEE SUBCONTRACTOR UTILIZATION

For the City's construction subcontractors, MGT estimated that 79.14 percent of spending went to non-MWBE firms, while only 20.86 percent when to MWBE firms.

TABLE 8-7. SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS
BY BUSINESS OWNERSHIP CLASSIFICATION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	14.64%	14.64%
Asian Americans	0.00%	0.00%
Hispanic Americans	0.00%	0.00%
Native Americans	0.00%	0.00%
TOTAL MINORITY FIRMS	14.64%	14.64%
Non-minority Woman Firms	6.22%	6.22%
TOTAL MWDBE FIRMS	20.86%	20.86%
TOTAL NON-MWDBE FIRMS	79.14%	79.14%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	\$ 1,436,382.15	\$ 10,046,063.73
Asian Americans	\$ -	\$ -
Hispanic Americans	\$ -	\$ -
Native Americans	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 1,436,382.15	\$ 10,046,063.73
Non-minority Woman Firms	\$ 610,016.29	\$ 4,266,456.89
TOTAL MWDBE FIRMS	\$ 2,046,398.44	\$ 14,312,520.62
TOTAL NON-MWDBE FIRMS	\$ 7,763,092.58	\$ 54,295,107.18
TOTAL FIRMS	\$ 9,809,491.02	\$ 68,607,627.80

Source: MGT's subcontractor representative sample results and estimates between October 1, 2012, and September 30, 2017.

C-3 CITY OF TALLAHASSEE STARMETRO UTILIZATION

For StarMetro, 68.58 percent went to non-MWDBE firms, while only 31.42 percent went to MWDBE firms.

TABLE 8-8. UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
STARMETRO DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	29.91%	0.00%	0.00%	0.00%	42.23%	0.00%
Asian Americans	0.03%	0.00%	0.00%	0.32%	0.00%	0.00%
Hispanic Americans	0.05%	0.00%	0.00%	0.00%	0.07%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	29.99%	0.00%	0.00%	0.32%	42.30%	0.00%
Non-minority Woman Firms	1.43%	0.00%	0.00%	0.00%	1.73%	2.70%
TOTAL MWDBE FIRMS	31.42%	0.00%	0.00%	0.32%	44.02%	2.70%
TOTAL NON-MWDBE FIRMS	68.58%	100.00%	100.00%	99.68%	55.98%	97.30%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 1,506,081.83	\$ -	\$ -	\$ -	\$ 1,506,081.83	\$ -
Asian Americans	\$ 1,750.00	\$ -	\$ -	\$ 1,750.00	\$ -	\$ -
Hispanic Americans	\$ 2,494.56	\$ -	\$ -	\$ -	\$ 2,494.56	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 1,510,326.39	\$ -	\$ -	\$ 1,750.00	\$ 1,508,576.39	\$ -
Non-minority Woman Firms	\$ 71,963.33	\$ -	\$ -	\$ -	\$ 61,601.58	\$ 10,361.75
TOTAL MWDBE FIRMS	\$ 1,582,289.72	\$ -	\$ -	\$ 1,750.00	\$ 1,570,177.97	\$ 10,361.75
TOTAL NON-MWDBE FIRMS	\$ 3,453,929.87	\$ 454,612.22	\$ 81,662.43	\$ 547,439.19	\$ 1,996,480.76	\$ 373,735.27
TOTAL FIRMS	\$ 5,036,219.59	\$ 454,612.22	\$ 81,662.43	\$ 549,189.19	\$ 3,566,658.73	\$ 384,097.02

MGT developed a Master Prime File based on StarMetro payments between October 1, 2012, through September 30, 2017.

C-4 CITY OF TALLAHASSEE AVIATION UTILIZATION

For Aviation, 99.15 percent went to non-MWDBE firms, while only 0.85 percent went to MWDBE firms.

TABLE 8-9. UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
AVIATION DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.03%	0.00%	0.00%	0.00%	1.11%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.03%	0.00%	0.00%	0.00%	1.11%	0.00%
Non-minority Woman Firms	0.82%	0.07%	0.00%	0.00%	25.07%	6.37%
TOTAL MWDBE FIRMS	0.85%	0.07%	0.00%	0.00%	26.18%	6.37%
TOTAL NON-MWDBE FIRMS	99.15%	99.93%	100.00%	100.00%	73.82%	93.63%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Asian Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ 14,822.70	\$ -	\$ -	\$ -	\$ 14,822.70	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 14,822.70	\$ -	\$ -	\$ -	\$ 14,822.70	\$ -
Non-minority Woman Firms	\$ 380,426.72	\$ 27,387.28	\$ -	\$ -	\$ 334,743.32	\$ 18,296.12
TOTAL MWDBE FIRMS	\$ 395,249.42	\$ 27,387.28	\$ -	\$ -	\$ 349,566.02	\$ 18,296.12
TOTAL NON-MWDBE FIRMS	\$ 46,038,389.07	\$ 37,504,459.40	\$ 7,205,443.16	\$ 74,113.97	\$ 985,558.10	\$ 268,814.44
TOTAL FIRMS	\$ 46,433,638.49	\$ 37,531,846.68	\$ 7,205,443.16	\$ 74,113.97	\$ 1,335,124.12	\$ 287,110.56

a: MGT developed a Master Prime File based on Aviation payments between October 1, 2012, through September 30, 2017.

C-5 AVIATION CONCESSIONS UTILIZATION

MWDBE utilization amounted to 4.11 percent of total concessions receipts; 3.29 percent for Non-minority Women firms, 0.66 percent for Hispanic American firms, and 0.17 percent for African American firms.

TABLE 8-10. UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
AVIATION DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CAR RENTAL	FOOD & BEVERAGE	RETAIL	ADVERTISING
African Americans	0.17%	0.00%	0.02%	1.58%	12.44%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.66%	0.75%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.83%	0.75%	0.02%	1.58%	12.44%
Non-minority Woman Firms	3.29%	1.15%	26.05%	0.02%	0.00%
TOTAL MWDBE FIRMS	4.11%	1.90%	26.07%	1.60%	12.44%
TOTAL NON-MWDBE FIRMS	95.89%	98.10%	73.93%	98.40%	87.56%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CAR RENTAL	FOOD & BEVERAGE	RETAIL	ADVERTISING
African Americans	\$ 155,350.84	\$ 1,983.45	\$ 1,741.00	\$ 27,035.00	\$ 124,591.39
Asian Americans	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Hispanic Americans	\$ 614,672.52	\$ 614,672.52	\$ 0.00	\$ 0.00	\$ 0.00
Native Americans	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
TOTAL MINORITY FIRMS	\$ 770,023.36	\$ 616,655.97	\$ 1,741.00	\$ 27,035.00	\$ 124,591.39
Non-minority Woman Firms	\$ 3,066,763.49	\$ 951,001.18	\$ 2,115,389.31	\$ 373.00	\$ 0.00
TOTAL MWDBE FIRMS	\$ 3,836,786.85	\$ 1,567,657.15	\$ 2,117,130.31	\$ 27,408.00	\$ 124,591.39
TOTAL NON-MWDBE FIRMS	\$ 89,460,473.11	\$ 80,892,697.84	\$ 6,002,826.02	\$ 1,687,681.78	\$ 877,267.47
TOTAL FIRMS	\$ 93,297,259.96	\$ 82,460,354.99	\$ 8,119,956.33	\$ 1,715,089.78	\$ 1,001,858.86

Source: MGT developed a Master Concessions File based on Aviation concession receipts between October 1, 2012, through September 30, 2017.

C-6 BLUEPRINT PRIME UTILIZATION

Prime utilization with MWBEs amounted to 0.91 percent of the \$100.1 million spent with firms within the relevant market area. Spending was captured for three MWBE classifications; 0.90 percent for Non-minority Women firms, 0.01 percent for African American firms, and 0.00 percent for Asian American firms.

TABLE 8-11. PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
BLUEPRINT DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.01%	0.00%	0.00%	0.00%	0.94%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.01%	0.00%	0.00%	0.00%	1.00%	0.00%
Nonminority Woman Firms	0.90%	0.11%	2.16%	0.48%	9.09%	3.56%
TOTAL MWBE FIRMS	0.91%	0.11%	2.16%	0.48%	10.09%	3.56%
TOTAL NON-MWBE FIRMS	99.09%	99.89%	97.84%	99.52%	89.91%	96.44%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 11,527.20	\$ -	\$ -	\$ -	\$ 11,527.20	\$ -
Asian Americans	\$ 750.00	\$ -	\$ -	\$ -	\$ 750.00	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 12,277.20	\$ -	\$ -	\$ -	\$ 12,277.20	\$ -
Nonminority Woman Firms	\$ 902,206.77	\$ 67,967.14	\$ 683,179.72	\$ 34,410.00	\$ 111,035.91	\$ 5,614.00
TOTAL MWBE FIRMS	\$ 914,483.97	\$ 67,967.14	\$ 683,179.72	\$ 34,410.00	\$ 123,313.11	\$ 5,614.00
TOTAL NON-MWBE FIRMS	\$ 99,200,631.45	\$ 59,823,498.12	\$ 31,008,976.30	\$ 7,117,715.45	\$ 1,098,328.35	\$ 152,113.23
TOTAL FIRMS	\$ 100,115,115.42	\$ 59,891,465.26	\$ 31,692,156.02	\$ 7,152,125.45	\$ 1,221,641.46	\$ 157,727.23

Source: MGT developed a Master Prime File based on Blueprint payments between October 1, 2012, and September 30, 2017.

C-7 BLUEPRINT SUBCONTRACTOR UTILIZATION

Overall, construction subcontract dollars were estimated to have been \$19.8 million or 33 percent of the \$59.9 million in Blueprint construction prime contracts in the market area. Nonminority women firms received 32.88 percent of construction subcontracts while African American firms received 12.23 percent.

**TABLE 8-12. SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS
BY BUSINESS OWNERSHIP CLASSIFICATION
BLUEPRINT DIVISION**

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	12.23%
Asian Americans	0.00%
Hispanic Americans	0.00%
Native Americans	0.00%
TOTAL MINORITY FIRMS	12.23%
Nonminority Woman Firms	32.88%
TOTAL MWBE FIRMS	45.11%
TOTAL NON-MWBE FIRMS	54.89%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	\$2,416,804.71
Asian Americans	\$-
Hispanic Americans	\$-
Native Americans	\$-
TOTAL MINORITY FIRMS	\$2,416,804.71
Nonminority Woman Firms	\$6,498,195.24
TOTAL MWBE FIRMS	\$8,914,999.95
TOTAL NON-MWBE FIRMS	\$10,849,183.59
TOTAL FIRMS	\$19,764,183.54

Source: MGT's Blueprint Subcontractor estimates between October 1, 2012 and September 30, 2017.

Analyzing the construction subcontractors for Blueprint, MGT estimated that 54.89 percent of spending went to non-MWBE firms, while 45.11 percent when to MWBE firms.

C-8 LEON COUNTY PRIME UTILIZATION ANALYSIS

Leon County prime MWBE utilization amounted to 12.20 percent of total payments within the relevant market area; 5.95 percent for Nonminority Women firms, 4.70 percent for African American firms, 1.51 percent for Hispanic American firms, and 0.04 percent for Asian American firms.

**TABLE 8-13. PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
LEON COUNTY**

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	4.70%	3.95%	10.07%	0.70%	11.68%	0.09%
Asian Americans	0.04%	0.00%	0.00%	0.00%	0.28%	0.00%
Hispanic Americans	1.51%	0.00%	0.14%	0.07%	10.02%	0.01%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	6.25%	3.95%	10.20%	0.77%	21.98%	0.10%
Nonminority Woman Firms	5.95%	4.43%	7.49%	0.79%	7.23%	10.84%
TOTAL MWBE FIRMS	12.20%	8.38%	17.69%	1.57%	29.21%	10.94%
TOTAL NON-MWBE FIRMS	87.80%	91.62%	82.31%	98.43%	70.79%	89.06%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 5,813,081.14	\$ 2,345,500.84	\$ 1,212,711.34	\$ 82,153.02	\$ 2,153,283.31	\$ 19,432.63
Asian Americans	\$ 52,122.35	\$ 0.00	\$ 0.00	\$ 0.00	\$ 51,524.35	\$ 598.00
Hispanic Americans	\$ 1,872,998.30	\$ 0.00	\$ 16,370.00	\$ 8,130.00	\$ 1,846,355.30	\$ 2,143.00
Native Americans	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
TOTAL MINORITY FIRMS	\$ 7,738,201.79	\$ 2,345,500.84	\$ 1,229,081.34	\$ 90,283.02	\$ 4,051,162.96	\$ 22,173.63
Nonminority Woman Firms	\$ 7,363,517.86	\$ 2,633,327.57	\$ 902,200.49	\$ 92,567.92	\$ 1,333,670.19	\$ 2,401,751.69
TOTAL MWBE FIRMS	\$ 15,101,719.65	\$ 4,978,828.41	\$ 2,131,281.83	\$ 182,850.94	\$ 5,384,833.15	\$ 2,423,925.32
TOTAL NON-MWBE FIRMS	\$ 108,634,994.17	\$ 54,467,176.47	\$ 9,914,765.04	\$ 11,477,288.77	\$ 13,048,962.60	\$ 19,726,801.29
TOTAL FIRMS	\$ 123,736,713.82	\$ 59,446,004.88	\$ 12,046,046.87	\$ 11,660,139.71	\$ 18,433,795.75	\$ 22,150,726.61

Source: MGT developed a Master Prime File based on Leon County's B2GNow system between October 1, 2012, through September 30, 2017.

C-9 LEON COUNTY SUBCONTRACTOR UTILIZATION

MGT calculated that overall construction subcontract dollars to have been \$19.6 million or 33 percent of the \$59.4 million in County construction prime contracts in the market area. African American firms received 20.71 percent, Nonminority women firms received 6.54 percent, and Hispanic American firms received 2.59 percent.

TABLE 8-14. SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS
BY BUSINESS OWNERSHIP CLASSIFICATION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	20.71%
Asian Americans	0.00%
Hispanic Americans	2.59%
Native Americans	0.00%
TOTAL MINORITY FIRMS	23.30%
Nonminority Woman Firms	6.54%
TOTAL MWBE FIRMS	29.84%
TOTAL NON-MWBE FIRMS	70.16%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	\$ 4,063,114.93
Asian Americans	\$ 0.00
Hispanic Americans	\$ 507,858.66
Native Americans	\$ 0.00
TOTAL MINORITY FIRMS	\$ 4,570,973.59
Nonminority Woman Firms	\$ 1,282,196.15
TOTAL MWBE FIRMS	\$ 5,853,169.74
TOTAL NON-MWBE FIRMS	\$ 13,764,011.87
TOTAL FIRMS	\$ 19,617,181.61

Source: MGT's Blueprint Subcontractor estimates between October 1, 2012 and September 30, 2017.

Analyzing the subcontractors for construction, MGT estimated that 70.16 percent of spending went to non-MWBE firms, while only 29.84 percent when to MWBE firms.

FINDING D: MWBE DISPARITY ANALYSIS BY AGENCY BY PROCUREMENT CATEGORY (Chapters 5)

D-1 CITY OF TALLAHASSEE PRIME DISPARITY ANALYSIS

Analysis of disparities for prime contractors across all procurement categories reveals:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 42.71;
- ◆ Asian American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 1.94;
- ◆ Hispanic American-owned firms were overutilized, with a substantial and statistically significant disparity ratio of 237.91. This overutilization can be attributed to only seven Hispanic firms being utilized across all the categories during the study period;
- ◆ Native American-owned firms were underutilized, with disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Non-minority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 24.35; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 40.15.

TABLE 8-15. PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING
ALL PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	1.05%	2.46%	42.71	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.02%	0.80%	1.94	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	1.81%	0.76%	237.91	Overutilization	Yes	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.11%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	2.88%	4.14%	69.66	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	1.88%	7.73%	24.35	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	4.76%	11.87%	40.15	Underutilization	Yes	Disparity
NON-MWBE FIRMS	95.24%	88.13%	108.06	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

D-2 CITY OF TALLAHASSEE SUBCONTRACTORS DISPARITY ANALYSIS

This section presents disparity ratios and significance testing for the **Construction** category for subcontractors. Relevant findings include:

- ◆ African American-owned firms were underutilized with a substantial disparity ratio of 65.79, with a substantial and statistically significant disparity ratio;
- ◆ Hispanic American-owned firms were substantially underutilized, with a substantial disparity ratio of 0.00, with a substantial and statistically significant disparity ratio;
- ◆ Native American-owned firms were substantially underutilized, with a substantial disparity ratio of 0.00, with a substantial and statistically significant disparity ratio;
- ◆ Non-minority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 74.51; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 51.13.

TABLE 8-16. SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING
CONSTRUCTION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	14.62%	22.22%	65.79	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
HISPANIC AMERICAN FIRMS	0.00%	6.48%	0.00	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	3.70%	0.00	Underutilization	Yes	Disparity
TOTAL MINORITY FIRMS	14.62%	32.41%	45.12	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	6.21%	8.33%	74.51	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	20.83%	40.74%	51.13	Underutilization	Yes	Disparity
NON-MWBE FIRMS	79.17%	59.26%	133.60	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

D-3 BLUEPRINT DISPARITY ANALYSIS

This section presents disparity ratios and significance testing for Blueprint prime contractors. Relevant findings include:

- ◆ African American-owned firms were substantially underutilized, with a disparity ratio of 0.60
- ◆ Asian American-owned firms were substantially underutilized, with a disparity ratio of 0.23, but lacks statistical significance due to the relatively small size/share of population;
- ◆ Hispanic American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to the relatively small size/share of population;
- ◆ Native American-owned firms were substantially underutilized, with disparity ratio of 0.00, but lacks statistical significance due to the relatively small size/share of population;
- ◆ Nonminority Women firms were underutilized, with a substantial and statistically significant disparity ratio of 8.70; and
- ◆ M/WBEs were underutilized, with a substantial and statistically significant disparity ratio of 6.47.

TABLE 8-17. PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING
ALL PROCUREMENT CATEGORIES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	0.01%	1.93%	0.60	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.32%	0.23	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.00%	1.22%	0.00	Underutilization	No	Disparity
NATIVE AMERICAN FIRMS	0.00%	0.29%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	0.01%	3.77%	0.33	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	0.90%	10.36%	8.70	Underutilization	Yes	Disparity
TOTAL M/WBE FIRMS	0.91%	14.12%	6.47	Underutilization	Yes	Disparity
NON-M/WBE FIRMS	99.09%	85.88%	115.38	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could be calculated.

Study Period: October 1, 2012 to September 30, 2017.

D-4 BLUEPRINT SUBCONTRACTORS DISPARITY ANALYSIS

The analysis for Blueprint Construction subcontractors is shown below. Relevant findings include:

- ◆ African American-owned firms were underutilized with a substantial and statistically significant disparity ratio of 64.36;
- ◆ Asian American-owned firms were underutilized with a substantial and statistically significant disparity ratio of 0.00%;
- ◆ Hispanic American-owned firms were substantially underutilized with a substantial and statistically significant disparity ratio of 0.00;
- ◆ Native American-owned firms were substantially underutilized with a substantial and statistically significant disparity ratio of 0.00;
- ◆ Non-minority Women firms were overutilized, but lacks statistical significance due to the relatively small size/share of population; and
- ◆ MWBEs were underutilized with a disparity ratio of 95.97 but lacks statistical significance due to the relatively small size/share of population of Non-minority Women firms.

**TABLE 8-18. SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING
CONSTRUCTION
BLUEPRINT**

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	12.23%	19.00%	64.36	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.50%	0.00	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	0.00%	4.50%	0.00	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	1.50%	0.00	Underutilization	Yes	Disparity
TOTAL MINORITY FIRMS	12.23%	25.50%	47.95	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	32.88%	21.50%	152.92	Overutilization	No	No Disparity
TOTAL MWBE FIRMS	45.11%	47.00%	95.97	Underutilization	No	Disparity
NON-MWBE FIRMS	54.89%	53.00%	103.57	Overutilization	No	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could be calculated.

Study Period: October 1, 2012 to September 30, 2017.

For Blueprint, disparities between utilization and availability were observed in most of the procurement and MWBE categories considered in this study. In all the procurement categories, disparity was found in all minority classifications where a disparity analysis could be calculated.

TABLE 8-19. DISPARITY ANALYSIS SUMMARY
BLUEPRINT

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY WOMEN	MBE	M/WBES
CONSTRUCTION	Disparity	*	Disparity	*	Disparity	Disparity	Disparity
CONSTRUCTION-SUBCONTRACTORS	Disparity	Disparity	Disparity	Disparity	No Disparity	Disparity	Disparity
ARCHITECTURE & ENGINEERING	Disparity	Disparity	Disparity	Disparity	Disparity	Disparity	Disparity
PROFESSIONAL SERVICES	Disparity	Disparity	Disparity	*	Disparity	Disparity	Disparity
OTHER SERVICES	Disparity	Disparity	Disparity	*	No Disparity	Disparity	Disparity
MATERIALS & SUPPLIES	Disparity	Disparity	*	*	Disparity	Disparity	Disparity

*No utilization or availability so disparity analysis could be calculated.
Study Period: October 1, 2012 to September 30, 2017.

Overall, as summarized below for the City of Tallahassee, disparities between utilization and availability were observed in most of the procurement and MWBE categories considered in this study. In all the procurement categories, disparity was found in all minority classifications where a disparity analysis could be calculated.

TABLE 8-20. DISPARITY ANALYSIS SUMMARY
CITY OF TALLAHASSEE

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NON-MINORITY WOMEN	MBE	MWBE Firms
CONSTRUCTION	Disparity	*	No Disparity	*	Disparity	No Disparity	Disparity
CONSTRUCTION SUBCONTRACTORS	Disparity	*	Disparity	Disparity	Disparity	Disparity	Disparity
ARCHITECTURE & ENGINEERING	Disparity	Disparity	Disparity	Disparity	Disparity	Disparity	Disparity
PROFESSIONAL SERVICES	Disparity	Disparity	Disparity	*	Disparity	Disparity	Disparity
OTHER SERVICES	Disparity	Disparity	No Disparity	*	Disparity	Disparity	Disparity
MATERIALS & SUPPLIES	Disparity	Disparity	*	*	Disparity	Disparity	Disparity

*No utilization or availability so disparity analysis could be calculated.
Study Period: October 1, 2012 to September 30, 2017.

D-5 LEON COUNTY DISPARITY ANALYSES AND STATISTICAL SIGNIFICANCE RESULTS

This section presents disparity ratios and significance testing for Leon County primes contractors. Relevant findings include:

- ◆ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 79.80;
- ◆ Asian American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 3.73;
- ◆ Hispanic American-owned firms were overutilized, with a disparity ratio of 115.99, but lacks statistical significance due to the relatively small size/share of population. This overutilization can also be attributed to only 4 Hispanic American firms being utilized during the study period;
- ◆ Native American-owned firms were substantially underutilized, with a disparity ratio of 0.00, but lacks statistical significance due to relatively small size/share of population;
- ◆ Nonminority Women-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 60.11; and
- ◆ MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 66.68.

TABLE 8-21. PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING
ALL PROCUREMENT CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	4.70%	5.89%	79.80	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.04%	1.13%	3.73	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	1.51%	1.30%	115.99	Overutilization	No	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.08%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	6.25%	8.40%	74.42	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	5.95%	9.90%	60.11	Underutilization	Yes	Disparity
TOTAL MWBE FIRMS	12.20%	18.30%	66.68	Underutilization	Yes	Disparity
NON-MWBE FIRMS	87.80%	81.70%	107.46	Overutilization	Yes	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could be calculated.

Study Period: October 1, 2012 to September 30, 2017.

D-6 LEON COUNTY DISPARITY ANALYSES AND STATISTICAL SIGNIFICANCE RESULTS – CONSTRUCTION SUBCONTRACTORS

The analysis for Leon County Construction subcontractors is shown below. Relevant findings include:

- ♦ African American-owned firms were underutilized, with a substantial and statistically significant disparity ratio of 72.37;
- ♦ Hispanic American-owned firms were overutilized with a disparity ratio of 106.56, but lacks statistical significance due to the relatively small size/share of population;
- ♦ Non-minority Women firms were overutilized, but lacks statistical significance due to the relatively small size/share of population;
- ♦ MWBEs were underutilized with a substantial and statistically significant disparity ratio of 79.85; and
- ♦ Asian American firms and Native American firms had no utilization or availability; therefore, disparity could not be calculated.

TABLE 8-22. SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING
CONSTRUCTION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	20.71%	28.62%	72.37	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
HISPANIC AMERICAN FIRMS	2.59%	2.43%	106.56	Overutilization	No	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.00%	*	*	n/a	n/a
TOTAL MINORITY FIRMS	23.30%	31.05%	75.04	Underutilization	Yes	Disparity
NON-MINORITY WOMEN FIRMS	6.54%	6.32%	103.47	Overutilization	No	No Disparity
TOTAL MWBE FIRMS	29.84%	37.37%	79.85	Underutilization	Yes	Disparity
NON-MWBE FIRMS	70.16%	62.63%	112.02	Overutilization	No	No Disparity

Disparity Index: under 80 represents substantial underutilization.

“Yes” represents statistical significance at 95% confidence interval.

*No utilization or availability so disparity analysis could be calculated.

n/a means not applicable

Study Period: October 1, 2012 to September 30, 2017.

Disparities between utilization and availability were observed in many of the procurement and MWBE categories considered in this study. **Table 8-23** below shows:

- ♦ In Construction Prime level and Professional Services disparity was found in all minority classifications where a disparity analysis could be calculated.
- ♦ In Construction for subcontracting, the disparity analysis showed that African American- owned firms were substantially underutilized, but no disparity was found for Hispanic-owned firms or for Nonminority women-owned firms.
- ♦ In Architecture & Engineering, the disparity analysis showed that Asian American-owned, Hispanic American-owned, and Native American-owned firms were substantially underutilized, but no

disparity was found among the hiring of African American-owned and Nonminority women-owned firms.

- ◆ In Other Services, the disparity analysis revealed no disparity in the hiring among Hispanic American-owned firms but substantial disparity was found among African American-owned, Asian-American-owned, and Nonminority Women-owned firms.
- ◆ In Materials & Supplies, the disparity analysis showed that African American, Asian American and Hispanic American firms were substantially underutilized, but no disparity was found for Nonminority women-owned firms.

TABLE 8-23. DISPARITY ANALYSIS SUMMARY
LEON COUNTY

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY WOMEN	MBE	MWBE FIRMS
CONSTRUCTION	Disparity	*	Disparity	*	Disparity	Disparity	Disparity
CONSTRUCTION-SUBCONTRACTORS	Disparity	*	No Disparity	*	No Disparity	Disparity	Disparity
ARCHITECTURE & ENGINEERING	No Disparity	Disparity	Disparity	Disparity	No Disparity	No Disparity	No Disparity
PROFESSIONAL SERVICES	Disparity	Disparity	Disparity	*	Disparity	Disparity	Disparity
OTHER SERVICES	Disparity	Disparity	No Disparity	*	Disparity	Disparity	Disparity
MATERIALS & SUPPLIES	Disparity	Disparity	Disparity	*	No Disparity	Disparity	No Disparity

*No utilization or availability so disparity analysis could be calculated.
Study Period: October 1, 2012 to September 30, 2017.

FINDING E: COMBINED MWBE PRIME UTILIZATION BY PROCUREMENT CATEGORY

During the study period, October 1, 2012, through September 30, 2017, across all agencies and all procurement categories, M/WBE utilization amounted to 6.18 percent of total payments, or \$40,172,945 of \$649,902,191. There was statistically significant underutilization for all M/WBE groups, except Hispanic American, who were overutilized. **Table 8-24** shows a summary of M/WBE utilization by contract category and business owner classification.

**TABLE 8-24. UTILIZATION OF FIRMS BY CITY AND COUNTY
BY CONTRACT CATEGORY AND BUSINESS OWNERSHIP CLASSIFICATION**

BUSINESS OWNERSHIP CLASSIFICATION	ALL AGENCIES					
	CONSTRUCTION PRIMES	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES	ALL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
AFRICAN AMERICAN FIRMS	\$2,558,888.39	\$1,794,021.42	\$424,844.11	\$6,510,702.13	\$60,761.04	\$11,349,217.09
ASIAN AMERICAN FIRMS	\$5,360.00	\$0.00	\$5,020.00	\$116,584.35	\$7,048.00	\$134,012.35
HISPANIC AMERICAN FIRMS	\$7,763,230.30	\$209,991.00	\$95,696.04	\$3,347,370.17	\$0.00	\$11,416,287.51
NATIVE AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL MINORITY FIRMS	\$10,327,478.69	\$2,004,012.42	\$525,560.15	\$9,974,656.65	\$69,952.04	\$22,901,659.95
NONMINORITY FEMALE FIRMS	\$5,638,173.55	\$2,816,515.72	\$1,182,488.14	\$4,897,180.46	\$2,736,927.05	\$17,271,284.92
TOTAL M/WBE FIRMS	\$15,965,652.24	\$4,820,528.14	\$1,708,048.29	\$14,871,837.11	\$2,806,879.09	\$40,172,944.87
TOTAL NON-M/WBE FIRMS	\$311,273,720.32	\$74,517,482.68	\$30,572,401.77	\$122,879,259.59	\$70,486,381.29	\$609,729,245.65
TOTAL FIRMS	\$327,239,372.56	\$79,338,010.82	\$32,280,450.06	\$137,751,096.70	\$73,293,260.38	\$649,902,190.52
BUSINESS OWNERSHIP CLASSIFICATION	ALL AGENCIES					
	CONSTRUCTION PRIMES	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES	ALL
	(%)	(%)	(%)	(%)	(%)	(%)
AFRICAN AMERICAN FIRMS	0.78%	2.26%	1.32%	4.73%	0.08%	1.75%
ASIAN AMERICAN FIRMS	0.00%	0.00%	0.02%	0.08%	0.01%	0.02%
HISPANIC AMERICAN FIRMS	2.37%	0.26%	0.30%	2.43%	0.00%	1.76%
NATIVE AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	3.16%	2.53%	1.63%	7.24%	0.10%	3.52%
NONMINORITY FEMALE FIRMS	1.72%	3.55%	3.66%	3.56%	3.73%	2.66%
TOTAL M/WBE FIRMS	4.88%	6.08%	5.29%	10.80%	3.83%	6.18%
TOTAL NON-M/WBE FIRMS	95.12%	93.92%	94.71%	89.20%	96.17%	93.82%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Study Period: October 1, 2012 to September 30, 2017.

Note: Blueprint expenditures are included in the City's expenditures.

- ◆ In Construction, the utilization of MWBE firms was 4.88 percent, or \$15,965,652. Utilization for minority firms was \$10,327,479 or 3.16 percent and 1.72 percent or \$5,638,174 for Nonminority Female firms. Among MWBEs, Hispanic American firms earned the most (\$7,763,230) and Asian American firms earned the least (\$5,360). There was no utilization of Native American firms. There was statistically significant underutilization for the overall MWBE group

- ◆ In Architecture and Engineering, the utilization of MWBE firms was 6.08 percent or \$4,820,528. Utilization for minority firms was \$2,004,012 or 2.53 percent and 3.55 percent or \$2,816,516 for Nonminority Female firms. Among MWBEs, Nonminority Female firms earned the most (\$2,816,516) and Hispanic American firms earned the least (\$209,991). There was no utilization of Asian American or Native American firms. There was statistically significant underutilization for the overall MWBE group
- ◆ In Professional Services, the utilization of MWBE firms was 5.29 percent or \$1,708,048. Utilization for minority firms was \$525,560 or 1.63 percent and 3.66 percent or \$1,182,488 for Nonminority Female firms. Among MWBEs, Nonminority Female firms earned the most (\$1,182,488) and Asian American firms earned the least (\$5,020). There was no utilization of Native American firms. There was statistically significant underutilization for all MWBE groups.
- ◆ In Other Services, the utilization of MWBE firms was 10.80 percent or \$14,871,837. Utilization for minority firms was \$9,974,657 or 7.24 percent and 3.56 percent or \$4,897,180 for Nonminority Female firms. Among MWBEs, African American firms earned the most out of the MWBE group (\$6,510,702) and Asian American firms earned the least (\$116,584). There was no utilization of Native American firms. There was statistically significant underutilization for all MWBE groups, except Hispanic Americans.
- ◆ In Materials and Supplies, the utilization of MWBE firms was 3.83 percent or \$2,806,879. Utilization for minority firms was \$69,952 or 0.10 percent and 3.73 percent or \$2,736,927 for Nonminority Female firms. Among MWBEs, Nonminority Female firms earned the most (\$2,736,927) and Asian American firms earned the least (\$7,048). There was no utilization of Hispanic American and Native American firms. There was statistically significant underutilization for all MWBE groups.

FINDING F: COMBINED MWBE SUBCONTRACTOR UTILIZATION FOR CONSTRUCTION

During the study period, October 1, 2012 through September 30, 2017, across all agencies for the construction procurement category, Construction subcontractor payments are estimates based on U.S. Census data (see **Chapter 4**). Procedures are being put in place by OEV to capture this data for the next disparity study cycle. MWBE subcontractor utilization amounted to 22.86 percent or \$20,165,690 of total estimated payments of \$88,224,809. There was no utilization of Asian American or Native American subcontractor firms. There was substantial underutilization for all MWBE groups. See **Table 8-25** below.

TABLE 8-25. UTILIZATION OF CONSTRUCTION SUBCONTRACTOR FIRMS
BY CITY/COUNTY/BLEUPRINT
BY BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	SUBCONTRACTORS			
	CITY (\$)	BLUEPRINT* (\$)	COUNTY (\$)	ALL (\$)
AFRICAN AMERICAN FIRMS	\$10,046,063.73	\$2,416,804.71	\$4,063,114.93	\$14,109,178.66
ASIAN AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00
HISPANIC AMERICAN FIRMS	\$0.00	\$0.00	\$507,858.66	\$507,858.66
NATIVE AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL MINORITY FIRMS	\$10,046,063.73	\$2,416,804.71	\$4,570,973.59	\$14,617,037.32
NONMINORITY FEMALE FIRMS	\$4,266,456.89	\$6,498,195.24	\$1,282,196.15	\$5,548,653.04
TOTAL M/WBE FIRMS	\$14,312,520.62	\$8,914,999.95	\$5,853,169.74	\$20,165,690.36
TOTAL NON-M/WBE FIRMS	\$54,295,107.18	\$10,849,183.59	\$13,764,011.87	\$68,059,119.05
TOTAL FIRMS	\$68,607,627.80	\$19,764,183.54	\$19,617,181.61	\$88,224,809.41
BUSINESS OWNERSHIP CLASSIFICATION	CITY (%)	BLUEPRINT* (%)	COUNTY (%)	ALL (%)
AFRICAN AMERICAN FIRMS	14.64%	12.23%	20.71%	15.99%
ASIAN AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%
HISPANIC AMERICAN FIRMS	0.00%	0.00%	2.59%	0.58%
NATIVE AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	14.64%	12.23%	23.30%	16.57%
NONMINORITY FEMALE FIRMS	6.22%	32.88%	6.54%	6.29%
TOTAL M/WBE FIRMS	20.86%	45.11%	29.84%	22.86%
TOTAL NON-M/WBE FIRMS	79.14%	54.89%	70.16%	77.14%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%

Source: MGT's City subcontractor representative sample results and estimates between October 1, 2012, through September 30, 2017

Source: MGT's County/Blueprint Subcontractor estimates between October 1, 2012, through September 30, 2017

*Note: Blueprint subcontractor dollars included in City's totals

FINDING G: DISPARITY ANALYSES AND STATISTICAL SIGNIFICANCE RESULTS – COMBINED PRIMES AND COMBINED CONSTRUCTION SUBCONTRACTORS

Table 8-26 provides a summary of disparity ratios and significance testing for combined primes by ownership classifications, by race, ethnicity, and gender. Overall, there was disparity for all MWBE groups except Hispanic American firms. **Table 8-26** provides a summary of disparity ratios and significance testing for construction subcontractors. There was disparity for all MWBE subcontractor groups.

TABLE 8-26. COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING FOR PRIMES, ALL PROCUREMENT CATEGORIES

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	1.75%	3.89%	44.95	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.02%	1.09%	1.90	Underutilization	Yes	Disparity
HISPANIC AMERICAN FIRMS	1.76%	1.44%	122.23	Overutilization	Yes	No Disparity
NATIVE AMERICAN FIRMS	0.00%	0.17%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	3.52%	6.58%	53.54	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	2.66%	10.35%	25.67	Underutilization	Yes	Disparity
TOTAL M/WBE FIRMS	6.18%	16.94%	36.50	Underutilization	Yes	Disparity
NON-M/WBE FIRMS	93.82%	83.06%	112.95	Overutilization	Yes	No Disparity

TABLE 8-27. COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION SUBCONTRACTORS

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	STATISTICAL SIGNIFICANCE	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	15.99%	23.28%	68.70	Underutilization	Yes	Disparity
ASIAN AMERICAN FIRMS	0.00%	0.17%	0.00	Underutilization	No	Disparity
HISPANIC AMERICAN FIRMS	0.58%	4.47%	12.88	Underutilization	Yes	Disparity
NATIVE AMERICAN FIRMS	0.00%	1.73%	0.00	Underutilization	No	Disparity
TOTAL MINORITY FIRMS	16.57%	29.65%	55.87	Underutilization	Yes	Disparity
NONMINORITY WOMEN FIRMS	6.29%	12.05%	52.19	Underutilization	Yes	Disparity
TOTAL M/WBE FIRMS	22.86%	41.70%	54.81	Underutilization	Yes	Disparity
NON-M/WBE FIRMS	77.14%	58.30%	132.33	Overutilization	Yes	No Disparity

Source for **Tables 8-23** and **8-24**: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded.

'Yes' denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

FINDING H: DISPARITIES IN SURVEY OF BUSINESS OWNERS DATA (Chapter 6)

Findings from the U.S Census 2012 SBO data indicate there is substantial underutilization for most MWBE firms across industry sectors resembling the procurement categories identified for this study. Further, each of the five procurement categories analyzed showed substantial disparity among defined MWBE classes, where sufficient data were available.

FINDING I: DISPARITIES IN SELF-EMPLOYMENT AND REVENUE EARNINGS (Chapter 6)

Findings from the PUMS 2011 – 2016 data indicate that MWBE firms were significantly less likely than nonminority males to be self-employed. It is evident that racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment after other factors are controlled for. If they were self-employed, MWBE firms earned significantly less in 2011-2016 than self-employed nonminority males.

FINDING J: ANECDOTAL EVIDENCE OF DISCRIMINATION (*Chapter 7*)

Among the MWBE firms who responded to survey questions about barriers to doing business with the City and County:

- ◆ Firms indicated that during most of the study period the MWBE programs and DBE program, were operated by two agencies. Firms indicated that the consolidated programs should help increase utilization but will require additional resources, and support from the governing bodies for the programs to function effectively.
- ◆ Participants stated that contracts are too large for their firms to successfully compete on.
- ◆ Having two different program guidelines within the same office is counterproductive. OEV is in the process of consolidating their MWBE programs which will help address this issue.

Many MWBE firms identified two major barriers:

- ◆ Primes not being held accountable for utilizing MWBEs. Primes submit names of MWBE subcontractors to get work, but do not use the subcontractors named in their proposal.
- ◆ Primes are slow to pay for work completed. Accountability is needed to ensure primes are paying subcontractors timely and the contracted amounts.

Some MWBE firms felt that they were evaluated with a higher level of scrutiny regarding their qualifications and ability to perform compared to their nonminority counterparts.

8.3 COMMENDATIONS AND RECOMMENDATIONS

The following commendations and recommendations are based on multiple findings and do not necessarily tie to one finding. In developing the study's recommendations MGT focused on addressing policy and operations, which will strengthen City/County/Blueprint's efforts to achieve goals related to increasing the utilization of MWBEs in all City/County/Blueprint contracting and procurement.

RECOMMENDATION A: COMBINED ASPIRATIONAL M/WBE GOALS

One of the objectives this disparity study was to determine if a set of consolidated MWBE goals was feasible, and if so, develop a set of consolidated goals for the City/County/Blueprint. We present a proposed set of consolidated goals in **Table 8-28** below. The proposed consolidated goals are based on combined M/WBE utilization for the City/County/Blueprint and weighting for M/WBE availability and utilization.

The aspirational goals shown below should not be applied rigidly to every individual City/County/Blueprint procurement. Instead M/WBE goals should vary from project to project. Aspirational goals should be based on relative M/WBE availability.

TABLE 8-28. PROPOSED 2019 COMBINED ASPIRATIONAL MBE AND WBE GOALS
CITY/COUNTY/BLEUPRINT

BUSINESS CATEGORY	CONSOLIDATED GOALS	
	MBE	WBE
Construction	5.00%	4.00%
Construction Subcontractor	14.00%	9.00%
A & E	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Source: Chapter 8, 2019 City/County/Blueprint Disparity Study

RECOMMENDATION B: NARROWLY TAILORED M/WBE PROGRAM

Developments in court cases involving federal disadvantaged business enterprise (DBE) programs provide important insight into the design of local M/WBE programs. Federal courts have consistently found DBE regulations in 49 CFR 26 to be narrowly tailored.²⁴⁶ The federal DBE program features in **Table 8-29** demonstrate the application of a narrowly tailored remedial procurement preference program. The City/County/Blueprint should adopt these features in any new M/WBE program.

TABLE 8-29. NARROWLY TAILORED M/WBE PROGRAM FEATURES

	<i>Narrowly Tailored Goal-setting Features</i>	DBE Regulations
1.	The City/County/Blueprint should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The City/County/Blueprint should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The City/County/Blueprint should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)

Source: Suggested features in a proposed narrowly tailored M/WBE program based on USDOT 49 CFR 26.

COMMENDATION AND RECOMMENDATIONS C: SUBCONTRACTOR PROJECT GOALS

This study provides evidence to support the continuation of City/County/Blueprint’s MWBE program. This conclusion is based primarily on the following:

- ◆ Statistical disparities in current MWBE utilization which showed substantial underutilization in all business categories, for all MWBE groups, except for Hispanic Americans in Construction and Other Services;
- ◆ Evidence of discrimination in business formation and revenue earned from self-employment. Racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment and MWBE firms earned significantly less in 2011-2016 than self-employed nonminority males;

²⁴⁶ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000), *Gross Seed. v. State of Nebraska*, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004).

- ◆ Anecdotal evidence of disparate treatment to MWBE subcontractors by prime contractors; and
- ◆ Disparities identified in the private sector marketplace through the U.S. Census Survey of Business Owners (SBO) data.

COMMENDATION

City/County/Blueprint should be commended for establishing subcontractor goals on certain City/County/Blueprint contracts. City/County/Blueprint has established procedures for its project specific subcontracting goal setting process.

RECOMMENDATIONS

- ◆ MGT recommends that City/County/Blueprint continue to establish project specific subcontracting goals on a contract by contract basis, based on the availability of ready, willing, and able MWBE firms.
- ◆ MGT recommends that City/County/Blueprint do not place goals on contracts where overutilization has been identified, i.e. Hispanic Americans in Construction and Other Services.
- ◆ MGT also recommends that City/County/Blueprint require prime contractors to document outreach efforts and reasons for rejecting qualified MWBEs and/or MWBEs that were the low bidder.

RECOMMENDATION D: CONTRACT SIZE

Many MWBE firms stated that one of the barriers they faced was the size of contracts. Contracts are too large for their firms to successfully compete on. MGT recommends that City/County/Blueprint consider structuring smaller bid packages (unbundle), where feasible, so small firms can work as primes and subcontractors and have the capacity to bid and win subcontracts.

RECOMMENDATION E: BIDDER ROTATION

City/County/Blueprint should consider bidder rotation to limit habitual purchases from majority firms and to ensure that M/W/SBEs have an opportunity to bid along with majority firms. Bid rotation encourages M/W/SBE utilization, particularly in architecture and engineering, by providing each pre-qualified vendor an opportunity to be chosen to perform on a contract. For example, the School Board of Broward County uses this process as part of their Supplier Diversity Outreach Program. Bidder rotation is used for a prequalified panel of certified SBEs for smaller contracts valued at less than \$50,000.

COMMENDATION AND RECOMMENDATION F: DATA MANAGEMENT

City/County/Blueprint should be commended for utilizing B2GNow, a contract compliance and monitoring tracking system. This system maintains and tracks awarded projects (awards and payments) at the prime and sub level.

City/County/Blueprint should fully implement, monitor and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze M/WBE and SBE utilization data to monitor goal attainment. Data collection should include:

- ◆ Require primes (both M/WBE and non-M/WBE) to report subcontractor and supplier utilization.
- ◆ Validate subcontractor utilization using compliance reporting.
- ◆ Consistently collect bid and proposal responses and identify those that are M/WBE firms.
- ◆ Document M/WBE and SBE bidders on City/County/Blueprint contracts.

COMMENDATION AND RECOMMENDATION G: PROMPT PAYMENT

OEV should be commended for having a prompt payment policy for subcontractors. OEV requires every contract with a prime to include provisions to ensure prompt payment to subcontractors for satisfactory work. Failure to provide prompt payments may result in penalties for non-compliance.

OEV also requires prime contractors to submit monthly M/WBE subcontractor reports. The OEV monitors the monthly activity of MWBE subcontractors to review progress payments. MWBE subcontractors who are not being paid in a timely manner may notify OEV. OEV's oversight is an effort to ensure subcontractors are paid timely for their goods and services.

RECOMMENDATION

- ◆ OEV should review current penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.

COMMENDATION AND RECOMMENDATION H SMALL BUSINESS ENTERPRISE (SBE) PROGRAM

City/County/Blueprint should be commended for encouraging SBE utilization. SBE programs have the advantage that they are generally not subject to constitutional challenge.

RECOMMENDATION

- ◆ City/County/Blueprint should consider the use of SBE bid preferences. SBE bid preferences operate along similar lines as M/WBE bid preferences. For example, prime consultants could receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant. This would further encourage primes to utilize SBEs in their bids.

RECOMMENDATION I: PURCHASING CARDS

- ◆ City/County/Blueprint should consider promoting the utilization of M/W/SBEs on purchasing cards. This would require the purchasing card vendor to report on M/WBE utilization. Reporting on purchasing card M/W/SBE expenditures would help towards M/W/SBE goal attainment.

RECOMMENDATION J: DESK AUDIT

The operation of a comprehensive M/WBE program will require staff dedicated to conduct outreach, bid evaluation, monitoring and compliance, goal setting, and reporting. To enhance the effectiveness of the MWBE Program, MGT is recommending that a desk audit be performed to determine if additional resources are necessary.

RECOMMENDATION K: M/WBE GRADUATION

The City/County/Blueprint should consider a phased graduation process for firms that exceed the certification personal net worth requirements. A phased graduation will allow potential graduates to continue to build capacity without the effects of immediate removal from the program.

RECOMMENDATION L: BONDING

Bonding continue to be a barrier to MWBEs ability to secure contracts. City/County/Blueprint should consider simplifying the bonding process, reducing bond requirements, and providing assistance to MWBEs and other small businesses to obtain bonding assistance. For example, the Florida Department of Transportation has a small business initiative where they waive performance and bid bond requirements for contracts under \$250,000.

CONCLUSION

This study provides factual predicate evidence for continuing remedial efforts to include MWBEs in City/County/Blueprint's procurement. One of the objectives of the study was to examine the merits of consolidating OEV's MWSBE policies and procedures. The results of this study support the move in this direction.

Disparity was identified in most procurement categories and business ownership classifications. No disparity was found for Hispanic Americans in Construction and Other Services (due to utilization of 2 Hispanic American firms). See **Table 8-30** below. This evidence is based on quantitative and qualitative data from public and private sources. While City/County/Blueprint has made progress in MWBE inclusion, any future efforts must be narrowly tailored to rectify the issues identified in this report.

TABLE 8-30. SUMMARY OF DISPARITY FINDINGS

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALES	MWBES OVERALL
Construction	Disparity	n/a	No Disparity*	n/a	Disparity*	Disparity*
Construction Subcontractors	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
A&E	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
Professional Services	Disparity*	Disparity	Disparity*	n/a	Disparity*	Disparity*
Other Services	Disparity*	Disparity*	No Disparity	n/a	Disparity*	Disparity*
Material & Supplies	Disparity*	Disparity*	Disparity*	n/a	Disparity*	Disparity*

Study Period: October 1, 2012 to September 30, 2017.

*Denotes statistical significance.

n/a denotes no utilization or availability, so disparity analysis could be calculated.

Study Period: October 1, 2012 to September 30, 2017.

The results of this study position the City/County/Blueprint to use procurement as a strategy for achieving greater business diversity and economic inclusion. The commitment to business diversity and inclusion is embodied in the establishment of OEV and the recognition that procurement can be a powerful mechanism for promoting economic empowerment. MGT's experience conducting over 215 disparity

studies has shown that effective implementation and execution of disparity study recommendations can result in significant social and economic outcomes. In recent years, this community has experienced relative growth and is poised to experience even more growth. Reducing and eliminating the disparities documented in this report is an opportunity to “move the needle” so that all community segments benefit and participate in making Tallahassee and Leon County a quality place to live, work, and play.

APPENDIX A. MARKET AREA ANALYSIS
2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



A.1 CITY OF TALLAHASSEE

TABLE A-1. CITY OF TALLAHASSEE MARKET AREA, ALL FIRMS

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 441,636,731.74	53.53%	53.53%
GADSDEN COUNTY, FL	\$ 83,125,016.91	10.08%	63.61%
WAKULLA COUNTY, FL	\$ 1,175,651.62	0.14%	63.75%
JEFFERSON COUNTY, FL	\$ 228,076.43	0.03%	63.78%
COOK COUNTY, IL	\$ 41,521,731.66	5.03%	68.81%
ALLEGHENY COUNTY, PA	\$ 41,406,887.64	5.02%	73.83%
FULTON COUNTY, GA	\$ 21,541,281.32	2.61%	76.44%
DALLAS COUNTY, TX	\$ 16,269,262.71	1.97%	78.42%
DUVAL COUNTY, FL	\$ 13,668,646.62	1.66%	80.07%
ORANGE COUNTY, FL	\$ 9,833,536.46	1.19%	81.26%
MIAMI-DADE COUNTY, FL	\$ 8,837,952.02	1.07%	82.34%
HILLSBOROUGH COUNTY, FL	\$ 8,642,361.96	1.05%	83.38%
DAVIDSON COUNTY, TN	\$ 8,586,785.36	1.04%	84.42%
VIRGINIA BEACH CITY COUNTY, VA	\$ 6,691,248.23	0.81%	85.23%
SAN FRANCISCO COUNTY, CA	\$ 5,659,874.44	0.69%	85.92%
WAKE COUNTY, NC	\$ 5,639,485.51	0.68%	86.60%
MOBILE COUNTY, AL	\$ 4,560,857.04	0.55%	87.16%
GREENVILLE COUNTY, SC	\$ 4,401,316.09	0.53%	87.69%
KNOX COUNTY, TN	\$ 3,946,349.91	0.48%	88.17%
FAIRFAX COUNTY, VA	\$ 3,472,989.72	0.42%	88.59%
DUPAGE COUNTY, IL	\$ 3,452,654.16	0.42%	89.01%
NEW YORK COUNTY, NY	\$ 3,176,935.71	0.39%	89.39%
HENNEPIN COUNTY, MN	\$ 3,116,000.25	0.38%	89.77%
JEFFERSON COUNTY, AL	\$ 3,003,055.86	0.36%	90.14%
HARRIS COUNTY, TX	\$ 2,971,303.79	0.36%	90.50%
SEMINOLE COUNTY, FL	\$ 2,876,393.39	0.35%	90.84%
LOS ANGELES COUNTY, CA	\$ 2,820,284.20	0.34%	91.19%
POLK COUNTY, FL	\$ 2,571,524.36	0.31%	91.50%
MARION COUNTY, FL	\$ 2,513,719.34	0.30%	91.80%
OAKLAND COUNTY, MI	\$ 2,258,263.31	0.27%	92.08%
SHELBY COUNTY, AL	\$ 2,243,748.18	0.27%	92.35%
HAMILTON COUNTY, OH	\$ 2,079,915.76	0.25%	92.60%
ESCAMBIA COUNTY, FL	\$ 1,981,940.20	0.24%	92.84%
POTNAM COUNTY, FL	\$ 1,887,592.88	0.23%	93.07%
ERIE COUNTY, NY	\$ 1,861,311.61	0.23%	93.30%
SAINT JOHNS COUNTY, FL	\$ 1,744,417.65	0.21%	93.51%
COLUMBIA COUNTY, FL	\$ 1,700,304.34	0.21%	93.71%
GUILFORD COUNTY, NC	\$ 1,670,889.76	0.20%	93.92%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
SAINT LOUIS COUNTY, MO	\$ 1,660,059.07	0.20%	94.12%
CLAY COUNTY, FL	\$ 1,384,935.32	0.17%	94.28%
INTERNATIONAL	\$ 1,277,516.57	0.15%	94.44%
PALM BEACH COUNTY, FL	\$ 1,268,782.77	0.15%	94.59%
ALACHUA COUNTY, FL	\$ 1,239,783.49	0.15%	94.74%
RAPIDES COUNTY, LA	\$ 1,226,651.36	0.15%	94.89%
KENT COUNTY, MI	\$ 1,214,543.00	0.15%	95.04%
BROWARD COUNTY, FL	\$ 1,205,440.35	0.15%	95.19%
PASCO COUNTY, FL	\$ 1,134,655.29	0.14%	95.32%
MECKLENBURG COUNTY, NC	\$ 1,032,709.40	0.13%	95.45%
JACKSON COUNTY, MO	\$ 1,009,522.51	0.12%	95.57%
SAN BERNARDINO COUNTY, CA	\$ 884,375.20	0.11%	95.68%
PORTAGE COUNTY, OH	\$ 867,530.71	0.11%	95.78%
WHITMAN COUNTY, WA	\$ 866,668.56	0.11%	95.89%
PINELLAS COUNTY, FL	\$ 838,662.76	0.10%	95.99%
MONTGOMERY COUNTY, PA	\$ 817,072.43	0.10%	96.09%
CUYAHOGA COUNTY, OH	\$ 740,231.54	0.09%	96.18%
GWINNETT COUNTY, GA	\$ 708,995.44	0.09%	96.26%
ARAPAHOE COUNTY, CO	\$ 683,981.26	0.08%	96.35%
SALT LAKE COUNTY, UT	\$ 683,950.44	0.08%	96.43%
DOUGLAS COUNTY, KS	\$ 641,693.16	0.08%	96.51%
MANATEE COUNTY, FL	\$ 625,313.36	0.08%	96.58%
MARICOPA COUNTY, AZ	\$ 623,328.18	0.08%	96.66%
TRAVIS COUNTY, TX	\$ 608,254.03	0.07%	96.73%
MONROE COUNTY, NY	\$ 604,646.19	0.07%	96.81%
FLATHEAD COUNTY, MT	\$ 588,365.81	0.07%	96.88%
HIGHLANDS COUNTY, FL	\$ 585,604.00	0.07%	96.95%
SAINT LOUIS CITY COUNTY, MO	\$ 580,642.95	0.07%	97.02%
OKALOOSA COUNTY, FL	\$ 564,576.85	0.07%	97.09%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 549,421.09	0.07%	97.15%
JOHNSON COUNTY, KS	\$ 546,545.90	0.07%	97.22%
BERKELEY COUNTY, SC	\$ 543,082.70	0.07%	97.29%
LEE COUNTY, FL	\$ 520,284.86	0.06%	97.35%
WAUKESHA COUNTY, WI	\$ 503,009.09	0.06%	97.41%
BEAUFORT COUNTY, NC	\$ 469,910.00	0.06%	97.47%
LANE COUNTY, OR	\$ 451,053.17	0.05%	97.52%
JEFFERSON COUNTY, CO	\$ 445,578.02	0.05%	97.58%
ORLEANS COUNTY, LA	\$ 441,990.68	0.05%	97.63%
MULTNOMAH COUNTY, OR	\$ 427,273.23	0.05%	97.68%
HOUSTON COUNTY, AL	\$ 425,376.26	0.05%	97.73%
LAKE COUNTY, FL	\$ 410,635.65	0.05%	97.78%

County-State	Amount	Percent	Cumulative Percent
WESTMORELAND COUNTY, PA	\$ 408,585.51	0.05%	97.83%
KING COUNTY, WA	\$ 382,826.96	0.05%	97.88%
WAYNE COUNTY, MI	\$ 380,504.93	0.05%	97.92%
DENVER COUNTY, CO	\$ 378,022.15	0.05%	97.97%
MORGAN COUNTY, AL	\$ 356,069.80	0.04%	98.01%
CITRUS COUNTY, FL	\$ 351,736.07	0.04%	98.06%
SUFFOLK COUNTY, MA	\$ 336,167.06	0.04%	98.10%
WARE COUNTY, GA	\$ 336,046.90	0.04%	98.14%
DUBUQUE COUNTY, IA	\$ 330,833.67	0.04%	98.18%
PHILADELPHIA COUNTY, PA	\$ 327,798.94	0.04%	98.22%
DOUGLAS COUNTY, NE	\$ 306,851.19	0.04%	98.25%
DECATUR COUNTY, GA	\$ 304,450.52	0.04%	98.29%
DAVIDSON COUNTY, NC	\$ 302,617.37	0.04%	98.33%
JACKSON COUNTY, FL	\$ 295,612.84	0.04%	98.36%
HENRY COUNTY, GA	\$ 284,814.23	0.03%	98.40%
RICHMOND CITY COUNTY, VA	\$ 265,578.50	0.03%	98.43%
HALL COUNTY, GA	\$ 265,238.66	0.03%	98.46%
TARRANT COUNTY, TX	\$ 260,670.94	0.03%	98.49%
CLAY COUNTY, MO	\$ 243,025.21	0.03%	98.52%
PROVIDENCE COUNTY, RI	\$ 241,284.78	0.03%	98.55%
CALUMET COUNTY, WI	\$ 240,250.18	0.03%	98.58%
MIDDLESEX COUNTY, MA	\$ 239,282.33	0.03%	98.61%
DANE COUNTY, WI	\$ 236,336.00	0.03%	98.64%
SHELBY COUNTY, TN	\$ 233,415.09	0.03%	98.67%
LAUDERDALE COUNTY, MS	\$ 233,380.00	0.03%	98.70%
MARTIN COUNTY, FL	\$ 232,568.46	0.03%	98.72%
VOLUSIA COUNTY, FL	\$ 224,828.80	0.03%	98.75%
YORK COUNTY, SC	\$ 216,037.93	0.03%	98.78%
LOWNDES COUNTY, GA	\$ 212,374.51	0.03%	98.80%
COBB COUNTY, GA	\$ 211,559.22	0.03%	98.83%
BARTOW COUNTY, GA	\$ 210,879.73	0.03%	98.86%
FRANKLIN COUNTY, VA	\$ 210,500.00	0.03%	98.88%
BAY COUNTY, FL	\$ 204,199.15	0.02%	98.91%
SAINT LUCIE COUNTY, FL	\$ 196,758.35	0.02%	98.93%
MONTGOMERY COUNTY, OH	\$ 192,876.00	0.02%	98.95%
LAKE COUNTY, IL	\$ 192,195.43	0.02%	98.98%
YORK COUNTY, PA	\$ 182,475.19	0.02%	99.00%
CANADA	\$ 180,528.10	0.02%	99.02%
BALTIMORE CITY COUNTY, MD	\$ 180,030.73	0.02%	99.04%
ESSEX COUNTY, NJ	\$ 172,913.46	0.02%	99.06%
OSWEGO COUNTY, NY	\$ 169,594.00	0.02%	99.08%

County-State	Amount	Percent	Cumulative Percent
BERGEN COUNTY, NJ	\$ 166,560.00	0.02%	99.10%
BLAINE COUNTY, ID	\$ 165,895.11	0.02%	99.12%
DOUGHERTY COUNTY, GA	\$ 164,071.19	0.02%	99.14%
WOODBURY COUNTY, IA	\$ 163,258.00	0.02%	99.16%
NORFOLK COUNTY, MA	\$ 150,557.00	0.02%	99.18%
INDIAN RIVER COUNTY, FL	\$ 146,755.60	0.02%	99.20%
TAYLOR COUNTY, FL	\$ 146,569.38	0.02%	99.22%
MONTGOMERY COUNTY, TX	\$ 140,057.35	0.02%	99.23%
MARION COUNTY, IN	\$ 139,784.70	0.02%	99.25%
CONTRA COSTA COUNTY, CA	\$ 133,646.86	0.02%	99.27%
COLLIN COUNTY, TX	\$ 133,134.41	0.02%	99.28%
BREVARD COUNTY, FL	\$ 132,489.15	0.02%	99.30%
WASHINGTON COUNTY, OR	\$ 132,025.00	0.02%	99.32%
SARASOTA COUNTY, FL	\$ 122,037.32	0.01%	99.33%
UTAH COUNTY, UT	\$ 117,790.56	0.01%	99.34%
SURRY COUNTY, NC	\$ 114,439.29	0.01%	99.36%
HAMILTON COUNTY, TN	\$ 111,552.12	0.01%	99.37%
KOSCIUSKO COUNTY, IN	\$ 108,945.70	0.01%	99.39%
HOCKING COUNTY, OH	\$ 107,212.00	0.01%	99.40%
NASSAU COUNTY, NY	\$ 105,021.82	0.01%	99.41%
COLQUITT COUNTY, GA	\$ 99,695.08	0.01%	99.42%
HOWARD COUNTY, MD	\$ 94,794.18	0.01%	99.43%
EAST BATON ROUGE COUNTY, LA	\$ 93,215.17	0.01%	99.45%
TROUP COUNTY, GA	\$ 91,405.61	0.01%	99.46%
MONTGOMERY COUNTY, MD	\$ 90,948.03	0.01%	99.47%
BARNSTABLE COUNTY, MA	\$ 88,830.53	0.01%	99.48%
JEFFERSON COUNTY, NY	\$ 87,698.60	0.01%	99.49%
HARRISON COUNTY, MS	\$ 82,400.00	0.01%	99.50%
WALTON COUNTY, FL	\$ 80,203.45	0.01%	99.51%
MORRIS COUNTY, NJ	\$ 79,744.00	0.01%	99.52%
JEFF DAVIS COUNTY, GA	\$ 78,709.50	0.01%	99.53%
HENDERSON COUNTY, KY	\$ 78,470.78	0.01%	99.54%
BAKER COUNTY, FL	\$ 76,861.71	0.01%	99.55%
SUMTER COUNTY, FL	\$ 73,767.00	0.01%	99.56%
BALDWIN COUNTY, AL	\$ 70,699.30	0.01%	99.56%
MADISON COUNTY, MS	\$ 68,839.33	0.01%	99.57%
THOMAS COUNTY, GA	\$ 65,511.50	0.01%	99.58%
WHITE COUNTY, GA	\$ 65,010.00	0.01%	99.59%
DENTON COUNTY, TX	\$ 64,667.92	0.01%	99.60%
WILLIAMSON COUNTY, TX	\$ 63,585.50	0.01%	99.60%
CUMBERLAND COUNTY, PA	\$ 63,377.08	0.01%	99.61%

County-State	Amount	Percent	Cumulative Percent
GULF COUNTY, FL	\$ 62,313.62	0.01%	99.62%
MILWAUKEE COUNTY, WI	\$ 62,074.00	0.01%	99.63%
OZAUKEE COUNTY, WI	\$ 59,290.00	0.01%	99.63%
BUCKS COUNTY, PA	\$ 58,235.76	0.01%	99.64%
CALHOUN COUNTY, FL	\$ 55,599.60	0.01%	99.65%
FRANKLIN COUNTY, FL	\$ 55,335.00	0.01%	99.65%
FLOYD COUNTY, GA	\$ 54,245.30	0.01%	99.66%
SANTA ROSA COUNTY, FL	\$ 53,597.00	0.01%	99.67%
BAY COUNTY, MI	\$ 51,772.50	0.01%	99.67%
SANTA CLARA COUNTY, CA	\$ 50,425.22	0.01%	99.68%
MADISON COUNTY, KY	\$ 50,372.00	0.01%	99.69%
MADISON COUNTY, FL	\$ 48,866.15	0.01%	99.69%
ARLINGTON COUNTY, VA	\$ 46,007.30	0.01%	99.70%
LANCASTER COUNTY, NE	\$ 44,016.00	0.01%	99.70%
CLERMONT COUNTY, OH	\$ 43,969.93	0.01%	99.71%
GRADY COUNTY, GA	\$ 42,901.56	0.01%	99.71%
GASTON COUNTY, NC	\$ 42,576.07	0.01%	99.72%
DOUGLAS COUNTY, GA	\$ 42,052.65	0.01%	99.72%
DURHAM COUNTY, NC	\$ 41,400.00	0.01%	99.73%
WINONA COUNTY, MN	\$ 40,558.07	0.00%	99.73%
OKLAHOMA COUNTY, OK	\$ 40,102.44	0.00%	99.74%
BOULDER COUNTY, CO	\$ 39,587.40	0.00%	99.74%
SAN MATEO COUNTY, CA	\$ 38,758.10	0.00%	99.75%
NESHOBA COUNTY, MS	\$ 38,596.80	0.00%	99.75%
SAN DIEGO COUNTY, CA	\$ 36,797.60	0.00%	99.76%
WASHINGTON COUNTY, FL	\$ 36,000.00	0.00%	99.76%
LUZERNE COUNTY, PA	\$ 35,464.72	0.00%	99.77%
WASHTENAW COUNTY, MI	\$ 34,100.00	0.00%	99.77%
PAYNE COUNTY, OK	\$ 33,698.00	0.00%	99.77%
CERRO GORDO COUNTY, IA	\$ 33,048.00	0.00%	99.78%
SARATOGA COUNTY, NY	\$ 33,000.00	0.00%	99.78%
SUMMIT COUNTY, OH	\$ 32,823.75	0.00%	99.79%
CHATHAM COUNTY, GA	\$ 32,142.50	0.00%	99.79%
STARK COUNTY, OH	\$ 32,112.00	0.00%	99.79%
TOMPKINS COUNTY, NY	\$ 31,875.00	0.00%	99.80%
DELAWARE COUNTY, OH	\$ 31,775.09	0.00%	99.80%
LEE COUNTY, AL	\$ 30,400.00	0.00%	99.81%
OSCEOLA COUNTY, FL	\$ 30,393.88	0.00%	99.81%
BARNWELL COUNTY, SC	\$ 30,380.00	0.00%	99.81%
HAYS COUNTY, TX	\$ 30,176.55	0.00%	99.82%
FORT BEND COUNTY, TX	\$ 30,114.00	0.00%	99.82%

County-State	Amount	Percent	Cumulative Percent
CHESTERFIELD COUNTY, VA	\$ 29,907.83	0.00%	99.82%
LOUDON COUNTY, TN	\$ 29,355.00	0.00%	99.83%
WHITESIDE COUNTY, IL	\$ 27,996.00	0.00%	99.83%
EL PASO COUNTY, CO	\$ 27,638.87	0.00%	99.83%
SOMERSET COUNTY, NJ	\$ 27,600.00	0.00%	99.84%
ORANGE COUNTY, NC	\$ 27,467.00	0.00%	99.84%
MESA COUNTY, CO	\$ 25,890.00	0.00%	99.84%
JEFFERSON COUNTY, KY	\$ 24,290.08	0.00%	99.85%
WELLS COUNTY, IN	\$ 23,625.00	0.00%	99.85%
HUDSON COUNTY, NJ	\$ 23,042.40	0.00%	99.85%
CADDO COUNTY, LA	\$ 22,742.67	0.00%	99.86%
KALAMAZOO COUNTY, MI	\$ 22,671.50	0.00%	99.86%
LARIMER COUNTY, CO	\$ 22,340.00	0.00%	99.86%
NEWPORT NEWS CITY COUNTY, VA	\$ 22,340.00	0.00%	99.86%
WORCESTER COUNTY, MA	\$ 22,287.94	0.00%	99.87%
GIBSON COUNTY, TN	\$ 22,108.98	0.00%	99.87%
PEACH COUNTY, GA	\$ 21,870.00	0.00%	99.87%
RALEIGH COUNTY, WV	\$ 20,600.00	0.00%	99.87%
GRADY COUNTY, OK	\$ 20,496.56	0.00%	99.88%
LATAH COUNTY, ID	\$ 20,000.00	0.00%	99.88%
ESCAMBIA COUNTY, AL	\$ 19,918.00	0.00%	99.88%
UNION COUNTY, NC	\$ 18,818.94	0.00%	99.88%
PULASKI COUNTY, AR	\$ 17,855.56	0.00%	99.89%
LINCOLN COUNTY, MO	\$ 17,837.47	0.00%	99.89%
DICKINSON COUNTY, KS	\$ 17,640.00	0.00%	99.89%
CHITTENDEN COUNTY, VT	\$ 17,628.81	0.00%	99.89%
HERNANDO COUNTY, FL	\$ 17,600.00	0.00%	99.89%
WAYNE COUNTY, PA	\$ 17,408.43	0.00%	99.90%
PIERCE COUNTY, WA	\$ 17,220.00	0.00%	99.90%
WHATCOM COUNTY, WA	\$ 17,215.00	0.00%	99.90%
MACOMB COUNTY, MI	\$ 17,166.54	0.00%	99.90%
BEXAR COUNTY, TX	\$ 17,015.60	0.00%	99.90%
ADA COUNTY, ID	\$ 16,569.03	0.00%	99.91%
PASSAIC COUNTY, NJ	\$ 16,083.07	0.00%	99.91%
GORDON COUNTY, GA	\$ 15,860.06	0.00%	99.91%
FRANKLIN COUNTY, OH	\$ 15,500.02	0.00%	99.91%
FAYETTE COUNTY, KY	\$ 15,455.00	0.00%	99.91%
HAMILTON COUNTY, FL	\$ 15,037.00	0.00%	99.92%
WASHINGTON COUNTY, MN	\$ 14,906.00	0.00%	99.92%
MITCHELL COUNTY, GA	\$ 14,840.00	0.00%	99.92%
DEKALB COUNTY, GA	\$ 14,235.88	0.00%	99.92%

County-State	Amount	Percent	Cumulative Percent
JACKSON COUNTY, MS	\$ 14,200.00	0.00%	99.92%
ALAMEDA COUNTY, CA	\$ 14,195.00	0.00%	99.92%
ERIE COUNTY, PA	\$ 14,097.00	0.00%	99.93%
BALTIMORE COUNTY, MD	\$ 13,901.28	0.00%	99.93%
CHARLESTON COUNTY, SC	\$ 13,884.26	0.00%	99.93%
LORAIN COUNTY, OH	\$ 13,569.06	0.00%	99.93%
WILL COUNTY, IL	\$ 13,553.00	0.00%	99.93%
CLACKAMAS COUNTY, OR	\$ 13,469.00	0.00%	99.93%
GLOUCESTER COUNTY, NJ	\$ 13,442.73	0.00%	99.94%
LEE COUNTY, MS	\$ 13,010.00	0.00%	99.94%
SONOMA COUNTY, CA	\$ 13,000.00	0.00%	99.94%
CALVERT COUNTY, MD	\$ 12,388.50	0.00%	99.94%
SNOHOMISH COUNTY, WA	\$ 12,315.25	0.00%	99.94%
SACRAMENTO COUNTY, CA	\$ 12,143.60	0.00%	99.94%
MIDDLESEX COUNTY, NJ	\$ 11,851.26	0.00%	99.95%
PRINCE WILLIAM COUNTY, VA	\$ 11,822.91	0.00%	99.95%
OTTAWA COUNTY, MI	\$ 11,800.00	0.00%	99.95%
HUNTERDON COUNTY, NJ	\$ 11,655.50	0.00%	99.95%
BLOUNT COUNTY, TN	\$ 11,370.00	0.00%	99.95%
ORANGE COUNTY, NY	\$ 11,348.28	0.00%	99.95%
WASHOE COUNTY, NV	\$ 11,280.00	0.00%	99.95%
BRONX COUNTY, NY	\$ 10,691.00	0.00%	99.96%
ONEIDA COUNTY, NY	\$ 10,421.20	0.00%	99.96%
BERKS COUNTY, PA	\$ 10,300.00	0.00%	99.96%
CALCASIEU COUNTY, LA	\$ 9,897.31	0.00%	99.96%
HOLMES COUNTY, FL	\$ 9,820.00	0.00%	99.96%
BUTLER COUNTY, PA	\$ 9,460.27	0.00%	99.96%
WELD COUNTY, CO	\$ 9,360.00	0.00%	99.96%
MARSHALL COUNTY, AL	\$ 9,006.00	0.00%	99.96%
BRADFORD COUNTY, FL	\$ 8,800.07	0.00%	99.96%
GALVESTON COUNTY, TX	\$ 8,790.00	0.00%	99.97%
EDGEFIELD COUNTY, SC	\$ 8,761.00	0.00%	99.97%
KANE COUNTY, IL	\$ 8,474.92	0.00%	99.97%
CLALLAM COUNTY, WA	\$ 8,427.40	0.00%	99.97%
LAFAYETTE COUNTY, FL	\$ 8,408.80	0.00%	99.97%
LIBERTY COUNTY, FL	\$ 8,388.40	0.00%	99.97%
LEVY COUNTY, FL	\$ 8,075.00	0.00%	99.97%
HARRISON COUNTY, KY	\$ 8,024.05	0.00%	99.97%
INGHAM COUNTY, MI	\$ 7,684.00	0.00%	99.97%
SAINT CLAIR COUNTY, MI	\$ 7,600.00	0.00%	99.97%
MONTGOMERY COUNTY, AL	\$ 7,580.00	0.00%	99.98%

County-State	Amount	Percent	Cumulative Percent
JEFFERSON COUNTY, WI	\$ 7,316.36	0.00%	99.98%
EAGLE COUNTY, CO	\$ 7,316.35	0.00%	99.98%
CENTRE COUNTY, PA	\$ 7,246.50	0.00%	99.98%
FRANKLIN COUNTY, PA	\$ 7,058.00	0.00%	99.98%
LEE COUNTY, NC	\$ 6,995.00	0.00%	99.98%
DOUGLAS COUNTY, MN	\$ 6,963.00	0.00%	99.98%
CUMBERLAND COUNTY, ME	\$ 6,900.00	0.00%	99.98%
ETOWAH COUNTY, AL	\$ 6,751.88	0.00%	99.98%
CALHOUN COUNTY, AL	\$ 6,384.40	0.00%	99.98%
HORRY COUNTY, SC	\$ 6,270.00	0.00%	99.98%
STARK COUNTY, ND	\$ 5,762.00	0.00%	99.98%
QUEENS COUNTY, NY	\$ 5,639.77	0.00%	99.99%
MADISON COUNTY, TN	\$ 5,557.60	0.00%	99.99%
CLARKE COUNTY, GA	\$ 5,500.00	0.00%	99.99%
COWETA COUNTY, GA	\$ 5,479.73	0.00%	99.99%
GOODHUE COUNTY, MN	\$ 5,260.89	0.00%	99.99%
BROOME COUNTY, NY	\$ 5,243.84	0.00%	99.99%
KERN COUNTY, CA	\$ 5,061.00	0.00%	99.99%
LAURENS COUNTY, GA	\$ 5,000.00	0.00%	99.99%
DOUGLAS COUNTY, CO	\$ 4,878.00	0.00%	99.99%
GRAVES COUNTY, KY	\$ 4,830.00	0.00%	99.99%
SANTA BARBARA COUNTY, CA	\$ 4,698.00	0.00%	99.99%
RICHMOND COUNTY, NY	\$ 3,824.05	0.00%	99.99%
ONONDAGA COUNTY, NY	\$ 3,680.52	0.00%	99.99%
ORANGE COUNTY, CA	\$ 3,500.00	0.00%	99.99%
RAMSEY COUNTY, MN	\$ 3,438.50	0.00%	99.99%
DUBOIS COUNTY, IN	\$ 3,367.00	0.00%	99.99%
HILLSBOROUGH COUNTY, NH	\$ 3,316.21	0.00%	99.99%
WEBER COUNTY, UT	\$ 3,201.72	0.00%	99.99%
LUBBOCK COUNTY, TX	\$ 3,158.50	0.00%	99.99%
OSCEOLA COUNTY, MI	\$ 3,153.06	0.00%	100.00%
TULSA COUNTY, OK	\$ 3,130.00	0.00%	100.00%
PRINCE GEORGES COUNTY, MD	\$ 3,100.00	0.00%	100.00%
MAHONING COUNTY, OH	\$ 3,054.46	0.00%	100.00%
ULSTER COUNTY, NY	\$ 3,025.00	0.00%	100.00%
JASPER COUNTY, MS	\$ 2,866.99	0.00%	100.00%
SAN JOAQUIN COUNTY, CA	\$ 2,844.76	0.00%	100.00%
OTOE COUNTY, NE	\$ 2,798.68	0.00%	100.00%
WASHINGTON COUNTY, OH	\$ 2,670.00	0.00%	100.00%
BROWN COUNTY, WI	\$ 2,374.68	0.00%	100.00%
PICKAWAY COUNTY, OH	\$ 2,055.00	0.00%	100.00%

County-State	Amount	Percent	Cumulative Percent
YAVAPAI COUNTY, AZ	\$ 1,830.52	0.00%	100.00%
LAKE COUNTY, IN	\$ 1,710.30	0.00%	100.00%
CLARK COUNTY, NV	\$ 1,406.68	0.00%	100.00%
LENAWEE COUNTY, MI	\$ 1,300.00	0.00%	100.00%
SEMINOLE COUNTY, GA	\$ 1,141.60	0.00%	100.00%
TRANSYLVANIA COUNTY, NC	\$ 950.00	0.00%	100.00%
FRANKLIN COUNTY, KS	\$ 750.00	0.00%	100.00%
SULLIVAN COUNTY, NH	\$ 679.87	0.00%	100.00%
BURLINGTON COUNTY, NJ	\$ 599.62	0.00%	100.00%
GLYNN COUNTY, GA	\$ 542.12	0.00%	100.00%
CARVER COUNTY, MN	\$ 510.15	0.00%	100.00%
OCEAN COUNTY, NJ	\$ 500.00	0.00%	100.00%
SCOTT COUNTY, MN	\$ 355.00	0.00%	100.00%
TIFT COUNTY, GA	\$ 270.00	0.00%	100.00%
SUWANNEE COUNTY, FL	\$ 185.00	0.00%	100.00%

TABLE A-2. CITY OF TALLAHASSEE MARKET AREA, ARCHITECTURE AND ENGINEERING

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 60,781,637.73	72.61%	72.61%
GADSDEN COUNTY, FL	\$ 6,475,051.22	7.73%	80.34%
WAKULLA COUNTY, FL	\$ 35,275.00	0.04%	80.39%
COOK COUNTY, IL	\$ 4,025,142.69	4.81%	85.19%
KNOX COUNTY, TN	\$ 2,951,029.90	3.53%	88.72%
ORANGE COUNTY, FL	\$ 2,233,264.07	2.67%	91.39%
HENNEPIN COUNTY, MN	\$ 2,215,434.00	2.65%	94.03%
PALM BEACH COUNTY, FL	\$ 799,966.78	0.96%	94.99%
ALACHUA COUNTY, FL	\$ 730,012.60	0.87%	95.86%
ARAPAHOE COUNTY, CO	\$ 559,084.26	0.67%	96.53%
BROWARD COUNTY, FL	\$ 312,671.50	0.37%	96.90%
SAINT LOUIS COUNTY, MO	\$ 279,868.57	0.33%	97.24%
PASCO COUNTY, FL	\$ 243,975.90	0.29%	97.53%
BARTOW COUNTY, GA	\$ 209,895.73	0.25%	97.78%
KING COUNTY, WA	\$ 207,687.18	0.25%	98.03%
JACKSON COUNTY, MO	\$ 188,174.30	0.22%	98.25%
HILLSBOROUGH COUNTY, FL	\$ 178,989.55	0.21%	98.47%
FULTON COUNTY, GA	\$ 161,181.03	0.19%	98.66%
ALLEGHENY COUNTY, PA	\$ 157,028.65	0.19%	98.85%
JACKSON COUNTY, FL	\$ 151,766.48	0.18%	99.03%
BLAINE COUNTY, ID	\$ 113,835.11	0.14%	99.16%
POLK COUNTY, FL	\$ 112,820.63	0.13%	99.30%

County-State	Amount	Percent	Cumulative Percent
LEE COUNTY, FL	\$ 75,374.36	0.09%	99.39%
MONTGOMERY COUNTY, MD	\$ 67,010.79	0.08%	99.47%
HAMILTON COUNTY, OH	\$ 64,636.21	0.08%	99.54%
GULF COUNTY, FL	\$ 62,313.62	0.07%	99.62%
DENVER COUNTY, CO	\$ 52,340.15	0.06%	99.68%
NEW YORK COUNTY, NY	\$ 49,890.00	0.06%	99.74%
SUMMIT COUNTY, OH	\$ 27,823.75	0.03%	99.77%
DUVAL COUNTY, FL	\$ 25,142.00	0.03%	99.80%
LOS ANGELES COUNTY, CA	\$ 23,062.00	0.03%	99.83%
NASSAU COUNTY, NY	\$ 20,675.00	0.02%	99.86%
HAYS COUNTY, TX	\$ 18,875.58	0.02%	99.88%
LANE COUNTY, OR	\$ 18,000.00	0.02%	99.90%
JEFFERSON COUNTY, CO	\$ 17,550.00	0.02%	99.92%
GWINNETT COUNTY, GA	\$ 12,638.10	0.02%	99.94%
SAN MATEO COUNTY, CA	\$ 11,758.10	0.01%	99.95%
WASHOE COUNTY, NV	\$ 11,280.00	0.01%	99.96%
CLAY COUNTY, FL	\$ 9,850.00	0.01%	99.98%
SAN FRANCISCO COUNTY, CA	\$ 5,116.00	0.01%	99.98%
SANTA BARBARA COUNTY, CA	\$ 4,698.00	0.01%	99.99%
PINELLAS COUNTY, FL	\$ 4,448.50	0.01%	99.99%
SAINT LUCIE COUNTY, FL	\$ 2,250.00	0.00%	100.00%
PHILADELPHIA COUNTY, PA	\$ 1,774.60	0.00%	100.00%
MIDDLESEX COUNTY, MA	\$ 1,531.00	0.00%	100.00%

TABLE A-3. CITY OF TALLAHASSEE MARKET AREA, CONSTRUCTION

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 236,958,580.08	84.37%	84.37%
GADSDEN COUNTY, FL	\$ 30,042,368.06	10.70%	95.07%
WAKULLA COUNTY, FL	\$ 783,119.54	0.28%	95.35%
JEFFERSON COUNTY, FL	\$ 9,300.00	0.00%	95.35%
MIAMI-DADE COUNTY, FL	\$ 5,723,935.00	2.04%	97.39%
COOK COUNTY, IL	\$ 1,690,439.67	0.60%	97.99%
KENT COUNTY, MI	\$ 1,208,182.47	0.43%	98.42%
JEFFERSON COUNTY, AL	\$ 1,171,484.07	0.42%	98.84%
DUVAL COUNTY, FL	\$ 449,135.50	0.16%	99.00%
GUILFORD COUNTY, NC	\$ 390,000.00	0.14%	99.14%
HILLSBOROUGH COUNTY, FL	\$ 348,880.50	0.12%	99.26%
ESCAMBIA COUNTY, FL	\$ 325,683.52	0.12%	99.38%
MECKLENBURG COUNTY, NC	\$ 273,651.80	0.10%	99.48%
PINELLAS COUNTY, FL	\$ 228,176.38	0.08%	99.56%

County-State	Amount	Percent	Cumulative Percent
LAKE COUNTY, FL	\$ 160,990.64	0.06%	99.62%
FULTON COUNTY, GA	\$ 149,090.93	0.05%	99.67%
PASCO COUNTY, FL	\$ 129,729.60	0.05%	99.71%
OAKLAND COUNTY, MI	\$ 119,022.50	0.04%	99.76%
COLUMBIA COUNTY, FL	\$ 110,481.87	0.04%	99.80%
POLK COUNTY, FL	\$ 76,760.80	0.03%	99.82%
ORANGE COUNTY, FL	\$ 71,014.69	0.03%	99.85%
WHITE COUNTY, GA	\$ 65,010.00	0.02%	99.87%
MARION COUNTY, FL	\$ 57,347.20	0.02%	99.89%
SEMINOLE COUNTY, FL	\$ 53,681.50	0.02%	99.91%
CUYAHOGA COUNTY, OH	\$ 50,013.00	0.02%	99.93%
WHITMAN COUNTY, WA	\$ 30,945.00	0.01%	99.94%
HALL COUNTY, GA	\$ 25,407.00	0.01%	99.95%
SHELBY COUNTY, AL	\$ 24,900.00	0.01%	99.96%
HAMILTON COUNTY, OH	\$ 18,852.06	0.01%	99.96%
INTERNATIONAL	\$ 15,862.00	0.01%	99.97%
ALACHUA COUNTY, FL	\$ 15,161.00	0.01%	99.98%
SARASOTA COUNTY, FL	\$ 10,824.00	0.00%	99.98%
WAKE COUNTY, NC	\$ 8,412.00	0.00%	99.98%
SAINT JOHNS COUNTY, FL	\$ 7,804.00	0.00%	99.99%
DECATUR COUNTY, GA	\$ 5,821.53	0.00%	99.99%
FAIRFAX COUNTY, VA	\$ 5,588.24	0.00%	99.99%
BAY COUNTY, FL	\$ 5,250.00	0.00%	99.99%
THOMAS COUNTY, GA	\$ 4,397.00	0.00%	99.99%
RAPIDES COUNTY, LA	\$ 4,210.56	0.00%	99.99%
ALLEGHENY COUNTY, PA	\$ 3,935.01	0.00%	100.00%
JACKSON COUNTY, FL	\$ 3,850.00	0.00%	100.00%
YORK COUNTY, PA	\$ 3,396.00	0.00%	100.00%
TROUP COUNTY, GA	\$ 1,423.95	0.00%	100.00%
MONTGOMERY COUNTY, MD	\$ 1,065.36	0.00%	100.00%
NEW YORK COUNTY, NY	\$ 971.00	0.00%	100.00%
SAINT LOUIS COUNTY, MO	\$ 509.50	0.00%	100.00%

TABLE A-4. CITY OF TALLAHASSEE MARKET AREA, PROFESSIONAL SERVICES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 20,620,310.35	66.97%	66.97%
DALLAS COUNTY, TX	\$ 1,240,410.29	4.03%	71.00%
FAIRFAX COUNTY, VA	\$ 1,072,592.22	3.48%	74.49%
KNOX COUNTY, TN	\$ 837,371.65	2.72%	77.21%
HILLSBOROUGH COUNTY, FL	\$ 797,232.90	2.59%	79.80%

County-State	Amount	Percent	Cumulative Percent
FULTON COUNTY, GA	\$ 585,489.24	1.90%	81.70%
COOK COUNTY, IL	\$ 500,148.93	1.62%	83.32%
NEW YORK COUNTY, NY	\$ 485,850.00	1.58%	84.90%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 439,421.09	1.43%	86.33%
JOHNSON COUNTY, KS	\$ 394,451.34	1.28%	87.61%
ORANGE COUNTY, FL	\$ 330,318.44	1.07%	88.68%
ALACHUA COUNTY, FL	\$ 315,524.47	1.02%	89.71%
DOUGLAS COUNTY, NE	\$ 306,851.19	1.00%	90.70%
MECKLENBURG COUNTY, NC	\$ 290,580.00	0.94%	91.65%
LANE COUNTY, OR	\$ 277,127.59	0.90%	92.55%
MIAMI-DADE COUNTY, FL	\$ 214,365.00	0.70%	93.24%
CLAY COUNTY, MO	\$ 211,245.71	0.69%	93.93%
ALLEGHENY COUNTY, PA	\$ 194,793.19	0.63%	94.56%
VOLUSIA COUNTY, FL	\$ 143,500.00	0.47%	95.03%
GREENVILLE COUNTY, SC	\$ 110,572.81	0.36%	95.39%
BALTIMORE CITY COUNTY, MD	\$ 109,111.75	0.35%	95.74%
DUVAL COUNTY, FL	\$ 107,738.59	0.35%	96.09%
SUFFOLK COUNTY, MA	\$ 74,575.00	0.24%	96.33%
CLAY COUNTY, FL	\$ 69,519.97	0.23%	96.56%
WAYNE COUNTY, MI	\$ 64,130.00	0.21%	96.77%
NASSAU COUNTY, NY	\$ 64,008.01	0.21%	96.98%
HARRIS COUNTY, TX	\$ 58,995.00	0.19%	97.17%
LOWNDES COUNTY, GA	\$ 58,166.86	0.19%	97.36%
POLK COUNTY, FL	\$ 56,034.26	0.18%	97.54%
MONTGOMERY COUNTY, TX	\$ 54,355.00	0.18%	97.71%
DENTON COUNTY, TX	\$ 50,000.00	0.16%	97.88%
SEMINOLE COUNTY, FL	\$ 46,348.44	0.15%	98.03%
GASTON COUNTY, NC	\$ 42,576.07	0.14%	98.17%
FRANKLIN COUNTY, VA	\$ 40,000.00	0.13%	98.30%
HENNEPIN COUNTY, MN	\$ 38,176.17	0.12%	98.42%
WASHINGTON COUNTY, FL	\$ 36,000.00	0.12%	98.54%
TARRANT COUNTY, TX	\$ 33,925.00	0.11%	98.65%
SARASOTA COUNTY, FL	\$ 33,660.00	0.11%	98.76%
COLLIN COUNTY, TX	\$ 30,890.94	0.10%	98.86%
BARNSTABLE COUNTY, MA	\$ 29,693.14	0.10%	98.95%
CUYAHOGA COUNTY, OH	\$ 28,430.00	0.09%	99.05%
ESCAMBIA COUNTY, FL	\$ 28,350.00	0.09%	99.14%
EAST BATON ROUGE COUNTY, LA	\$ 26,840.00	0.09%	99.22%
WHITMAN COUNTY, WA	\$ 26,628.00	0.09%	99.31%
TRAVIS COUNTY, TX	\$ 22,500.00	0.07%	99.38%
VIRGINIA BEACH CITY COUNTY, VA	\$ 19,400.00	0.06%	99.45%

County-State	Amount	Percent	Cumulative Percent
BREVARD COUNTY, FL	\$ 16,000.00	0.05%	99.50%
HOWARD COUNTY, MD	\$ 15,324.18	0.05%	99.55%
DEKALB COUNTY, GA	\$ 12,495.00	0.04%	99.59%
PALM BEACH COUNTY, FL	\$ 10,126.75	0.03%	99.62%
BROWARD COUNTY, FL	\$ 9,937.60	0.03%	99.65%
FORT BEND COUNTY, TX	\$ 9,570.20	0.03%	99.69%
WELD COUNTY, CO	\$ 9,360.00	0.03%	99.72%
CITRUS COUNTY, FL	\$ 8,439.16	0.03%	99.74%
PULASKI COUNTY, AR	\$ 8,300.00	0.03%	99.77%
FRANKLIN COUNTY, FL	\$ 7,335.00	0.02%	99.79%
CUMBERLAND COUNTY, ME	\$ 6,900.00	0.02%	99.82%
JACKSON COUNTY, FL	\$ 5,017.22	0.02%	99.83%
SUMMIT COUNTY, OH	\$ 5,000.00	0.02%	99.85%
UTAH COUNTY, UT	\$ 5,000.00	0.02%	99.87%
PINELLAS COUNTY, FL	\$ 4,989.00	0.02%	99.88%
BAY COUNTY, FL	\$ 4,533.95	0.01%	99.90%
WAKE COUNTY, NC	\$ 4,500.00	0.01%	99.91%
ESSEX COUNTY, NJ	\$ 3,938.50	0.01%	99.92%
SAINT JOHNS COUNTY, FL	\$ 3,780.00	0.01%	99.94%
DELAWARE COUNTY, OH	\$ 3,246.73	0.01%	99.95%
OSCEOLA COUNTY, MI	\$ 3,153.06	0.01%	99.96%
SAINT LUCIE COUNTY, FL	\$ 2,800.00	0.01%	99.97%
GRAVES COUNTY, KY	\$ 2,415.00	0.01%	99.97%
TULSA COUNTY, OK	\$ 2,090.00	0.01%	99.98%
ALAMEDA COUNTY, CA	\$ 1,500.00	0.00%	99.99%
CHARLESTON COUNTY, SC	\$ 1,234.26	0.00%	99.99%
LOS ANGELES COUNTY, CA	\$ 1,027.25	0.00%	99.99%
MANATEE COUNTY, FL	\$ 942.50	0.00%	100.00%
JEFFERSON COUNTY, AL	\$ 762.80	0.00%	100.00%
SNOHOMISH COUNTY, WA	\$ 590.25	0.00%	100.00%

TABLE A-5. CITY OF TALLAHASSEE MARKET AREA, OTHER SERVICES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 78,434,942.33	31.49%	31.49%
GADSDEN COUNTY, FL	\$ 40,416,025.35	16.22%	47.71%
WAKULLA COUNTY, FL	\$ 255,563.84	0.10%	47.81%
JEFFERSON COUNTY, FL	\$ 210,769.43	0.08%	47.90%
ALLEGHENY COUNTY, PA	\$ 25,902,064.96	10.40%	58.29%
COOK COUNTY, IL	\$ 18,203,578.58	7.31%	65.60%
DALLAS COUNTY, TX	\$ 9,737,268.60	3.91%	69.51%

County-State	Amount	Percent	Cumulative Percent
FULTON COUNTY, GA	\$ 9,193,701.11	3.69%	73.20%
DAVIDSON COUNTY, TN	\$ 8,459,599.23	3.40%	76.60%
VIRGINIA BEACH CITY COUNTY, VA	\$ 6,465,287.59	2.60%	79.19%
GREENVILLE COUNTY, SC	\$ 4,284,069.28	1.72%	80.91%
NEW YORK COUNTY, NY	\$ 2,583,586.75	1.04%	81.95%
ORANGE COUNTY, FL	\$ 2,410,173.70	0.97%	82.92%
FAIRFAX COUNTY, VA	\$ 2,394,809.26	0.96%	83.88%
SEMINOLE COUNTY, FL	\$ 2,060,037.14	0.83%	84.70%
OAKLAND COUNTY, MI	\$ 1,961,665.50	0.79%	85.49%
ERIE COUNTY, NY	\$ 1,855,791.61	0.74%	86.24%
DUPAGE COUNTY, IL	\$ 1,848,774.52	0.74%	86.98%
HAMILTON COUNTY, OH	\$ 1,841,323.68	0.74%	87.72%
SAINT JOHNS COUNTY, FL	\$ 1,732,833.65	0.70%	88.41%
SAN FRANCISCO COUNTY, CA	\$ 1,537,427.00	0.62%	89.03%
DUVAL COUNTY, FL	\$ 1,478,907.89	0.59%	89.62%
SAINT LOUIS COUNTY, MO	\$ 1,361,078.00	0.55%	90.17%
RAPIDES COUNTY, LA	\$ 1,211,889.00	0.49%	90.66%
ESCAMBIA COUNTY, FL	\$ 1,125,223.74	0.45%	91.11%
LOS ANGELES COUNTY, CA	\$ 1,124,444.99	0.45%	91.56%
POLK COUNTY, FL	\$ 1,064,792.86	0.43%	91.99%
MONTGOMERY COUNTY, PA	\$ 792,430.00	0.32%	92.31%
SALT LAKE COUNTY, UT	\$ 683,950.44	0.27%	92.58%
FLATHEAD COUNTY, MT	\$ 588,365.81	0.24%	92.82%
SAINT LOUIS CITY COUNTY, MO	\$ 577,968.35	0.23%	93.05%
TRAVIS COUNTY, TX	\$ 572,257.03	0.23%	93.28%
HILLSBOROUGH COUNTY, FL	\$ 556,823.37	0.22%	93.50%
HARRIS COUNTY, TX	\$ 456,735.09	0.18%	93.68%
MIAMI-DADE COUNTY, FL	\$ 451,137.43	0.18%	93.87%
MULTNOMAH COUNTY, OR	\$ 427,273.23	0.17%	94.04%
INTERNATIONAL	\$ 423,457.12	0.17%	94.21%
HENNEPIN COUNTY, MN	\$ 420,804.84	0.17%	94.38%
MARICOPA COUNTY, AZ	\$ 409,970.70	0.16%	94.54%
GWINNETT COUNTY, GA	\$ 401,952.38	0.16%	94.70%
JEFFERSON COUNTY, AL	\$ 395,104.56	0.16%	94.86%
WAUKESHA COUNTY, WI	\$ 383,691.50	0.15%	95.01%
PALM BEACH COUNTY, FL	\$ 339,389.22	0.14%	95.15%
CITRUS COUNTY, FL	\$ 331,456.91	0.13%	95.28%
DUBUQUE COUNTY, IA	\$ 330,833.67	0.13%	95.42%
BROWARD COUNTY, FL	\$ 321,988.41	0.13%	95.55%
PHILADELPHIA COUNTY, PA	\$ 310,361.89	0.12%	95.67%
DECATUR COUNTY, GA	\$ 296,343.99	0.12%	95.79%

County-State	Amount	Percent	Cumulative Percent
MONROE COUNTY, NY	\$ 293,825.33	0.12%	95.91%
LEE COUNTY, FL	\$ 287,059.44	0.12%	96.02%
HENRY COUNTY, GA	\$ 284,814.23	0.11%	96.14%
HOUSTON COUNTY, AL	\$ 265,545.62	0.11%	96.24%
SUFFOLK COUNTY, MA	\$ 261,592.06	0.11%	96.35%
MECKLENBURG COUNTY, NC	\$ 252,730.13	0.10%	96.45%
WAKE COUNTY, NC	\$ 251,975.06	0.10%	96.55%
LAKE COUNTY, FL	\$ 246,300.00	0.10%	96.65%
DENVER COUNTY, CO	\$ 243,167.65	0.10%	96.75%
PROVIDENCE COUNTY, RI	\$ 241,284.78	0.10%	96.84%
RICHMOND CITY COUNTY, VA	\$ 229,189.00	0.09%	96.94%
MIDDLESEX COUNTY, MA	\$ 224,710.53	0.09%	97.03%
COLUMBIA COUNTY, FL	\$ 220,476.42	0.09%	97.12%
LAKE COUNTY, IL	\$ 192,195.43	0.08%	97.19%
FRANKLIN COUNTY, VA	\$ 170,500.00	0.07%	97.26%
CUYAHOGA COUNTY, OH	\$ 167,463.80	0.07%	97.33%
BERGEN COUNTY, NJ	\$ 166,560.00	0.07%	97.39%
YORK COUNTY, SC	\$ 165,477.93	0.07%	97.46%
WOODBURY COUNTY, IA	\$ 163,258.00	0.07%	97.53%
BAY COUNTY, FL	\$ 156,516.70	0.06%	97.59%
LANE COUNTY, OR	\$ 155,925.58	0.06%	97.65%
JOHNSON COUNTY, KS	\$ 152,094.56	0.06%	97.71%
CONTRA COSTA COUNTY, CA	\$ 133,646.86	0.05%	97.77%
KNOX COUNTY, TN	\$ 126,979.63	0.05%	97.82%
WAYNE COUNTY, MI	\$ 120,564.04	0.05%	97.87%
BREVARD COUNTY, FL	\$ 116,489.15	0.05%	97.91%
YORK COUNTY, PA	\$ 115,079.19	0.05%	97.96%
JACKSON COUNTY, MO	\$ 114,710.00	0.05%	98.01%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 110,000.00	0.04%	98.05%
ORLEANS COUNTY, LA	\$ 108,345.47	0.04%	98.09%
HOCKING COUNTY, OH	\$ 107,212.00	0.04%	98.14%
MARTIN COUNTY, FL	\$ 105,926.50	0.04%	98.18%
DAVIDSON COUNTY, NC	\$ 94,055.90	0.04%	98.22%
OSWEGO COUNTY, NY	\$ 89,571.00	0.04%	98.25%
JEFFERSON COUNTY, CO	\$ 89,469.50	0.04%	98.29%
ESSEX COUNTY, NJ	\$ 86,746.16	0.03%	98.32%
WHITMAN COUNTY, WA	\$ 83,832.00	0.03%	98.36%
ARAPAHOE COUNTY, CO	\$ 83,272.00	0.03%	98.39%
HARRISON COUNTY, MS	\$ 82,400.00	0.03%	98.42%
VOLUSIA COUNTY, FL	\$ 81,328.80	0.03%	98.46%
ALACHUA COUNTY, FL	\$ 79,862.32	0.03%	98.49%

County-State	Amount	Percent	Cumulative Percent
SURRY COUNTY, NC	\$ 79,649.29	0.03%	98.52%
MORGAN COUNTY, AL	\$ 78,605.92	0.03%	98.55%
HENDERSON COUNTY, KY	\$ 78,470.78	0.03%	98.58%
WASHINGTON COUNTY, OR	\$ 76,240.00	0.03%	98.61%
UTAH COUNTY, UT	\$ 74,631.93	0.03%	98.64%
COBB COUNTY, GA	\$ 72,419.22	0.03%	98.67%
MOBILE COUNTY, AL	\$ 71,154.70	0.03%	98.70%
MADISON COUNTY, MS	\$ 68,839.33	0.03%	98.73%
MARION COUNTY, IN	\$ 68,014.50	0.03%	98.76%
PINELLAS COUNTY, FL	\$ 64,022.54	0.03%	98.78%
CUMBERLAND COUNTY, PA	\$ 62,360.08	0.03%	98.81%
MILWAUKEE COUNTY, WI	\$ 62,074.00	0.02%	98.83%
EAST BATON ROUGE COUNTY, LA	\$ 61,025.17	0.02%	98.86%
BARNSTABLE COUNTY, MA	\$ 59,137.39	0.02%	98.88%
OZAUKEE COUNTY, WI	\$ 58,210.00	0.02%	98.90%
CANADA	\$ 57,816.00	0.02%	98.93%
MARION COUNTY, FL	\$ 55,293.64	0.02%	98.95%
WILLIAMSON COUNTY, TX	\$ 54,599.00	0.02%	98.97%
KING COUNTY, WA	\$ 54,552.04	0.02%	98.99%
SAN BERNARDINO COUNTY, CA	\$ 52,981.60	0.02%	99.01%
BLAINE COUNTY, ID	\$ 52,060.00	0.02%	99.03%
SANTA ROSA COUNTY, FL	\$ 51,397.00	0.02%	99.06%
HALL COUNTY, GA	\$ 50,814.00	0.02%	99.08%
MADISON COUNTY, KY	\$ 50,372.00	0.02%	99.10%
FRANKLIN COUNTY, FL	\$ 48,000.00	0.02%	99.12%
ARLINGTON COUNTY, VA	\$ 46,007.30	0.02%	99.13%
TAYLOR COUNTY, FL	\$ 44,649.03	0.02%	99.15%
LANCASTER COUNTY, NE	\$ 44,016.00	0.02%	99.17%
COLLIN COUNTY, TX	\$ 42,711.14	0.02%	99.19%
DOUGLAS COUNTY, GA	\$ 41,728.00	0.02%	99.20%
DURHAM COUNTY, NC	\$ 41,000.00	0.02%	99.22%
OKLAHOMA COUNTY, OK	\$ 40,102.44	0.02%	99.24%
GUILFORD COUNTY, NC	\$ 39,705.97	0.02%	99.25%
SHELBY COUNTY, AL	\$ 39,412.00	0.02%	99.27%
SAN DIEGO COUNTY, CA	\$ 36,797.60	0.01%	99.28%
HIGHLANDS COUNTY, FL	\$ 36,557.00	0.01%	99.30%
LUZERNE COUNTY, PA	\$ 35,464.72	0.01%	99.31%
BALTIMORE CITY COUNTY, MD	\$ 35,421.48	0.01%	99.33%
SHELBY COUNTY, TN	\$ 35,010.13	0.01%	99.34%
MANATEE COUNTY, FL	\$ 34,185.80	0.01%	99.35%
WASHTENAW COUNTY, MI	\$ 34,100.00	0.01%	99.37%

County-State	Amount	Percent	Cumulative Percent
PAYNE COUNTY, OK	\$ 33,698.00	0.01%	99.38%
WARE COUNTY, GA	\$ 33,268.53	0.01%	99.39%
CERRO GORDO COUNTY, IA	\$ 33,048.00	0.01%	99.41%
SARATOGA COUNTY, NY	\$ 33,000.00	0.01%	99.42%
BUCKS COUNTY, PA	\$ 32,762.26	0.01%	99.43%
TOMPKINS COUNTY, NY	\$ 31,875.00	0.01%	99.45%
CLAY COUNTY, MO	\$ 31,779.50	0.01%	99.46%
LEE COUNTY, AL	\$ 30,400.00	0.01%	99.47%
MADISON COUNTY, FL	\$ 29,897.83	0.01%	99.48%
SAINT LUCIE COUNTY, FL	\$ 29,481.50	0.01%	99.49%
WHITESIDE COUNTY, IL	\$ 27,996.00	0.01%	99.51%
SOMERSET COUNTY, NJ	\$ 27,600.00	0.01%	99.52%
ORANGE COUNTY, NC	\$ 27,467.00	0.01%	99.53%
TARRANT COUNTY, TX	\$ 27,211.00	0.01%	99.54%
SAN MATEO COUNTY, CA	\$ 27,000.00	0.01%	99.55%
MESA COUNTY, CO	\$ 25,890.00	0.01%	99.56%
HOWARD COUNTY, MD	\$ 25,620.00	0.01%	99.57%
DELAWARE COUNTY, OH	\$ 24,930.36	0.01%	99.58%
HUDSON COUNTY, NJ	\$ 23,042.40	0.01%	99.59%
MONTGOMERY COUNTY, MD	\$ 22,871.88	0.01%	99.60%
CADDO COUNTY, LA	\$ 22,742.67	0.01%	99.61%
LARIMER COUNTY, CO	\$ 22,340.00	0.01%	99.62%
OSCEOLA COUNTY, FL	\$ 21,863.00	0.01%	99.63%
CHESTERFIELD COUNTY, VA	\$ 21,703.92	0.01%	99.63%
LOUDON COUNTY, TN	\$ 21,527.00	0.01%	99.64%
JEFFERSON COUNTY, KY	\$ 21,357.22	0.01%	99.65%
RALEIGH COUNTY, WV	\$ 20,600.00	0.01%	99.66%
FORT BEND COUNTY, TX	\$ 20,543.80	0.01%	99.67%
LATAH COUNTY, ID	\$ 20,000.00	0.01%	99.68%
KALAMAZOO COUNTY, MI	\$ 19,371.50	0.01%	99.68%
DICKINSON COUNTY, KS	\$ 17,640.00	0.01%	99.69%
BAKER COUNTY, FL	\$ 17,127.71	0.01%	99.70%
THOMAS COUNTY, GA	\$ 17,039.50	0.01%	99.71%
STARK COUNTY, OH	\$ 16,251.50	0.01%	99.71%
PASSAIC COUNTY, NJ	\$ 16,083.07	0.01%	99.72%
CLERMONT COUNTY, OH	\$ 16,059.00	0.01%	99.72%
GORDON COUNTY, GA	\$ 15,860.06	0.01%	99.73%
HAMILTON COUNTY, FL	\$ 15,037.00	0.01%	99.74%
WASHINGTON COUNTY, MN	\$ 14,906.00	0.01%	99.74%
PIERCE COUNTY, WA	\$ 14,740.00	0.01%	99.75%
DENTON COUNTY, TX	\$ 14,667.92	0.01%	99.75%

County-State	Amount	Percent	Cumulative Percent
JACKSON COUNTY, MS	\$ 14,200.00	0.01%	99.76%
LINCOLN COUNTY, MO	\$ 14,103.50	0.01%	99.77%
ERIE COUNTY, PA	\$ 14,097.00	0.01%	99.77%
WILL COUNTY, IL	\$ 13,553.00	0.01%	99.78%
BALTIMORE COUNTY, MD	\$ 13,481.77	0.01%	99.78%
GLOUCESTER COUNTY, NJ	\$ 13,442.73	0.01%	99.79%
BEXAR COUNTY, TX	\$ 13,015.60	0.01%	99.79%
SONOMA COUNTY, CA	\$ 13,000.00	0.01%	99.80%
ALAMEDA COUNTY, CA	\$ 12,695.00	0.01%	99.80%
CALVERT COUNTY, MD	\$ 12,388.50	0.00%	99.81%
DOUGHERTY COUNTY, GA	\$ 12,322.19	0.00%	99.81%
GRADY COUNTY, GA	\$ 12,219.15	0.00%	99.82%
SACRAMENTO COUNTY, CA	\$ 12,143.60	0.00%	99.82%
SNOHOMISH COUNTY, WA	\$ 11,725.00	0.00%	99.83%
DANE COUNTY, WI	\$ 11,693.00	0.00%	99.83%
MIDDLESEX COUNTY, NJ	\$ 11,522.20	0.00%	99.84%
LOWNDES COUNTY, GA	\$ 11,489.00	0.00%	99.84%
HAYS COUNTY, TX	\$ 11,300.97	0.00%	99.85%
FRANKLIN COUNTY, OH	\$ 11,144.07	0.00%	99.85%
BRONX COUNTY, NY	\$ 10,691.00	0.00%	99.86%
SARASOTA COUNTY, FL	\$ 10,689.80	0.00%	99.86%
JACKSON COUNTY, FL	\$ 10,499.00	0.00%	99.86%
BERKS COUNTY, PA	\$ 10,300.00	0.00%	99.87%
SUMTER COUNTY, FL	\$ 10,125.00	0.00%	99.87%
CALCASIEU COUNTY, LA	\$ 9,897.31	0.00%	99.88%
MARSHALL COUNTY, AL	\$ 9,006.00	0.00%	99.88%
BRADFORD COUNTY, FL	\$ 8,800.07	0.00%	99.88%
GALVESTON COUNTY, TX	\$ 8,790.00	0.00%	99.89%
CLALLAM COUNTY, WA	\$ 8,427.40	0.00%	99.89%
LAFAYETTE COUNTY, FL	\$ 8,408.80	0.00%	99.89%
NASSAU COUNTY, NY	\$ 8,400.00	0.00%	99.90%
LIBERTY COUNTY, FL	\$ 8,388.40	0.00%	99.90%
HARRISON COUNTY, KY	\$ 8,024.05	0.00%	99.90%
PASCO COUNTY, FL	\$ 7,728.00	0.00%	99.91%
SAINT CLAIR COUNTY, MI	\$ 7,600.00	0.00%	99.91%
EAGLE COUNTY, CO	\$ 7,316.35	0.00%	99.91%
BLOUNT COUNTY, TN	\$ 7,250.00	0.00%	99.92%
CENTRE COUNTY, PA	\$ 7,246.50	0.00%	99.92%
TROUP COUNTY, GA	\$ 7,118.16	0.00%	99.92%
FRANKLIN COUNTY, PA	\$ 7,058.00	0.00%	99.92%
LEE COUNTY, NC	\$ 6,995.00	0.00%	99.93%

County-State	Amount	Percent	Cumulative Percent
DOUGLAS COUNTY, MN	\$ 6,963.00	0.00%	99.93%
ETOWAH COUNTY, AL	\$ 6,751.88	0.00%	99.93%
WORCESTER COUNTY, MA	\$ 6,731.55	0.00%	99.93%
CALHOUN COUNTY, AL	\$ 6,384.40	0.00%	99.94%
KENT COUNTY, MI	\$ 6,360.53	0.00%	99.94%
SANTA CLARA COUNTY, CA	\$ 6,280.00	0.00%	99.94%
HORRY COUNTY, SC	\$ 6,270.00	0.00%	99.95%
FAYETTE COUNTY, KY	\$ 6,035.00	0.00%	99.95%
HUNTERDON COUNTY, NJ	\$ 5,949.00	0.00%	99.95%
QUEENS COUNTY, NY	\$ 5,639.77	0.00%	99.95%
JEFFERSON COUNTY, WI	\$ 5,635.00	0.00%	99.95%
CLAY COUNTY, FL	\$ 5,581.95	0.00%	99.96%
MADISON COUNTY, TN	\$ 5,557.60	0.00%	99.96%
CLARKE COUNTY, GA	\$ 5,500.00	0.00%	99.96%
COWETA COUNTY, GA	\$ 5,479.73	0.00%	99.96%
GOODHUE COUNTY, MN	\$ 5,260.89	0.00%	99.97%
KERN COUNTY, CA	\$ 5,061.00	0.00%	99.97%
HAMILTON COUNTY, TN	\$ 5,007.20	0.00%	99.97%
DOUGLAS COUNTY, CO	\$ 4,878.00	0.00%	99.97%
BOULDER COUNTY, CO	\$ 4,450.00	0.00%	99.97%
CALUMET COUNTY, WI	\$ 4,332.83	0.00%	99.97%
ONONDAGA COUNTY, NY	\$ 3,680.52	0.00%	99.98%
ORANGE COUNTY, CA	\$ 3,500.00	0.00%	99.98%
RAMSEY COUNTY, MN	\$ 3,438.50	0.00%	99.98%
DUBOIS COUNTY, IN	\$ 3,367.00	0.00%	99.98%
HILLSBOROUGH COUNTY, NH	\$ 3,316.21	0.00%	99.98%
WEBER COUNTY, UT	\$ 3,201.72	0.00%	99.98%
LUBBOCK COUNTY, TX	\$ 3,158.50	0.00%	99.98%
PRINCE GEORGES COUNTY, MD	\$ 3,100.00	0.00%	99.99%
MAHONING COUNTY, OH	\$ 3,054.46	0.00%	99.99%
JASPER COUNTY, MS	\$ 2,866.99	0.00%	99.99%
SAN JOAQUIN COUNTY, CA	\$ 2,844.76	0.00%	99.99%
MONTGOMERY COUNTY, TX	\$ 2,602.50	0.00%	99.99%
GRAVES COUNTY, KY	\$ 2,415.00	0.00%	99.99%
BROWN COUNTY, WI	\$ 2,374.68	0.00%	99.99%
PICKAWAY COUNTY, OH	\$ 2,055.00	0.00%	99.99%
WASHINGTON COUNTY, OH	\$ 1,900.00	0.00%	99.99%
YAVAPAI COUNTY, AZ	\$ 1,830.52	0.00%	99.99%
DEKALB COUNTY, GA	\$ 1,740.88	0.00%	100.00%
LEVY COUNTY, FL	\$ 1,725.00	0.00%	100.00%
LAKE COUNTY, IN	\$ 1,710.30	0.00%	100.00%

County-State	Amount	Percent	Cumulative Percent
CLARK COUNTY, NV	\$ 1,406.68	0.00%	100.00%
TULSA COUNTY, OK	\$ 1,040.00	0.00%	100.00%
BARTOW COUNTY, GA	\$ 984.00	0.00%	100.00%
TRANSYLVANIA COUNTY, NC	\$ 950.00	0.00%	100.00%
KANE COUNTY, IL	\$ 744.40	0.00%	100.00%
RICHMOND COUNTY, NY	\$ 724.05	0.00%	100.00%
SULLIVAN COUNTY, NH	\$ 679.87	0.00%	100.00%
GLYNN COUNTY, GA	\$ 542.12	0.00%	100.00%
OCEAN COUNTY, NJ	\$ 500.00	0.00%	100.00%
CARVER COUNTY, MN	\$ 421.44	0.00%	100.00%
TIFT COUNTY, GA	\$ 270.00	0.00%	100.00%
BURLINGTON COUNTY, NJ	\$ 243.00	0.00%	100.00%
SUWANNEE COUNTY, FL	\$ 185.00	0.00%	100.00%

TABLE A-6. CITY OF TALLAHASSEE MARKET AREA, GOODS AND SUPPLIES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 44,841,261.25	24.84%	24.84%
GADSDEN COUNTY, FL	\$ 6,191,572.28	3.43%	28.27%
WAKULLA COUNTY, FL	\$ 101,693.24	0.06%	28.33%
JEFFERSON COUNTY, FL	\$ 8,007.00	0.00%	28.33%
COOK COUNTY, IL	\$ 17,102,421.79	9.47%	37.81%
ALLEGHENY COUNTY, PA	\$ 15,149,065.83	8.39%	46.20%
DUVAL COUNTY, FL	\$ 11,607,722.64	6.43%	52.63%
FULTON COUNTY, GA	\$ 11,451,819.01	6.34%	58.97%
HILLSBOROUGH COUNTY, FL	\$ 6,760,435.64	3.75%	62.72%
WAKE COUNTY, NC	\$ 5,374,598.45	2.98%	65.70%
DALLAS COUNTY, TX	\$ 5,291,583.82	2.93%	68.63%
ORANGE COUNTY, FL	\$ 4,788,765.56	2.65%	71.28%
MOBILE COUNTY, AL	\$ 4,489,702.34	2.49%	73.77%
SAN FRANCISCO COUNTY, CA	\$ 4,117,331.44	2.28%	76.05%
HARRIS COUNTY, TX	\$ 2,455,573.70	1.36%	77.41%
MIAMI-DADE COUNTY, FL	\$ 2,448,514.59	1.36%	78.77%
MARION COUNTY, FL	\$ 2,401,078.50	1.33%	80.10%
SHELBY COUNTY, AL	\$ 2,179,436.18	1.21%	81.30%
PUTNAM COUNTY, FL	\$ 1,887,592.88	1.05%	82.35%
LOS ANGELES COUNTY, CA	\$ 1,671,749.96	0.93%	83.27%
DUPAGE COUNTY, IL	\$ 1,603,879.64	0.89%	84.16%
JEFFERSON COUNTY, AL	\$ 1,435,704.43	0.80%	84.96%
COLUMBIA COUNTY, FL	\$ 1,369,346.05	0.76%	85.72%
CLAY COUNTY, FL	\$ 1,299,983.40	0.72%	86.44%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
POLK COUNTY, FL	\$ 1,261,115.81	0.70%	87.14%
GUILFORD COUNTY, NC	\$ 1,241,183.79	0.69%	87.82%
PORTAGE COUNTY, OH	\$ 867,530.71	0.48%	88.30%
INTERNATIONAL	\$ 838,197.45	0.46%	88.77%
SAN BERNARDINO COUNTY, CA	\$ 831,393.60	0.46%	89.23%
PASCO COUNTY, FL	\$ 753,221.79	0.42%	89.65%
WHITMAN COUNTY, WA	\$ 725,263.56	0.40%	90.05%
SEMINOLE COUNTY, FL	\$ 716,326.31	0.40%	90.44%
JACKSON COUNTY, MO	\$ 706,638.21	0.39%	90.84%
DOUGLAS COUNTY, KS	\$ 641,693.16	0.36%	91.19%
MANATEE COUNTY, FL	\$ 590,185.06	0.33%	91.52%
OKALOOSA COUNTY, FL	\$ 564,576.85	0.31%	91.83%
BROWARD COUNTY, FL	\$ 560,842.84	0.31%	92.14%
HIGHLANDS COUNTY, FL	\$ 549,047.00	0.30%	92.45%
BERKELEY COUNTY, SC	\$ 543,082.70	0.30%	92.75%
PINELLAS COUNTY, FL	\$ 537,026.34	0.30%	93.04%
ESCAMBIA COUNTY, FL	\$ 502,682.94	0.28%	93.32%
CUYAHOGA COUNTY, OH	\$ 494,324.74	0.27%	93.60%
BEAUFORT COUNTY, NC	\$ 469,910.00	0.26%	93.86%
HENNEPIN COUNTY, MN	\$ 441,585.24	0.24%	94.10%
WESTMORELAND COUNTY, PA	\$ 408,585.51	0.23%	94.33%
JEFFERSON COUNTY, CO	\$ 338,558.52	0.19%	94.52%
ORLEANS COUNTY, LA	\$ 333,645.21	0.18%	94.70%
MONROE COUNTY, NY	\$ 310,820.86	0.17%	94.87%
WARE COUNTY, GA	\$ 302,778.37	0.17%	95.04%
GWINNETT COUNTY, GA	\$ 294,404.96	0.16%	95.20%
MORGAN COUNTY, AL	\$ 277,463.88	0.15%	95.36%
CALUMET COUNTY, WI	\$ 235,917.35	0.13%	95.49%
LAUDERDALE COUNTY, MS	\$ 233,380.00	0.13%	95.62%
DANE COUNTY, WI	\$ 224,643.00	0.12%	95.74%
MECKLENBURG COUNTY, NC	\$ 215,747.47	0.12%	95.86%
MARICOPA COUNTY, AZ	\$ 213,357.48	0.12%	95.98%
DAVIDSON COUNTY, NC	\$ 208,561.47	0.12%	96.09%
VIRGINIA BEACH CITY COUNTY, VA	\$ 206,560.64	0.11%	96.21%
TARRANT COUNTY, TX	\$ 199,534.94	0.11%	96.32%
SHELBY COUNTY, TN	\$ 198,404.96	0.11%	96.43%
WAYNE COUNTY, MI	\$ 195,810.89	0.11%	96.54%
MONTGOMERY COUNTY, OH	\$ 192,876.00	0.11%	96.65%
HALL COUNTY, GA	\$ 189,017.66	0.10%	96.75%
OAKLAND COUNTY, MI	\$ 177,575.31	0.10%	96.85%
SAINT LUCIE COUNTY, FL	\$ 162,226.85	0.09%	96.94%

County-State	Amount	Percent	Cumulative Percent
HOUSTON COUNTY, AL	\$ 159,830.64	0.09%	97.03%
LEE COUNTY, FL	\$ 157,851.06	0.09%	97.11%
HAMILTON COUNTY, OH	\$ 155,103.81	0.09%	97.20%
DOUGHERTY COUNTY, GA	\$ 151,749.00	0.08%	97.28%
NORFOLK COUNTY, MA	\$ 150,557.00	0.08%	97.37%
INDIAN RIVER COUNTY, FL	\$ 146,755.60	0.08%	97.45%
LOWNDES COUNTY, GA	\$ 142,718.65	0.08%	97.53%
COBB COUNTY, GA	\$ 139,140.00	0.08%	97.60%
DAVIDSON COUNTY, TN	\$ 127,186.13	0.07%	97.68%
MARTIN COUNTY, FL	\$ 126,641.96	0.07%	97.75%
JACKSON COUNTY, FL	\$ 124,480.14	0.07%	97.81%
CANADA	\$ 122,712.10	0.07%	97.88%
KING COUNTY, WA	\$ 120,587.74	0.07%	97.95%
WAUKESHA COUNTY, WI	\$ 119,317.59	0.07%	98.02%
PALM BEACH COUNTY, FL	\$ 119,300.02	0.07%	98.08%
KOSCIUSKO COUNTY, IN	\$ 108,945.70	0.06%	98.14%
HAMILTON COUNTY, TN	\$ 106,544.92	0.06%	98.20%
TAYLOR COUNTY, FL	\$ 101,920.35	0.06%	98.26%
COLQUITT COUNTY, GA	\$ 99,695.08	0.06%	98.31%
ALACHUA COUNTY, FL	\$ 99,223.10	0.05%	98.37%
JEFFERSON COUNTY, NY	\$ 87,698.60	0.05%	98.42%
MONTGOMERY COUNTY, TX	\$ 83,099.85	0.05%	98.46%
TROUP COUNTY, GA	\$ 82,863.50	0.05%	98.51%
DENVER COUNTY, CO	\$ 82,514.35	0.05%	98.55%
ESSEX COUNTY, NJ	\$ 82,228.80	0.05%	98.60%
WALTON COUNTY, FL	\$ 80,203.45	0.04%	98.64%
OSWEGO COUNTY, NY	\$ 80,023.00	0.04%	98.69%
MORRIS COUNTY, NJ	\$ 79,744.00	0.04%	98.73%
JEFF DAVIS COUNTY, GA	\$ 78,709.50	0.04%	98.78%
MARION COUNTY, IN	\$ 71,770.20	0.04%	98.82%
BALDWIN COUNTY, AL	\$ 70,699.30	0.04%	98.85%
SARASOTA COUNTY, FL	\$ 66,863.52	0.04%	98.89%
YORK COUNTY, PA	\$ 64,000.00	0.04%	98.93%
SUMTER COUNTY, FL	\$ 63,642.00	0.04%	98.96%
BAKER COUNTY, FL	\$ 59,734.00	0.03%	99.00%
COLLIN COUNTY, TX	\$ 59,532.33	0.03%	99.03%
NEW YORK COUNTY, NY	\$ 56,637.96	0.03%	99.06%
WASHINGTON COUNTY, OR	\$ 55,785.00	0.03%	99.09%
CALHOUN COUNTY, FL	\$ 55,599.60	0.03%	99.12%
FLOYD COUNTY, GA	\$ 54,245.30	0.03%	99.15%
HOWARD COUNTY, MD	\$ 53,850.00	0.03%	99.18%

County-State	Amount	Percent	Cumulative Percent
BAY COUNTY, MI	\$ 51,772.50	0.03%	99.21%
YORK COUNTY, SC	\$ 50,560.00	0.03%	99.24%
SANTA CLARA COUNTY, CA	\$ 44,145.22	0.02%	99.26%
THOMAS COUNTY, GA	\$ 44,075.00	0.02%	99.29%
ARAPAHOE COUNTY, CO	\$ 41,625.00	0.02%	99.31%
WINONA COUNTY, MN	\$ 40,558.07	0.02%	99.33%
NESHOBA COUNTY, MS	\$ 38,596.80	0.02%	99.35%
UTAH COUNTY, UT	\$ 38,158.63	0.02%	99.38%
BAY COUNTY, FL	\$ 37,898.50	0.02%	99.40%
RICHMOND CITY COUNTY, VA	\$ 36,389.50	0.02%	99.42%
BALTIMORE CITY COUNTY, MD	\$ 35,497.50	0.02%	99.44%
BOULDER COUNTY, CO	\$ 35,137.40	0.02%	99.46%
SURRY COUNTY, NC	\$ 34,790.00	0.02%	99.47%
CHATHAM COUNTY, GA	\$ 32,142.50	0.02%	99.49%
KNOX COUNTY, TN	\$ 30,968.73	0.02%	99.51%
GRADY COUNTY, GA	\$ 30,682.41	0.02%	99.53%
BARNWELL COUNTY, SC	\$ 30,380.00	0.02%	99.54%
CLERMONT COUNTY, OH	\$ 27,910.93	0.02%	99.56%
EL PASO COUNTY, CO	\$ 27,638.87	0.02%	99.57%
BUCKS COUNTY, PA	\$ 25,473.50	0.01%	99.59%
MONTGOMERY COUNTY, PA	\$ 24,642.43	0.01%	99.60%
WELLS COUNTY, IN	\$ 23,625.00	0.01%	99.62%
NEWPORT NEWS CITY COUNTY, VA	\$ 22,340.00	0.01%	99.63%
GIBSON COUNTY, TN	\$ 22,108.98	0.01%	99.64%
PEACH COUNTY, GA	\$ 21,870.00	0.01%	99.65%
GRADY COUNTY, OK	\$ 20,496.56	0.01%	99.66%
ESCAMBIA COUNTY, AL	\$ 19,918.00	0.01%	99.67%
MADISON COUNTY, FL	\$ 18,968.32	0.01%	99.68%
UNION COUNTY, NC	\$ 18,818.94	0.01%	99.70%
SAINT LOUIS COUNTY, MO	\$ 18,603.00	0.01%	99.71%
CHITTENDEN COUNTY, VT	\$ 17,628.81	0.01%	99.72%
HERNANDO COUNTY, FL	\$ 17,600.00	0.01%	99.73%
WAYNE COUNTY, PA	\$ 17,408.43	0.01%	99.73%
WHATCOM COUNTY, WA	\$ 17,215.00	0.01%	99.74%
MACOMB COUNTY, MI	\$ 17,166.54	0.01%	99.75%
ADA COUNTY, ID	\$ 16,569.03	0.01%	99.76%
STARK COUNTY, OH	\$ 15,860.50	0.01%	99.77%
PHILADELPHIA COUNTY, PA	\$ 15,662.45	0.01%	99.78%
WORCESTER COUNTY, MA	\$ 15,556.39	0.01%	99.79%
MITCHELL COUNTY, GA	\$ 14,840.00	0.01%	99.80%
LORAIN COUNTY, OH	\$ 13,569.06	0.01%	99.80%

County-State	Amount	Percent	Cumulative Percent
TRAVIS COUNTY, TX	\$ 13,497.00	0.01%	99.81%
CLACKAMAS COUNTY, OR	\$ 13,469.00	0.01%	99.82%
MIDDLESEX COUNTY, MA	\$ 13,040.80	0.01%	99.83%
LEE COUNTY, MS	\$ 13,010.00	0.01%	99.83%
CHARLESTON COUNTY, SC	\$ 12,650.00	0.01%	99.84%
NASSAU COUNTY, NY	\$ 11,938.81	0.01%	99.85%
CITRUS COUNTY, FL	\$ 11,840.00	0.01%	99.85%
PRINCE WILLIAM COUNTY, VA	\$ 11,822.91	0.01%	99.86%
OTTAWA COUNTY, MI	\$ 11,800.00	0.01%	99.87%
ORANGE COUNTY, NY	\$ 11,348.28	0.01%	99.87%
RAPIDES COUNTY, LA	\$ 10,551.80	0.01%	99.88%
ONEIDA COUNTY, NY	\$ 10,421.20	0.01%	99.89%
HOLMES COUNTY, FL	\$ 9,820.00	0.01%	99.89%
PULASKI COUNTY, AR	\$ 9,555.56	0.01%	99.90%
BUTLER COUNTY, PA	\$ 9,460.27	0.01%	99.90%
FAYETTE COUNTY, KY	\$ 9,420.00	0.01%	99.91%
WILLIAMSON COUNTY, TX	\$ 8,986.50	0.00%	99.91%
EDGEFIELD COUNTY, SC	\$ 8,761.00	0.00%	99.92%
OSCEOLA COUNTY, FL	\$ 8,530.88	0.00%	99.92%
CHESTERFIELD COUNTY, VA	\$ 8,203.91	0.00%	99.93%
LOUDON COUNTY, TN	\$ 7,828.00	0.00%	99.93%
KANE COUNTY, IL	\$ 7,730.52	0.00%	99.93%
INGHAM COUNTY, MI	\$ 7,684.00	0.00%	99.94%
MONTGOMERY COUNTY, AL	\$ 7,580.00	0.00%	99.94%
GREENVILLE COUNTY, SC	\$ 6,674.00	0.00%	99.95%
LEVY COUNTY, FL	\$ 6,350.00	0.00%	99.95%
STARK COUNTY, ND	\$ 5,762.00	0.00%	99.95%
HUNTERDON COUNTY, NJ	\$ 5,706.50	0.00%	99.96%
ERIE COUNTY, NY	\$ 5,520.00	0.00%	99.96%
EAST BATON ROUGE COUNTY, LA	\$ 5,350.00	0.00%	99.96%
BROOME COUNTY, NY	\$ 5,243.84	0.00%	99.97%
LAURENS COUNTY, GA	\$ 5,000.00	0.00%	99.97%
FRANKLIN COUNTY, OH	\$ 4,355.95	0.00%	99.97%
BLOUNT COUNTY, TN	\$ 4,120.00	0.00%	99.97%
BEXAR COUNTY, TX	\$ 4,000.00	0.00%	99.97%
LINCOLN COUNTY, MO	\$ 3,733.97	0.00%	99.98%
DELAWARE COUNTY, OH	\$ 3,598.00	0.00%	99.98%
LAKE COUNTY, FL	\$ 3,345.01	0.00%	99.98%
KALAMAZOO COUNTY, MI	\$ 3,300.00	0.00%	99.98%
RICHMOND COUNTY, NY	\$ 3,100.00	0.00%	99.98%
ULSTER COUNTY, NY	\$ 3,025.00	0.00%	99.99%

County-State	Amount	Percent	Cumulative Percent
JEFFERSON COUNTY, KY	\$ 2,932.86	0.00%	99.99%
OTOE COUNTY, NE	\$ 2,798.68	0.00%	99.99%
SAINTE LOUIS CITY COUNTY, MO	\$ 2,674.60	0.00%	99.99%
PIERCE COUNTY, WA	\$ 2,480.00	0.00%	99.99%
DECATUR COUNTY, GA	\$ 2,285.00	0.00%	99.99%
SANTA ROSA COUNTY, FL	\$ 2,200.00	0.00%	99.99%
JEFFERSON COUNTY, WI	\$ 1,681.36	0.00%	100.00%
LENAWEE COUNTY, MI	\$ 1,300.00	0.00%	100.00%
SEMINOLE COUNTY, GA	\$ 1,141.60	0.00%	100.00%
OZAUKEE COUNTY, WI	\$ 1,080.00	0.00%	100.00%
CUMBERLAND COUNTY, PA	\$ 1,017.00	0.00%	100.00%
WASHINGTON COUNTY, OH	\$ 770.00	0.00%	100.00%
FRANKLIN COUNTY, KS	\$ 750.00	0.00%	100.00%
BALTIMORE COUNTY, MD	\$ 419.51	0.00%	100.00%
DURHAM COUNTY, NC	\$ 400.00	0.00%	100.00%
BURLINGTON COUNTY, NJ	\$ 356.62	0.00%	100.00%
SCOTT COUNTY, MN	\$ 355.00	0.00%	100.00%
MIDDLESEX COUNTY, NJ	\$ 329.06	0.00%	100.00%
DOUGLAS COUNTY, GA	\$ 324.65	0.00%	100.00%
CARVER COUNTY, MN	\$ 88.71	0.00%	100.00%

A.2 LEON COUNTY

TABLE A-7. LEON COUNTY MARKET AREA, ALL FIRMS

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 117,038,273.64	75.58%	75.58%
GADSDEN COUNTY, FL	\$ 9,027,040.58	5.83%	81.41%
WAKULLA COUNTY, FL	\$ 750,908.28	0.48%	81.89%
JEFFERSON COUNTY, FL	\$ 198,080.42	0.13%	82.02%
FULTON COUNTY, GA	\$ 6,466,423.42	4.18%	86.20%
SEMINOLE COUNTY, FL	\$ 1,276,293.64	0.82%	87.02%
MOBILE COUNTY, AL	\$ 1,058,217.87	0.68%	87.70%
COOK COUNTY, IL	\$ 1,011,317.37	0.65%	88.36%
ALACHUA COUNTY, FL	\$ 975,363.97	0.63%	88.99%
DUVAL COUNTY, FL	\$ 959,848.28	0.62%	89.61%
HIDALGO COUNTY, TX	\$ 952,160.38	0.61%	90.22%
BROWARD COUNTY, FL	\$ 886,799.10	0.57%	90.79%
ESCAMBIA COUNTY, FL	\$ 735,105.92	0.47%	91.27%
HILLSBOROUGH COUNTY, FL	\$ 728,829.48	0.47%	91.74%
SOMERSET COUNTY, NJ	\$ 679,302.45	0.44%	92.18%
DALLAS COUNTY, TX	\$ 663,555.67	0.43%	92.61%
HAMILTON COUNTY, OH	\$ 572,347.27	0.37%	92.98%
ORANGE COUNTY, FL	\$ 438,090.43	0.28%	93.26%
WALTON COUNTY, FL	\$ 426,638.25	0.28%	93.53%
LIBERTY COUNTY, FL	\$ 423,965.00	0.27%	93.81%
ALLEGHENY COUNTY, PA	\$ 423,797.33	0.27%	94.08%
ORANGE COUNTY, CA	\$ 401,418.94	0.26%	94.34%
MANATEE COUNTY, FL	\$ 393,454.56	0.25%	94.60%
CANDLER COUNTY, GA	\$ 351,192.48	0.23%	94.82%
JEFFERSON COUNTY, AL	\$ 350,345.98	0.23%	95.05%
DECATUR COUNTY, GA	\$ 304,260.77	0.20%	95.24%
LAKE COUNTY, IN	\$ 278,359.82	0.18%	95.42%
PINELLAS COUNTY, FL	\$ 276,308.57	0.18%	95.60%
HENNEPIN COUNTY, MN	\$ 271,575.43	0.18%	95.78%
DEKALB COUNTY, GA	\$ 258,426.46	0.17%	95.94%
THOMAS COUNTY, GA	\$ 257,302.65	0.17%	96.11%
POLK COUNTY, FL	\$ 240,211.24	0.16%	96.27%
CLAY COUNTY, FL	\$ 205,545.00	0.13%	96.40%
COLUMBIA COUNTY, FL	\$ 188,174.57	0.12%	96.52%
FAIRFAX COUNTY, VA	\$ 156,544.21	0.10%	96.62%
BARROW COUNTY, GA	\$ 151,151.00	0.10%	96.72%
POLK COUNTY, IA	\$ 149,024.49	0.10%	96.82%
BALTIMORE CITY COUNTY, MD	\$ 145,742.44	0.09%	96.91%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
SUWANNEE COUNTY, FL	\$ 143,786.52	0.09%	97.00%
WASHINGTON COUNTY, RI	\$ 128,887.79	0.08%	97.09%
JEFFERSON COUNTY, CO	\$ 126,378.07	0.08%	97.17%
KING COUNTY, WA	\$ 125,767.36	0.08%	97.25%
JACKSON COUNTY, FL	\$ 122,574.18	0.08%	97.33%
TRAVIS COUNTY, TX	\$ 107,942.55	0.07%	97.40%
MARICOPA COUNTY, AZ	\$ 106,844.00	0.07%	97.47%
MONROE COUNTY, NY	\$ 99,998.20	0.06%	97.53%
MARION COUNTY, FL	\$ 98,000.00	0.06%	97.59%
DENVER COUNTY, CO	\$ 93,256.09	0.06%	97.65%
CHEROKEE COUNTY, IA	\$ 92,148.98	0.06%	97.71%
PORTAGE COUNTY, OH	\$ 90,357.20	0.06%	97.77%
NEWPORT NEWS CITY COUNTY, VA	\$ 88,137.72	0.06%	97.83%
WARREN COUNTY, IA	\$ 80,819.95	0.05%	97.88%
NEW YORK COUNTY, NY	\$ 79,268.56	0.05%	97.93%
JEFFERSON COUNTY, KY	\$ 77,246.94	0.05%	97.98%
LUCAS COUNTY, OH	\$ 76,804.21	0.05%	98.03%
HIGHLANDS COUNTY, FL	\$ 75,618.00	0.05%	98.08%
CASS COUNTY, ND	\$ 74,215.10	0.05%	98.13%
TIFT COUNTY, GA	\$ 72,333.27	0.05%	98.18%
WAYNE COUNTY, NY	\$ 71,802.65	0.05%	98.22%
ROCKINGHAM COUNTY, NH	\$ 70,868.50	0.05%	98.27%
MECKLENBURG COUNTY, NC	\$ 68,336.73	0.04%	98.31%
SANTA CLARA COUNTY, CA	\$ 64,093.88	0.04%	98.35%
RAMSEY COUNTY, MN	\$ 62,987.80	0.04%	98.39%
CUYAHOGA COUNTY, OH	\$ 58,478.00	0.04%	98.43%
BUTTS COUNTY, GA	\$ 57,674.70	0.04%	98.47%
BRAZORIA COUNTY, TX	\$ 56,285.00	0.04%	98.51%
VIRGINIA BEACH CITY COUNTY, VA	\$ 53,870.87	0.03%	98.54%
MONMOUTH COUNTY, NJ	\$ 52,080.00	0.03%	98.57%
GWINNETT COUNTY, GA	\$ 50,863.58	0.03%	98.61%
PIMA COUNTY, AZ	\$ 49,454.85	0.03%	98.64%
LOS ANGELES COUNTY, CA	\$ 47,708.16	0.03%	98.67%
MARTIN COUNTY, FL	\$ 46,018.00	0.03%	98.70%
MIDDLESEX COUNTY, NJ	\$ 45,216.31	0.03%	98.73%
HARRIS COUNTY, TX	\$ 43,158.93	0.03%	98.76%
YORK COUNTY, PA	\$ 42,307.44	0.03%	98.78%
MCCURTAIN COUNTY, OK	\$ 41,791.54	0.03%	98.81%
CHEROKEE COUNTY, GA	\$ 39,918.88	0.03%	98.84%
MADISON COUNTY, KY	\$ 39,598.00	0.03%	98.86%
DOUGHERTY COUNTY, GA	\$ 39,303.33	0.03%	98.89%

County-State	Amount	Percent	Cumulative Percent
WASHINGTON COUNTY, OR	\$ 39,000.00	0.03%	98.91%
BAY COUNTY, FL	\$ 37,965.53	0.02%	98.94%
LAKE COUNTY, FL	\$ 36,064.71	0.02%	98.96%
FREDERICK COUNTY, MD	\$ 34,286.00	0.02%	98.98%
LAFAYETTE COUNTY, LA	\$ 33,688.16	0.02%	99.00%
SUFFOLK COUNTY, MA	\$ 33,247.17	0.02%	99.03%
CLARK COUNTY, NV	\$ 31,726.80	0.02%	99.05%
PRINCE GEORGES COUNTY, MD	\$ 30,132.04	0.02%	99.07%
DANE COUNTY, WI	\$ 30,123.87	0.02%	99.08%
LEVY COUNTY, FL	\$ 30,081.99	0.02%	99.10%
SARASOTA COUNTY, FL	\$ 29,706.30	0.02%	99.12%
JACKSON COUNTY, MO	\$ 28,753.34	0.02%	99.14%
JOHNSON COUNTY, GA	\$ 28,571.00	0.02%	99.16%
SAN DIEGO COUNTY, CA	\$ 28,299.14	0.02%	99.18%
SAN FRANCISCO COUNTY, CA	\$ 27,532.90	0.02%	99.20%
PALM BEACH COUNTY, FL	\$ 27,265.54	0.02%	99.21%
MILWAUKEE COUNTY, WI	\$ 26,240.59	0.02%	99.23%
WARREN COUNTY, OH	\$ 25,675.80	0.02%	99.25%
WINONA COUNTY, MN	\$ 24,527.24	0.02%	99.26%
FORT BEND COUNTY, TX	\$ 24,332.98	0.02%	99.28%
MADISON COUNTY, OH	\$ 23,570.00	0.02%	99.29%
COLQUITT COUNTY, GA	\$ 23,392.16	0.02%	99.31%
TISHOMINGO COUNTY, MS	\$ 23,280.00	0.02%	99.32%
MADISON COUNTY, FL	\$ 22,834.84	0.01%	99.34%
COLLIER COUNTY, FL	\$ 22,313.20	0.01%	99.35%
GUILFORD COUNTY, NC	\$ 22,263.65	0.01%	99.37%
HARFORD COUNTY, MD	\$ 20,795.16	0.01%	99.38%
WARE COUNTY, GA	\$ 19,263.79	0.01%	99.39%
DAVIDSON COUNTY, TN	\$ 18,868.11	0.01%	99.41%
MONTGOMERY COUNTY, PA	\$ 18,514.34	0.01%	99.42%
RICHMOND COUNTY, GA	\$ 18,496.00	0.01%	99.43%
BUTTE COUNTY, CA	\$ 17,860.00	0.01%	99.44%
SHELBY COUNTY, TN	\$ 17,251.76	0.01%	99.45%
CLINTON COUNTY, IL	\$ 17,235.02	0.01%	99.46%
PASCO COUNTY, FL	\$ 17,042.89	0.01%	99.47%
LANCASTER COUNTY, PA	\$ 16,661.43	0.01%	99.49%
DUPAGE COUNTY, IL	\$ 16,478.57	0.01%	99.50%
YORK COUNTY, SC	\$ 16,328.50	0.01%	99.51%
KANE COUNTY, IL	\$ 15,687.84	0.01%	99.52%
MIAMI-DADE COUNTY, FL	\$ 15,361.02	0.01%	99.53%
ONONDAGA COUNTY, NY	\$ 15,162.18	0.01%	99.54%

County-State	Amount	Percent	Cumulative Percent
DUBOIS COUNTY, IN	\$ 15,100.91	0.01%	99.55%
BEXAR COUNTY, TX	\$ 14,794.60	0.01%	99.56%
HARTFORD COUNTY, CT	\$ 14,731.43	0.01%	99.57%
INTERNATIONAL	\$ 14,666.35	0.01%	99.57%
SMITH COUNTY, TN	\$ 14,650.00	0.01%	99.58%
VOLUSIA COUNTY, FL	\$ 14,448.46	0.01%	99.59%
LEXINGTON COUNTY, SC	\$ 14,385.00	0.01%	99.60%
AIKEN COUNTY, SC	\$ 14,000.00	0.01%	99.61%
DOUGLAS COUNTY, GA	\$ 13,897.81	0.01%	99.62%
EAST BATON ROUGE COUNTY, LA	\$ 13,893.98	0.01%	99.63%
SAN BERNARDINO COUNTY, CA	\$ 13,313.70	0.01%	99.64%
MONTGOMERY COUNTY, MD	\$ 13,310.69	0.01%	99.65%
WAKE COUNTY, NC	\$ 13,234.55	0.01%	99.66%
PHILADELPHIA COUNTY, PA	\$ 13,149.34	0.01%	99.66%
LYCOMING COUNTY, PA	\$ 12,808.96	0.01%	99.67%
WAYNE COUNTY, MI	\$ 12,740.39	0.01%	99.68%
DOOLY COUNTY, GA	\$ 12,500.00	0.01%	99.69%
ONEIDA COUNTY, NY	\$ 11,939.80	0.01%	99.70%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 11,934.58	0.01%	99.70%
HINDS COUNTY, MS	\$ 11,625.26	0.01%	99.71%
MONROE COUNTY, PA	\$ 11,059.00	0.01%	99.72%
ALBANY COUNTY, NY	\$ 10,058.23	0.01%	99.73%
SAINT JOHNS COUNTY, FL	\$ 9,967.91	0.01%	99.73%
LOWNDES COUNTY, GA	\$ 9,712.96	0.01%	99.74%
UNION COUNTY, NC	\$ 9,558.00	0.01%	99.74%
DURHAM COUNTY, NC	\$ 9,535.00	0.01%	99.75%
TAYLOR COUNTY, FL	\$ 9,529.00	0.01%	99.76%
SAN MATEO COUNTY, CA	\$ 8,936.86	0.01%	99.76%
BREVARD COUNTY, FL	\$ 8,936.75	0.01%	99.77%
BLAIR COUNTY, PA	\$ 8,493.42	0.01%	99.77%
GREENVILLE COUNTY, SC	\$ 8,215.11	0.01%	99.78%
VENTURA COUNTY, CA	\$ 7,780.68	0.01%	99.78%
COLLIN COUNTY, TX	\$ 7,713.43	0.00%	99.79%
STARK COUNTY, OH	\$ 7,626.46	0.00%	99.79%
SALT LAKE COUNTY, UT	\$ 7,488.69	0.00%	99.80%
GULF COUNTY, FL	\$ 7,443.00	0.00%	99.80%
GLOUCESTER COUNTY, NJ	\$ 7,396.40	0.00%	99.81%
FRANKLIN COUNTY, KS	\$ 7,190.00	0.00%	99.81%
ANNE ARUNDEL COUNTY, MD	\$ 6,758.46	0.00%	99.82%
MONTGOMERY COUNTY, AL	\$ 6,601.60	0.00%	99.82%
SAINT LOUIS COUNTY, MO	\$ 6,435.54	0.00%	99.83%

County-State	Amount	Percent	Cumulative Percent
COLUMBIA COUNTY, NY	\$ 6,187.50	0.00%	99.83%
HAMPDEN COUNTY, MA	\$ 6,124.23	0.00%	99.83%
BERGEN COUNTY, NJ	\$ 5,350.36	0.00%	99.84%
KINGS COUNTY, NY	\$ 5,327.50	0.00%	99.84%
FLAGLER COUNTY, FL	\$ 5,219.90	0.00%	99.84%
WALDO COUNTY, ME	\$ 5,151.60	0.00%	99.85%
KENT COUNTY, MI	\$ 5,120.38	0.00%	99.85%
MADISON COUNTY, IL	\$ 5,030.00	0.00%	99.85%
ARLINGTON COUNTY, VA	\$ 4,985.90	0.00%	99.86%
CHEROKEE COUNTY, TX	\$ 4,835.58	0.00%	99.86%
ALAMEDA COUNTY, CA	\$ 4,754.09	0.00%	99.86%
BUNCOMBE COUNTY, NC	\$ 4,645.00	0.00%	99.87%
LARIMER COUNTY, CO	\$ 4,571.11	0.00%	99.87%
GRADY COUNTY, GA	\$ 4,525.00	0.00%	99.87%
QUEENS COUNTY, NY	\$ 4,177.20	0.00%	99.87%
BALTIMORE COUNTY, MD	\$ 4,101.21	0.00%	99.88%
ERIE COUNTY, NY	\$ 3,860.00	0.00%	99.88%
WRIGHT COUNTY, MO	\$ 3,775.40	0.00%	99.88%
NASSAU COUNTY, NY	\$ 3,757.96	0.00%	99.88%
SACRAMENTO COUNTY, CA	\$ 3,655.00	0.00%	99.89%
COLE COUNTY, MO	\$ 3,606.58	0.00%	99.89%
NASSAU COUNTY, FL	\$ 3,460.41	0.00%	99.89%
TIPPECANOE COUNTY, IN	\$ 3,286.63	0.00%	99.89%
DOUGLAS COUNTY, NE	\$ 2,993.74	0.00%	99.90%
MULTNOMAH COUNTY, OR	\$ 2,980.96	0.00%	99.90%
BOULDER COUNTY, CO	\$ 2,975.46	0.00%	99.90%
COBB COUNTY, GA	\$ 2,966.67	0.00%	99.90%
SANGAMON COUNTY, IL	\$ 2,936.50	0.00%	99.90%
ST. JOHNS COUNTY, FL	\$ 2,876.98	0.00%	99.91%
INGHAM COUNTY, MI	\$ 2,784.66	0.00%	99.91%
WESTCHESTER COUNTY, NY	\$ 2,705.06	0.00%	99.91%
FAIRFIELD COUNTY, CT	\$ 2,701.36	0.00%	99.91%
OTTAWA COUNTY, MI	\$ 2,656.84	0.00%	99.91%
UTAH COUNTY, UT	\$ 2,621.50	0.00%	99.91%
DELAWARE COUNTY, IN	\$ 2,595.00	0.00%	99.92%
GREGG COUNTY, TX	\$ 2,589.20	0.00%	99.92%
BROWN COUNTY, WI	\$ 2,584.13	0.00%	99.92%
ONEIDA COUNTY, WI	\$ 2,576.44	0.00%	99.92%
SUFFOLK COUNTY, NY	\$ 2,562.42	0.00%	99.92%
TIPPECANOE COUNTY, FL	\$ 2,541.50	0.00%	99.92%
DELAWARE COUNTY, OH	\$ 2,508.50	0.00%	99.93%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
ADAMS COUNTY, CO	\$ 2,491.74	0.00%	99.93%
MONTGOMERY COUNTY, NY	\$ 2,422.64	0.00%	99.93%
MIDDLESEX COUNTY, CT	\$ 2,373.06	0.00%	99.93%
BURLINGTON COUNTY, NJ	\$ 2,218.58	0.00%	99.93%
SAINT LUCIE COUNTY, FL	\$ 2,158.87	0.00%	99.93%
EAU CLAIRE COUNTY, WI	\$ 2,100.40	0.00%	99.93%
LA CROSSE COUNTY, WI	\$ 2,100.00	0.00%	99.94%
DAKOTA COUNTY, MN	\$ 2,090.86	0.00%	99.94%
SUMMIT COUNTY, OH	\$ 2,078.19	0.00%	99.94%
JASPER COUNTY, IA	\$ 2,009.97	0.00%	99.94%
MARION COUNTY, IN	\$ 1,980.00	0.00%	99.94%
CHESTER COUNTY, PA	\$ 1,960.57	0.00%	99.94%
LUZERNE COUNTY, PA	\$ 1,955.13	0.00%	99.94%
ARAPAHOE COUNTY, CO	\$ 1,837.16	0.00%	99.94%
TULSA COUNTY, OK	\$ 1,804.00	0.00%	99.95%
FRANKLIN COUNTY, OH	\$ 1,787.39	0.00%	99.95%
CLINTON COUNTY, PA	\$ 1,740.18	0.00%	99.95%
MIDDLESEX COUNTY, MA	\$ 1,719.65	0.00%	99.95%
OAKLAND COUNTY, MI	\$ 1,681.15	0.00%	99.95%
CHARLESTON COUNTY, SC	\$ 1,664.95	0.00%	99.95%
DESCHUTES COUNTY, OR	\$ 1,644.34	0.00%	99.95%
CHATHAM COUNTY, GA	\$ 1,634.75	0.00%	99.95%
NEW LONDON COUNTY, CT	\$ 1,559.37	0.00%	99.95%
KNOX COUNTY, TN	\$ 1,549.57	0.00%	99.96%
HAMILTON COUNTY, TN	\$ 1,531.98	0.00%	99.96%
JACKSON COUNTY, MI	\$ 1,451.97	0.00%	99.96%
HENRY COUNTY, GA	\$ 1,450.59	0.00%	99.96%
TARRANT COUNTY, TX	\$ 1,434.96	0.00%	99.96%
CLARK COUNTY, WA	\$ 1,345.29	0.00%	99.96%
NEW CASTLE COUNTY, DE	\$ 1,336.00	0.00%	99.96%
RANKIN COUNTY, MS	\$ 1,302.84	0.00%	99.96%
HUDSON COUNTY, NJ	\$ 1,294.05	0.00%	99.96%
MUSCOGEE COUNTY, GA	\$ 1,289.94	0.00%	99.96%
CITRUS COUNTY, FL	\$ 1,248.05	0.00%	99.96%
THURSTON COUNTY, WA	\$ 1,219.88	0.00%	99.97%
HENDRICKS COUNTY, IN	\$ 1,217.32	0.00%	99.97%
LEE COUNTY, FL	\$ 1,145.00	0.00%	99.97%
LAKE COUNTY, IL	\$ 1,136.09	0.00%	99.97%
DUTCHESS COUNTY, NY	\$ 1,067.29	0.00%	99.97%
BROOKS COUNTY, GA	\$ 1,050.00	0.00%	99.97%
WESTMORELAND COUNTY, PA	\$ 1,030.17	0.00%	99.97%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
MILLER COUNTY, GA	\$ 1,019.25	0.00%	99.97%
OTSEGO COUNTY, MI	\$ 1,012.13	0.00%	99.97%
HOWARD COUNTY, MD	\$ 998.00	0.00%	99.97%
WINNESHIEK COUNTY, IA	\$ 975.75	0.00%	99.97%
WHATCOM COUNTY, WA	\$ 961.75	0.00%	99.97%
OZAUKEE COUNTY, WI	\$ 959.88	0.00%	99.97%
HENDERSON COUNTY, NC	\$ 959.00	0.00%	99.97%
MANASSAS CITY COUNTY, VA	\$ 953.10	0.00%	99.97%
ANOKA COUNTY, MN	\$ 951.00	0.00%	99.98%
TERRELL COUNTY, GA	\$ 940.16	0.00%	99.98%
COLUMBIA COUNTY, WI	\$ 905.34	0.00%	99.98%
CLACKAMAS COUNTY, OR	\$ 903.50	0.00%	99.98%
WILL COUNTY, IL	\$ 878.00	0.00%	99.98%
LA SALLE COUNTY, IL	\$ 876.41	0.00%	99.98%
SAINT LOUIS CITY COUNTY, MO	\$ 854.00	0.00%	99.98%
MARIN COUNTY, CA	\$ 849.00	0.00%	99.98%
BROOME COUNTY, NY	\$ 847.00	0.00%	99.98%
UNION COUNTY, NJ	\$ 842.72	0.00%	99.98%
NEW HAVEN COUNTY, CT	\$ 818.08	0.00%	99.98%
BRADFORD COUNTY, FL	\$ 800.00	0.00%	99.98%
TULARE COUNTY, CA	\$ 768.31	0.00%	99.98%
PLACER COUNTY, CA	\$ 745.53	0.00%	99.98%
ELKHART COUNTY, IN	\$ 736.08	0.00%	99.98%
ESCAMBIA COUNTY, AL	\$ 692.00	0.00%	99.98%
COLES COUNTY, IL	\$ 690.11	0.00%	99.98%
SCOTT COUNTY, IA	\$ 681.44	0.00%	99.98%
LOUISA COUNTY, VA	\$ 668.08	0.00%	99.98%
BALDWIN COUNTY, AL	\$ 663.50	0.00%	99.98%
RIVERSIDE COUNTY, CA	\$ 654.80	0.00%	99.99%
MORGAN COUNTY, GA	\$ 640.00	0.00%	99.99%
MCLEAN COUNTY, IL	\$ 636.86	0.00%	99.99%
GILCHRIST COUNTY, FL	\$ 635.00	0.00%	99.99%
DAUPHIN COUNTY, PA	\$ 633.60	0.00%	99.99%
PLYMOUTH COUNTY, MA	\$ 602.24	0.00%	99.99%
ONTARIO COUNTY, NY	\$ 510.84	0.00%	99.99%
CHARLOTTE COUNTY, FL	\$ 510.00	0.00%	99.99%
CONTRA COSTA COUNTY, CA	\$ 496.41	0.00%	99.99%
TUSCALOOSA COUNTY, AL	\$ 479.80	0.00%	99.99%
CHIPPEWA COUNTY, WI	\$ 474.29	0.00%	99.99%
LOUDOUN COUNTY, VA	\$ 473.53	0.00%	99.99%
GRANVILLE COUNTY, NC	\$ 458.04	0.00%	99.99%

County-State	Amount	Percent	Cumulative Percent
DENTON COUNTY, TX	\$ 450.00	0.00%	99.99%
MITCHELL COUNTY, GA	\$ 441.00	0.00%	99.99%
HOUSTON COUNTY, AL	\$ 418.79	0.00%	99.99%
MARTINSVILLE CITY COUNTY, VA	\$ 415.32	0.00%	99.99%
JOHNSON COUNTY, KS	\$ 398.00	0.00%	99.99%
SNOHOMISH COUNTY, WA	\$ 398.00	0.00%	99.99%
ORANGE COUNTY, VT	\$ 394.00	0.00%	99.99%
KENNEBEC COUNTY, ME	\$ 391.34	0.00%	99.99%
PROVIDENCE COUNTY, RI	\$ 389.62	0.00%	99.99%
LARAMIE COUNTY, WY	\$ 389.00	0.00%	99.99%
ROCKWALL COUNTY, TX	\$ 385.11	0.00%	99.99%
DAVISON COUNTY, SD	\$ 375.95	0.00%	99.99%
EL PASO COUNTY, CO	\$ 361.12	0.00%	99.99%
CLAY COUNTY, MO	\$ 348.94	0.00%	99.99%
FRANKLIN COUNTY, ME	\$ 337.16	0.00%	99.99%
ALLEN COUNTY, OH	\$ 333.57	0.00%	99.99%
ESSEX COUNTY, NJ	\$ 327.64	0.00%	99.99%
UNION COUNTY, SD	\$ 324.28	0.00%	99.99%
HILLSBOROUGH COUNTY, NH	\$ 318.54	0.00%	99.99%
SUFFOK COUNTY, MA	\$ 316.00	0.00%	99.99%
HENRICO COUNTY, VA	\$ 307.74	0.00%	99.99%
SAINT JOSEPH COUNTY, MI	\$ 303.50	0.00%	99.99%
ALEXANDRIA CITY COUNTY, VA	\$ 291.00	0.00%	99.99%
RICHLAND COUNTY, IL	\$ 286.16	0.00%	100.00%
CHESAPEAKE CITY COUNTY, VA	\$ 278.00	0.00%	100.00%
CHEYENNE COUNTY, NE	\$ 264.98	0.00%	100.00%
WINDSOR COUNTY, VT	\$ 261.00	0.00%	100.00%
BREMER COUNTY, IA	\$ 254.75	0.00%	100.00%
CUMBERLAND COUNTY, PA	\$ 250.00	0.00%	100.00%
MISSOULA COUNTY, MT	\$ 249.95	0.00%	100.00%
CARBON COUNTY, PA	\$ 236.00	0.00%	100.00%
BIBB COUNTY, GA	\$ 233.39	0.00%	100.00%
LITCHFIELD COUNTY, CT	\$ 231.99	0.00%	100.00%
CENTRE COUNTY, PA	\$ 229.65	0.00%	100.00%
CALHOUN COUNTY, FL	\$ 227.60	0.00%	100.00%
SHELBY COUNTY, AL	\$ 225.20	0.00%	100.00%
ADAMS COUNTY, PA	\$ 220.44	0.00%	100.00%
NORFOLK COUNTY, MA	\$ 215.50	0.00%	100.00%
FRANKLIN COUNTY, MO	\$ 214.63	0.00%	100.00%
OKALOOSA COUNTY, FL	\$ 214.14	0.00%	100.00%
ALLEN COUNTY, IN	\$ 209.00	0.00%	100.00%

County-State	Amount	Percent	Cumulative Percent
WASHINGTON COUNTY, FL	\$ 208.00	0.00%	100.00%
SAGINAW COUNTY, MI	\$ 200.00	0.00%	100.00%
ROCK ISLAND COUNTY, IL	\$ 188.90	0.00%	100.00%
LAKE COUNTY, OH	\$ 187.76	0.00%	100.00%
MONTGOMERY COUNTY, OH	\$ 187.70	0.00%	100.00%
BUTTE COUNTY, SD	\$ 175.77	0.00%	100.00%
CAMPBELL COUNTY, KY	\$ 168.25	0.00%	100.00%
DARLINGTON COUNTY, SC	\$ 141.62	0.00%	100.00%
STANISLAUS COUNTY, CA	\$ 136.62	0.00%	100.00%
WILSON COUNTY, TN	\$ 126.99	0.00%	100.00%
BUCKS COUNTY, PA	\$ 123.27	0.00%	100.00%
CARROLL COUNTY, MD	\$ 120.00	0.00%	100.00%
VERNON COUNTY, WI	\$ 118.48	0.00%	100.00%
LA PORTE COUNTY, IN	\$ 114.02	0.00%	100.00%
GREENE COUNTY, MO	\$ 111.96	0.00%	100.00%
BACON COUNTY, GA	\$ 105.79	0.00%	100.00%
ROCK COUNTY, WI	\$ 103.49	0.00%	100.00%
WINDHAM COUNTY, VT	\$ 99.95	0.00%	100.00%
CHAFFEE COUNTY, CO	\$ 97.89	0.00%	100.00%
MACOMB COUNTY, MI	\$ 90.36	0.00%	100.00%
TIOGA COUNTY, PA	\$ 79.95	0.00%	100.00%
ULSTER COUNTY, NY	\$ 75.00	0.00%	100.00%
FREDERICK COUNTY, VA	\$ 72.00	0.00%	100.00%
RICHMOND COUNTY, NY	\$ 71.20	0.00%	100.00%
TROUP COUNTY, GA	\$ 65.00	0.00%	100.00%
DELAWARE COUNTY, NY	\$ 60.66	0.00%	100.00%
BARTOW COUNTY, GA	\$ 50.57	0.00%	100.00%
ORLEANS COUNTY, VT	\$ 50.00	0.00%	100.00%
OUTAGAMIE COUNTY, WI	\$ 50.00	0.00%	100.00%
WELD COUNTY, CO	\$ 50.00	0.00%	100.00%
JACKSON COUNTY, OR	\$ 40.58	0.00%	100.00%
WINNEBAGO COUNTY, WI	\$ 33.02	0.00%	100.00%
SUMTER COUNTY, FL	\$ 29.12	0.00%	100.00%
CLARK COUNTY, OH	\$ 23.08	0.00%	100.00%

TABLE A-8. LEON COUNTY MARKET AREA, ARCHITECTURE AND ENGINEERING

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 4,091,427.63	81.60%	81.60%
ALACHUA COUNTY, FL	\$ 871,847.85	17.39%	98.98%
HENNEPIN COUNTY, MN	\$ 47,995.00	0.96%	99.94%
DELAWARE COUNTY, IN	\$ 2,595.00	0.05%	99.99%
RIVERSIDE COUNTY, CA	\$ 327.00	0.01%	100.00%

TABLE A-9. LEON COUNTY MARKET AREA, CONSTRUCTION

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 61,588,217.09	81.38%	81.38%
GADSDEN COUNTY, FL	\$ 7,154,202.19	9.45%	90.83%
WAKULLA COUNTY, FL	\$ 637,131.37	0.84%	91.67%
JEFFERSON COUNTY, FL	\$ 127,696.61	0.17%	91.84%
HIDALGO COUNTY, TX	\$ 952,160.38	1.26%	93.10%
ESCAMBIA COUNTY, FL	\$ 687,279.74	0.91%	94.01%
SEMINOLE COUNTY, FL	\$ 509,896.13	0.67%	94.68%
WALTON COUNTY, FL	\$ 426,574.41	0.56%	95.25%
DUVAL COUNTY, FL	\$ 416,094.41	0.55%	95.80%
MANATEE COUNTY, FL	\$ 388,144.00	0.51%	96.31%
CANDLER COUNTY, GA	\$ 351,192.48	0.46%	96.77%
LIBERTY COUNTY, FL	\$ 316,645.00	0.42%	97.19%
CLAY COUNTY, FL	\$ 205,295.00	0.27%	97.46%
HAMILTON COUNTY, OH	\$ 199,712.40	0.26%	97.73%
DEKALB COUNTY, GA	\$ 164,409.20	0.22%	97.94%
MOBILE COUNTY, AL	\$ 140,170.80	0.19%	98.13%
POLK COUNTY, FL	\$ 126,025.46	0.17%	98.29%
JEFFERSON COUNTY, AL	\$ 113,615.23	0.15%	98.44%
DALLAS COUNTY, TX	\$ 109,834.36	0.15%	98.59%
HILLSBOROUGH COUNTY, FL	\$ 105,334.97	0.14%	98.73%
CHEROKEE COUNTY, IA	\$ 92,148.98	0.12%	98.85%
JACKSON COUNTY, FL	\$ 87,436.00	0.12%	98.97%
WARREN COUNTY, IA	\$ 80,406.50	0.11%	99.07%
FULTON COUNTY, GA	\$ 71,716.71	0.09%	99.17%
BRAZORIA COUNTY, TX	\$ 56,285.00	0.07%	99.24%
YORK COUNTY, PA	\$ 42,307.44	0.06%	99.30%
COLUMBIA COUNTY, FL	\$ 39,797.89	0.05%	99.35%
CHEROKEE COUNTY, GA	\$ 39,643.88	0.05%	99.40%
HARRIS COUNTY, TX	\$ 38,550.00	0.05%	99.45%
MARTIN COUNTY, FL	\$ 37,775.00	0.05%	99.50%
HENNEPIN COUNTY, MN	\$ 37,004.98	0.05%	99.55%

County-State	Amount	Percent	Cumulative Percent
BROWARD COUNTY, FL	\$ 35,466.88	0.05%	99.60%
PRINCE GEORGES COUNTY, MD	\$ 30,132.04	0.04%	99.64%
LEVY COUNTY, FL	\$ 30,081.99	0.04%	99.68%
GWINNETT COUNTY, GA	\$ 29,295.00	0.04%	99.72%
JEFFERSON COUNTY, KY	\$ 21,989.00	0.03%	99.75%
HARFORD COUNTY, MD	\$ 20,795.16	0.03%	99.77%
SUWANNEE COUNTY, FL	\$ 19,800.00	0.03%	99.80%
COOK COUNTY, IL	\$ 18,748.48	0.02%	99.82%
COLQUITT COUNTY, GA	\$ 16,136.38	0.02%	99.85%
SMITH COUNTY, TN	\$ 14,650.00	0.02%	99.87%
SHELBY COUNTY, TN	\$ 14,004.00	0.02%	99.88%
VOLUSIA COUNTY, FL	\$ 12,214.84	0.02%	99.90%
DENVER COUNTY, CO	\$ 12,026.00	0.02%	99.92%
TISHOMINGO COUNTY, MS	\$ 11,640.00	0.02%	99.93%
ORANGE COUNTY, FL	\$ 9,705.52	0.01%	99.94%
NEW YORK COUNTY, NY	\$ 6,541.96	0.01%	99.95%
DUBOIS COUNTY, IN	\$ 5,682.87	0.01%	99.96%
BUTTE COUNTY, CA	\$ 5,505.00	0.01%	99.97%
DAVIDSON COUNTY, TN	\$ 5,146.50	0.01%	99.97%
THOMAS COUNTY, GA	\$ 4,852.50	0.01%	99.98%
NEWPORT NEWS CITY COUNTY, VA	\$ 3,225.61	0.00%	99.99%
INTERNATIONAL	\$ 2,961.66	0.00%	99.99%
EAST BATON ROUGE COUNTY, LA	\$ 2,400.00	0.00%	99.99%
BROOKS COUNTY, GA	\$ 1,050.00	0.00%	99.99%
ANOKA COUNTY, MN	\$ 951.00	0.00%	99.99%
PINELLAS COUNTY, FL	\$ 880.00	0.00%	100.00%
HINDS COUNTY, MS	\$ 779.19	0.00%	100.00%
COBB COUNTY, GA	\$ 520.00	0.00%	100.00%
ANNE ARUNDEL COUNTY, MD	\$ 494.42	0.00%	100.00%
ORANGE COUNTY, CA	\$ 409.15	0.00%	100.00%
MARICOPA COUNTY, AZ	\$ 338.00	0.00%	100.00%
MECKLENBURG COUNTY, NC	\$ 217.00	0.00%	100.00%
YORK COUNTY, SC	\$ 180.54	0.00%	100.00%
GREGG COUNTY, TX	\$ 89.60	0.00%	100.00%
LOWNDES COUNTY, GA	\$ -	0.00%	100.00%

TABLE A-10. LEON COUNTY MARKET AREA, PROFESSIONAL SERVICES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 4,243,176.12	78.26%	78.26%
GADSDEN COUNTY, FL	\$ 11,756.94	0.22%	78.48%
BROWARD COUNTY, FL	\$ 307,261.35	5.67%	84.14%
SEMINOLE COUNTY, FL	\$ 235,811.95	4.35%	88.49%
POLK COUNTY, IA	\$ 148,904.59	2.75%	91.24%
WASHINGTON COUNTY, RI	\$ 124,374.17	2.29%	93.53%
ALACHUA COUNTY, FL	\$ 101,572.30	1.87%	95.41%
HILLSBOROUGH COUNTY, FL	\$ 81,410.00	1.50%	96.91%
FREDERICK COUNTY, MD	\$ 34,286.00	0.63%	97.54%
HAMILTON COUNTY, OH	\$ 29,208.00	0.54%	98.08%
WARREN COUNTY, OH	\$ 25,461.00	0.47%	98.55%
VIRGINIA BEACH CITY COUNTY, VA	\$ 18,080.00	0.33%	98.88%
FAIRFAX COUNTY, VA	\$ 17,699.00	0.33%	99.21%
AIKEN COUNTY, SC	\$ 14,000.00	0.26%	99.47%
MONROE COUNTY, PA	\$ 11,059.00	0.20%	99.67%
PINELLAS COUNTY, FL	\$ 5,590.00	0.10%	99.77%
COOK COUNTY, IL	\$ 4,538.88	0.08%	99.86%
THOMAS COUNTY, GA	\$ 3,200.00	0.06%	99.92%
DALLAS COUNTY, TX	\$ 1,326.00	0.02%	99.94%
LUZERNE COUNTY, PA	\$ 1,031.55	0.02%	99.96%
FULTON COUNTY, GA	\$ 706.95	0.01%	99.97%
PIMA COUNTY, AZ	\$ 429.95	0.01%	99.98%
TARRANT COUNTY, TX	\$ 375.00	0.01%	99.99%
SUFFOK COUNTY, MA	\$ 316.00	0.01%	99.99%
HARTFORD COUNTY, CT	\$ 284.77	0.01%	100.00%
SUFFOLK COUNTY, MA	\$ 90.00	0.00%	100.00%
JEFFERSON COUNTY, KY	\$ 9.29	0.00%	100.00%
ORANGE COUNTY, FL	\$ -	0.00%	100.00%

TABLE A-11. LEON COUNTY MARKET AREA, OTHER SERVICES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 18,132,758.02	69.47%	69.47%
GADSDEN COUNTY, FL	\$ 1,159,012.56	4.44%	73.91%
WAKULLA COUNTY, FL	\$ 21,920.65	0.08%	73.99%
JEFFERSON COUNTY, FL	\$ 8,976.79	0.03%	74.03%
FULTON COUNTY, GA	\$ 896,869.79	3.44%	77.46%
SOMERSET COUNTY, NJ	\$ 524,606.74	2.01%	79.47%
BROWARD COUNTY, FL	\$ 451,423.71	1.73%	81.20%
DUVAL COUNTY, FL	\$ 380,126.74	1.46%	82.66%

County-State	Amount	Percent	Cumulative Percent
DALLAS COUNTY, TX	\$ 339,389.76	1.30%	83.96%
ORANGE COUNTY, CA	\$ 337,347.35	1.29%	85.25%
HILLSBOROUGH COUNTY, FL	\$ 311,579.26	1.19%	86.45%
DECATUR COUNTY, GA	\$ 304,260.77	1.17%	87.61%
LAKE COUNTY, IN	\$ 278,359.82	1.07%	88.68%
ORANGE COUNTY, FL	\$ 245,228.36	0.94%	89.62%
PINELLAS COUNTY, FL	\$ 240,001.74	0.92%	90.54%
HENNEPIN COUNTY, MN	\$ 159,645.58	0.61%	91.15%
BARROW COUNTY, GA	\$ 148,651.00	0.57%	91.72%
SEMINOLE COUNTY, FL	\$ 137,710.66	0.53%	92.25%
JEFFERSON COUNTY, CO	\$ 117,721.14	0.45%	92.70%
MARICOPA COUNTY, AZ	\$ 105,661.38	0.40%	93.10%
HAMILTON COUNTY, OH	\$ 105,173.58	0.40%	93.50%
THOMAS COUNTY, GA	\$ 103,892.51	0.40%	93.90%
MARION COUNTY, FL	\$ 98,000.00	0.38%	94.28%
COOK COUNTY, IL	\$ 85,068.64	0.33%	94.60%
DENVER COUNTY, CO	\$ 76,074.24	0.29%	94.89%
NEWPORT NEWS CITY COUNTY, VA	\$ 72,654.17	0.28%	95.17%
TIFT COUNTY, GA	\$ 59,041.78	0.23%	95.40%
SUWANNEE COUNTY, FL	\$ 58,327.71	0.22%	95.62%
BUTTS COUNTY, GA	\$ 57,674.70	0.22%	95.84%
MONMOUTH COUNTY, NJ	\$ 52,080.00	0.20%	96.04%
TRAVIS COUNTY, TX	\$ 50,147.25	0.19%	96.24%
MECKLENBURG COUNTY, NC	\$ 42,220.01	0.16%	96.40%
PORTAGE COUNTY, OH	\$ 40,357.20	0.15%	96.55%
RAMSEY COUNTY, MN	\$ 40,356.00	0.15%	96.71%
MADISON COUNTY, KY	\$ 39,598.00	0.15%	96.86%
ALLEGHENY COUNTY, PA	\$ 38,487.43	0.15%	97.01%
VIRGINIA BEACH CITY COUNTY, VA	\$ 35,200.87	0.13%	97.14%
KING COUNTY, WA	\$ 34,091.10	0.13%	97.27%
CLARK COUNTY, NV	\$ 31,190.80	0.12%	97.39%
CUYAHOGA COUNTY, OH	\$ 26,187.96	0.10%	97.49%
SUFFOLK COUNTY, MA	\$ 23,292.69	0.09%	97.58%
GUILFORD COUNTY, NC	\$ 22,263.65	0.09%	97.67%
POLK COUNTY, FL	\$ 21,780.44	0.08%	97.75%
COLUMBIA COUNTY, FL	\$ 20,922.09	0.08%	97.83%
NEW YORK COUNTY, NY	\$ 20,919.88	0.08%	97.91%
BALTIMORE CITY COUNTY, MD	\$ 20,313.89	0.08%	97.99%
SANTA CLARA COUNTY, CA	\$ 19,738.10	0.08%	98.06%
DEKALB COUNTY, GA	\$ 18,761.50	0.07%	98.13%
FORT BEND COUNTY, TX	\$ 16,831.48	0.06%	98.20%

County-State	Amount	Percent	Cumulative Percent
PALM BEACH COUNTY, FL	\$ 15,885.93	0.06%	98.26%
DUPAGE COUNTY, IL	\$ 15,712.08	0.06%	98.32%
DOUGLAS COUNTY, GA	\$ 13,799.81	0.05%	98.37%
ESCAMBIA COUNTY, FL	\$ 13,036.16	0.05%	98.42%
YORK COUNTY, SC	\$ 12,555.12	0.05%	98.47%
MIAMI-DADE COUNTY, FL	\$ 12,529.97	0.05%	98.52%
ONEIDA COUNTY, NY	\$ 11,876.00	0.05%	98.56%
PHILADELPHIA COUNTY, PA	\$ 10,017.48	0.04%	98.60%
LUCAS COUNTY, OH	\$ 9,935.63	0.04%	98.64%
SAINT JOHNS COUNTY, FL	\$ 9,795.00	0.04%	98.68%
MIDDLESEX COUNTY, NJ	\$ 9,776.26	0.04%	98.72%
ALBANY COUNTY, NY	\$ 9,586.63	0.04%	98.75%
UNION COUNTY, NC	\$ 9,558.00	0.04%	98.79%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 9,183.96	0.04%	98.82%
LAFAYETTE COUNTY, LA	\$ 8,833.09	0.03%	98.86%
KANE COUNTY, IL	\$ 8,781.79	0.03%	98.89%
MOBILE COUNTY, AL	\$ 8,592.12	0.03%	98.92%
SAN MATEO COUNTY, CA	\$ 8,512.18	0.03%	98.96%
MILWAUKEE COUNTY, WI	\$ 8,246.66	0.03%	98.99%
GULF COUNTY, FL	\$ 7,443.00	0.03%	99.02%
GLOUCESTER COUNTY, NJ	\$ 7,396.40	0.03%	99.05%
DOUGHERTY COUNTY, GA	\$ 7,385.09	0.03%	99.07%
DANE COUNTY, WI	\$ 7,367.92	0.03%	99.10%
BUTTE COUNTY, CA	\$ 6,850.00	0.03%	99.13%
WAKE COUNTY, NC	\$ 6,631.27	0.03%	99.15%
JEFFERSON COUNTY, KY	\$ 6,091.32	0.02%	99.18%
FAIRFAX COUNTY, VA	\$ 5,789.76	0.02%	99.20%
BAY COUNTY, FL	\$ 5,657.13	0.02%	99.22%
TAYLOR COUNTY, FL	\$ 5,549.00	0.02%	99.24%
SAINT LOUIS COUNTY, MO	\$ 5,495.20	0.02%	99.26%
SAN BERNARDINO COUNTY, CA	\$ 5,323.70	0.02%	99.28%
ANNE ARUNDEL COUNTY, MD	\$ 5,235.21	0.02%	99.30%
MADISON COUNTY, FL	\$ 5,204.75	0.02%	99.32%
GWINNETT COUNTY, GA	\$ 5,198.39	0.02%	99.34%
JEFFERSON COUNTY, AL	\$ 5,067.12	0.02%	99.36%
BERGEN COUNTY, NJ	\$ 4,869.26	0.02%	99.38%
CHEROKEE COUNTY, TX	\$ 4,835.58	0.02%	99.40%
BUNCOMBE COUNTY, NC	\$ 4,645.00	0.02%	99.42%
WASHINGTON COUNTY, RI	\$ 4,513.62	0.02%	99.44%
STARK COUNTY, OH	\$ 4,505.98	0.02%	99.45%
MONTGOMERY COUNTY, MD	\$ 4,466.98	0.02%	99.47%

County-State	Amount	Percent	Cumulative Percent
INTERNATIONAL	\$ 3,990.49	0.02%	99.49%
DURHAM COUNTY, NC	\$ 3,990.00	0.02%	99.50%
LOS ANGELES COUNTY, CA	\$ 3,539.49	0.01%	99.51%
BALTIMORE COUNTY, MD	\$ 3,532.50	0.01%	99.53%
ERIE COUNTY, NY	\$ 3,420.00	0.01%	99.54%
HAMPDEN COUNTY, MA	\$ 3,386.12	0.01%	99.55%
ALAMEDA COUNTY, CA	\$ 3,292.50	0.01%	99.57%
TIPPECANOE COUNTY, IN	\$ 3,286.63	0.01%	99.58%
EAST BATON ROUGE COUNTY, LA	\$ 3,175.00	0.01%	99.59%
WINONA COUNTY, MN	\$ 3,005.07	0.01%	99.60%
QUEENS COUNTY, NY	\$ 2,981.56	0.01%	99.61%
GREENVILLE COUNTY, SC	\$ 2,970.00	0.01%	99.63%
SANGAMON COUNTY, IL	\$ 2,936.50	0.01%	99.64%
OTTAWA COUNTY, MI	\$ 2,656.84	0.01%	99.65%
BREVARD COUNTY, FL	\$ 2,652.30	0.01%	99.66%
VENTURA COUNTY, CA	\$ 2,545.57	0.01%	99.67%
SAN FRANCISCO COUNTY, CA	\$ 2,447.40	0.01%	99.68%
INGHAM COUNTY, MI	\$ 2,388.00	0.01%	99.69%
LYCOMING COUNTY, PA	\$ 2,315.00	0.01%	99.69%
LA CROSSE COUNTY, WI	\$ 2,100.00	0.01%	99.70%
JASPER COUNTY, IA	\$ 2,009.97	0.01%	99.71%
SUFFOLK COUNTY, NY	\$ 1,943.74	0.01%	99.72%
GREGG COUNTY, TX	\$ 1,841.89	0.01%	99.72%
SAINT LUCIE COUNTY, FL	\$ 1,794.87	0.01%	99.73%
MONTGOMERY COUNTY, AL	\$ 1,678.96	0.01%	99.74%
DESCHUTES COUNTY, OR	\$ 1,644.34	0.01%	99.74%
KENT COUNTY, MI	\$ 1,626.87	0.01%	99.75%
COLQUITT COUNTY, GA	\$ 1,615.00	0.01%	99.76%
NASSAU COUNTY, NY	\$ 1,603.01	0.01%	99.76%
BROWN COUNTY, WI	\$ 1,591.63	0.01%	99.77%
MULTNOMAH COUNTY, OR	\$ 1,590.70	0.01%	99.77%
WESTCHESTER COUNTY, NY	\$ 1,555.00	0.01%	99.78%
COLUMBIA COUNTY, NY	\$ 1,500.00	0.01%	99.79%
BEXAR COUNTY, TX	\$ 1,485.00	0.01%	99.79%
BOULDER COUNTY, CO	\$ 1,471.70	0.01%	99.80%
JACKSON COUNTY, MI	\$ 1,451.97	0.01%	99.80%
HARTFORD COUNTY, CT	\$ 1,439.74	0.01%	99.81%
HARRIS COUNTY, TX	\$ 1,415.79	0.01%	99.81%
LANCASTER COUNTY, PA	\$ 1,362.75	0.01%	99.82%
MUSCOGEE COUNTY, GA	\$ 1,289.94	0.00%	99.82%
MONTGOMERY COUNTY, PA	\$ 1,232.86	0.00%	99.83%

County-State	Amount	Percent	Cumulative Percent
VOLUSIA COUNTY, FL	\$ 1,221.62	0.00%	99.83%
HENDRICKS COUNTY, IN	\$ 1,217.32	0.00%	99.84%
LEE COUNTY, FL	\$ 1,145.00	0.00%	99.84%
JACKSON COUNTY, MO	\$ 1,075.90	0.00%	99.85%
SARASOTA COUNTY, FL	\$ 1,046.86	0.00%	99.85%
SHELBY COUNTY, TN	\$ 1,006.47	0.00%	99.85%
MIDDLESEX COUNTY, MA	\$ 1,005.21	0.00%	99.86%
CHESTER COUNTY, PA	\$ 1,000.88	0.00%	99.86%
MARION COUNTY, IN	\$ 990.00	0.00%	99.87%
KINGS COUNTY, NY	\$ 979.09	0.00%	99.87%
COLLIN COUNTY, TX	\$ 965.76	0.00%	99.87%
WHATCOM COUNTY, WA	\$ 961.75	0.00%	99.88%
OZAUKEE COUNTY, WI	\$ 959.88	0.00%	99.88%
HENDERSON COUNTY, NC	\$ 959.00	0.00%	99.88%
ONONDAGA COUNTY, NY	\$ 937.23	0.00%	99.89%
CLACKAMAS COUNTY, OR	\$ 903.50	0.00%	99.89%
HENRY COUNTY, GA	\$ 881.95	0.00%	99.90%
BROOME COUNTY, NY	\$ 847.00	0.00%	99.90%
SUMMIT COUNTY, OH	\$ 800.23	0.00%	99.90%
MONTGOMERY COUNTY, NY	\$ 778.86	0.00%	99.90%
KNOX COUNTY, TN	\$ 753.94	0.00%	99.91%
ELKHART COUNTY, IN	\$ 736.08	0.00%	99.91%
HIGHLANDS COUNTY, FL	\$ 725.00	0.00%	99.91%
COLES COUNTY, IL	\$ 690.11	0.00%	99.92%
FRANKLIN COUNTY, OH	\$ 690.00	0.00%	99.92%
SALT LAKE COUNTY, UT	\$ 678.00	0.00%	99.92%
MIDDLESEX COUNTY, CT	\$ 669.33	0.00%	99.92%
GILCHRIST COUNTY, FL	\$ 635.00	0.00%	99.93%
CHATHAM COUNTY, GA	\$ 615.00	0.00%	99.93%
HAMILTON COUNTY, TN	\$ 592.93	0.00%	99.93%
ADAMS COUNTY, CO	\$ 592.14	0.00%	99.93%
DAVIDSON COUNTY, TN	\$ 570.00	0.00%	99.93%
MILLER COUNTY, GA	\$ 557.50	0.00%	99.94%
HINDS COUNTY, MS	\$ 546.00	0.00%	99.94%
BLAIR COUNTY, PA	\$ 523.66	0.00%	99.94%
ARLINGTON COUNTY, VA	\$ 508.60	0.00%	99.94%
EAU CLAIRE COUNTY, WI	\$ 507.70	0.00%	99.94%
CLARK COUNTY, WA	\$ 480.29	0.00%	99.95%
TUSCALOOSA COUNTY, AL	\$ 479.80	0.00%	99.95%
PIMA COUNTY, AZ	\$ 464.95	0.00%	99.95%
DENTON COUNTY, TX	\$ 450.00	0.00%	99.95%

County-State	Amount	Percent	Cumulative Percent
COLE COUNTY, MO	\$ 439.45	0.00%	99.95%
WARREN COUNTY, IA	\$ 413.45	0.00%	99.96%
CITRUS COUNTY, FL	\$ 407.00	0.00%	99.96%
LAKE COUNTY, FL	\$ 404.13	0.00%	99.96%
SNOHOMISH COUNTY, WA	\$ 398.00	0.00%	99.96%
CLINTON COUNTY, PA	\$ 394.92	0.00%	99.96%
ORANGE COUNTY, VT	\$ 394.00	0.00%	99.96%
LARAMIE COUNTY, WY	\$ 389.00	0.00%	99.96%
DAVISON COUNTY, SD	\$ 375.95	0.00%	99.97%
OAKLAND COUNTY, MI	\$ 373.01	0.00%	99.97%
PLYMOUTH COUNTY, MA	\$ 365.77	0.00%	99.97%
ARAPAHOE COUNTY, CO	\$ 339.18	0.00%	99.97%
WAYNE COUNTY, MI	\$ 329.88	0.00%	99.97%
HILLSBOROUGH COUNTY, NH	\$ 318.54	0.00%	99.97%
DAKOTA COUNTY, MN	\$ 312.23	0.00%	99.97%
TARRANT COUNTY, TX	\$ 304.42	0.00%	99.97%
CHARLESTON COUNTY, SC	\$ 299.95	0.00%	99.98%
UTAH COUNTY, UT	\$ 299.00	0.00%	99.98%
CLINTON COUNTY, IL	\$ 287.84	0.00%	99.98%
CHEYENNE COUNTY, NE	\$ 264.98	0.00%	99.98%
UNION COUNTY, NJ	\$ 260.00	0.00%	99.98%
FAIRFIELD COUNTY, CT	\$ 255.58	0.00%	99.98%
BURLINGTON COUNTY, NJ	\$ 252.50	0.00%	99.98%
CLAY COUNTY, FL	\$ 250.00	0.00%	99.98%
CUMBERLAND COUNTY, PA	\$ 250.00	0.00%	99.98%
MISSOULA COUNTY, MT	\$ 249.95	0.00%	99.99%
DOUGLAS COUNTY, NE	\$ 241.95	0.00%	99.99%
CONTRA COSTA COUNTY, CA	\$ 234.19	0.00%	99.99%
LITCHFIELD COUNTY, CT	\$ 231.99	0.00%	99.99%
CENTRE COUNTY, PA	\$ 229.65	0.00%	99.99%
CALHOUN COUNTY, FL	\$ 227.60	0.00%	99.99%
SHELBY COUNTY, AL	\$ 225.20	0.00%	99.99%
NEW HAVEN COUNTY, CT	\$ 213.19	0.00%	99.99%
MANASSAS CITY COUNTY, VA	\$ 210.87	0.00%	99.99%
ESCAMBIA COUNTY, AL	\$ 210.00	0.00%	99.99%
ALLEN COUNTY, IN	\$ 209.00	0.00%	99.99%
PROVIDENCE COUNTY, RI	\$ 204.16	0.00%	99.99%
WESTMORELAND COUNTY, PA	\$ 197.30	0.00%	100.00%
NEW CASTLE COUNTY, DE	\$ 195.00	0.00%	100.00%
EL PASO COUNTY, CO	\$ 134.11	0.00%	100.00%
OKALOOSA COUNTY, FL	\$ 111.83	0.00%	100.00%

County-State	Amount	Percent	Cumulative Percent
CASS COUNTY, ND	\$ 106.87	0.00%	100.00%
WINDHAM COUNTY, VT	\$ 99.95	0.00%	100.00%
MACOMB COUNTY, MI	\$ 90.36	0.00%	100.00%
LARIMER COUNTY, CO	\$ 90.00	0.00%	100.00%
TIOGA COUNTY, PA	\$ 79.95	0.00%	100.00%
HOWARD COUNTY, MD	\$ 66.43	0.00%	100.00%
CARROLL COUNTY, MD	\$ 60.00	0.00%	100.00%
HOUSTON COUNTY, AL	\$ 59.76	0.00%	100.00%
ALLEN COUNTY, OH	\$ 56.52	0.00%	100.00%
SAN DIEGO COUNTY, CA	\$ 45.95	0.00%	100.00%
ALACHUA COUNTY, FL	\$ 25.00	0.00%	100.00%

TABLE A-12. LEON COUNTY MARKET AREA, GOODS AND SUPPLIES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 28,982,694.78	67.97%	67.97%
GADSDEN COUNTY, FL	\$ 702,068.89	1.65%	69.62%
WAKULLA COUNTY, FL	\$ 91,856.26	0.22%	69.84%
JEFFERSON COUNTY, FL	\$ 61,407.02	0.14%	69.98%
FULTON COUNTY, GA	\$ 5,497,129.97	12.89%	82.87%
MOBILE COUNTY, AL	\$ 909,454.95	2.13%	85.01%
COOK COUNTY, IL	\$ 902,961.37	2.12%	87.12%
SEMINOLE COUNTY, FL	\$ 392,874.90	0.92%	88.05%
ALLEGHENY COUNTY, PA	\$ 385,309.90	0.90%	88.95%
HAMILTON COUNTY, OH	\$ 238,253.29	0.56%	89.51%
JEFFERSON COUNTY, AL	\$ 231,663.63	0.54%	90.05%
HILLSBOROUGH COUNTY, FL	\$ 230,505.25	0.54%	90.59%
DALLAS COUNTY, TX	\$ 213,005.55	0.50%	91.09%
ORANGE COUNTY, FL	\$ 183,156.55	0.43%	91.52%
DUVAL COUNTY, FL	\$ 163,627.13	0.38%	91.91%
SOMERSET COUNTY, NJ	\$ 154,695.71	0.36%	92.27%
THOMAS COUNTY, GA	\$ 145,357.64	0.34%	92.61%
FAIRFAX COUNTY, VA	\$ 133,055.45	0.31%	92.92%
COLUMBIA COUNTY, FL	\$ 127,454.59	0.30%	93.22%
BALTIMORE CITY COUNTY, MD	\$ 125,428.55	0.29%	93.51%
LIBERTY COUNTY, FL	\$ 107,320.00	0.25%	93.77%
MONROE COUNTY, NY	\$ 99,998.20	0.23%	94.00%
BROWARD COUNTY, FL	\$ 92,647.16	0.22%	94.22%
POLK COUNTY, FL	\$ 92,405.34	0.22%	94.43%
KING COUNTY, WA	\$ 91,676.26	0.22%	94.65%
DEKALB COUNTY, GA	\$ 75,255.76	0.18%	94.83%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
HIGHLANDS COUNTY, FL	\$ 74,893.00	0.18%	95.00%
CASS COUNTY, ND	\$ 74,108.23	0.17%	95.18%
WAYNE COUNTY, NY	\$ 71,802.65	0.17%	95.34%
ROCKINGHAM COUNTY, NH	\$ 70,868.50	0.17%	95.51%
LUCAS COUNTY, OH	\$ 66,868.58	0.16%	95.67%
SUWANNEE COUNTY, FL	\$ 65,658.81	0.15%	95.82%
ORANGE COUNTY, CA	\$ 63,662.44	0.15%	95.97%
TRAVIS COUNTY, TX	\$ 57,795.30	0.14%	96.11%
NEW YORK COUNTY, NY	\$ 51,806.72	0.12%	96.23%
PORTAGE COUNTY, OH	\$ 50,000.00	0.12%	96.34%
JEFFERSON COUNTY, KY	\$ 49,157.33	0.12%	96.46%
PIMA COUNTY, AZ	\$ 48,559.95	0.11%	96.57%
SANTA CLARA COUNTY, CA	\$ 44,355.78	0.10%	96.68%
LOS ANGELES COUNTY, CA	\$ 44,168.67	0.10%	96.78%
MCCURTAIN COUNTY, OK	\$ 41,791.54	0.10%	96.88%
WASHINGTON COUNTY, OR	\$ 39,000.00	0.09%	96.97%
LAKE COUNTY, FL	\$ 35,660.58	0.08%	97.05%
MIDDLESEX COUNTY, NJ	\$ 35,440.05	0.08%	97.14%
JACKSON COUNTY, FL	\$ 35,138.18	0.08%	97.22%
ESCAMBIA COUNTY, FL	\$ 34,790.02	0.08%	97.30%
BAY COUNTY, FL	\$ 32,308.40	0.08%	97.38%
CUYAHOGA COUNTY, OH	\$ 32,290.04	0.08%	97.45%
DOUGHERTY COUNTY, GA	\$ 31,918.24	0.07%	97.53%
PINELLAS COUNTY, FL	\$ 29,836.83	0.07%	97.60%
SARASOTA COUNTY, FL	\$ 28,659.44	0.07%	97.66%
JOHNSON COUNTY, GA	\$ 28,571.00	0.07%	97.73%
SAN DIEGO COUNTY, CA	\$ 28,253.19	0.07%	97.80%
JACKSON COUNTY, MO	\$ 27,677.44	0.06%	97.86%
HENNEPIN COUNTY, MN	\$ 26,929.87	0.06%	97.93%
MECKLENBURG COUNTY, NC	\$ 25,899.72	0.06%	97.99%
SAN FRANCISCO COUNTY, CA	\$ 25,085.50	0.06%	98.05%
LAFAYETTE COUNTY, LA	\$ 24,855.07	0.06%	98.10%
MADISON COUNTY, OH	\$ 23,570.00	0.06%	98.16%
DANE COUNTY, WI	\$ 22,755.95	0.05%	98.21%
RAMSEY COUNTY, MN	\$ 22,631.80	0.05%	98.27%
COLLIER COUNTY, FL	\$ 22,313.20	0.05%	98.32%
WINONA COUNTY, MN	\$ 21,522.17	0.05%	98.37%
WARE COUNTY, GA	\$ 19,263.79	0.05%	98.41%
RICHMOND COUNTY, GA	\$ 18,496.00	0.04%	98.46%
MILWAUKEE COUNTY, WI	\$ 17,993.93	0.04%	98.50%
MADISON COUNTY, FL	\$ 17,630.09	0.04%	98.54%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
MONTGOMERY COUNTY, PA	\$ 17,281.48	0.04%	98.58%
PASCO COUNTY, FL	\$ 17,042.89	0.04%	98.62%
CLINTON COUNTY, IL	\$ 16,947.18	0.04%	98.66%
GWINNETT COUNTY, GA	\$ 16,370.19	0.04%	98.70%
LANCASTER COUNTY, PA	\$ 15,298.68	0.04%	98.74%
LEXINGTON COUNTY, SC	\$ 14,385.00	0.03%	98.77%
ONONDAGA COUNTY, NY	\$ 14,224.95	0.03%	98.80%
BEXAR COUNTY, TX	\$ 13,309.60	0.03%	98.83%
TIFT COUNTY, GA	\$ 13,291.49	0.03%	98.86%
DAVIDSON COUNTY, TN	\$ 13,151.61	0.03%	98.90%
HARTFORD COUNTY, CT	\$ 13,006.92	0.03%	98.93%
DOOLY COUNTY, GA	\$ 12,500.00	0.03%	98.96%
WAYNE COUNTY, MI	\$ 12,410.51	0.03%	98.98%
NEWPORT NEWS CITY COUNTY, VA	\$ 12,257.94	0.03%	99.01%
TISHOMINGO COUNTY, MS	\$ 11,640.00	0.03%	99.04%
PALM BEACH COUNTY, FL	\$ 11,379.61	0.03%	99.07%
LYCOMING COUNTY, PA	\$ 10,493.96	0.02%	99.09%
HINDS COUNTY, MS	\$ 10,300.07	0.02%	99.12%
SUFFOLK COUNTY, MA	\$ 9,864.48	0.02%	99.14%
LOWNDES COUNTY, GA	\$ 9,712.96	0.02%	99.16%
DUBOIS COUNTY, IN	\$ 9,418.04	0.02%	99.18%
MONTGOMERY COUNTY, MD	\$ 8,843.71	0.02%	99.20%
JEFFERSON COUNTY, CO	\$ 8,656.93	0.02%	99.23%
EAST BATON ROUGE COUNTY, LA	\$ 8,318.98	0.02%	99.24%
MARTIN COUNTY, FL	\$ 8,243.00	0.02%	99.26%
SAN BERNARDINO COUNTY, CA	\$ 7,990.00	0.02%	99.28%
BLAIR COUNTY, PA	\$ 7,969.76	0.02%	99.30%
INTERNATIONAL	\$ 7,714.20	0.02%	99.32%
FORT BEND COUNTY, TX	\$ 7,501.50	0.02%	99.34%
FRANKLIN COUNTY, KS	\$ 7,190.00	0.02%	99.35%
KANE COUNTY, IL	\$ 6,906.05	0.02%	99.37%
SALT LAKE COUNTY, UT	\$ 6,810.69	0.02%	99.39%
COLLIN COUNTY, TX	\$ 6,747.67	0.02%	99.40%
WAKE COUNTY, NC	\$ 6,603.28	0.02%	99.42%
BREVARD COUNTY, FL	\$ 6,284.45	0.01%	99.43%
COLQUITT COUNTY, GA	\$ 5,640.78	0.01%	99.45%
DURHAM COUNTY, NC	\$ 5,545.00	0.01%	99.46%
BUTTE COUNTY, CA	\$ 5,505.00	0.01%	99.47%
MANATEE COUNTY, FL	\$ 5,310.56	0.01%	99.48%
GREENVILLE COUNTY, SC	\$ 5,245.11	0.01%	99.50%
VENTURA COUNTY, CA	\$ 5,235.11	0.01%	99.51%

County-State	Amount	Percent	Cumulative Percent
FLAGLER COUNTY, FL	\$ 5,219.90	0.01%	99.52%
DENVER COUNTY, CO	\$ 5,155.85	0.01%	99.53%
WALDO COUNTY, ME	\$ 5,151.60	0.01%	99.54%
MADISON COUNTY, IL	\$ 5,030.00	0.01%	99.56%
MONTGOMERY COUNTY, AL	\$ 4,922.64	0.01%	99.57%
COLUMBIA COUNTY, NY	\$ 4,687.50	0.01%	99.58%
GRADY COUNTY, GA	\$ 4,525.00	0.01%	99.59%
LARIMER COUNTY, CO	\$ 4,481.11	0.01%	99.60%
ARLINGTON COUNTY, VA	\$ 4,477.30	0.01%	99.61%
KINGS COUNTY, NY	\$ 4,348.41	0.01%	99.62%
TAYLOR COUNTY, FL	\$ 3,980.00	0.01%	99.63%
WRIGHT COUNTY, MO	\$ 3,775.40	0.01%	99.64%
SACRAMENTO COUNTY, CA	\$ 3,655.00	0.01%	99.65%
YORK COUNTY, SC	\$ 3,592.84	0.01%	99.66%
KENT COUNTY, MI	\$ 3,493.51	0.01%	99.66%
NASSAU COUNTY, FL	\$ 3,460.41	0.01%	99.67%
HARRIS COUNTY, TX	\$ 3,193.14	0.01%	99.68%
COLE COUNTY, MO	\$ 3,167.13	0.01%	99.69%
PHILADELPHIA COUNTY, PA	\$ 3,131.86	0.01%	99.69%
STARK COUNTY, OH	\$ 3,120.48	0.01%	99.70%
ST. JOHNS COUNTY, FL	\$ 2,876.98	0.01%	99.71%
MIAMI-DADE COUNTY, FL	\$ 2,831.05	0.01%	99.72%
DOUGLAS COUNTY, NE	\$ 2,751.79	0.01%	99.72%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 2,750.62	0.01%	99.73%
HAMPDEN COUNTY, MA	\$ 2,738.11	0.01%	99.73%
ONEIDA COUNTY, WI	\$ 2,576.44	0.01%	99.74%
TIPPECANOE COUNTY, FL	\$ 2,541.50	0.01%	99.75%
DELAWARE COUNTY, OH	\$ 2,508.50	0.01%	99.75%
BARROW COUNTY, GA	\$ 2,500.00	0.01%	99.76%
COBB COUNTY, GA	\$ 2,446.67	0.01%	99.76%
FAIRFIELD COUNTY, CT	\$ 2,445.78	0.01%	99.77%
UTAH COUNTY, UT	\$ 2,322.50	0.01%	99.78%
SHELBY COUNTY, TN	\$ 2,241.29	0.01%	99.78%
NASSAU COUNTY, NY	\$ 2,154.95	0.01%	99.79%
BURLINGTON COUNTY, NJ	\$ 1,966.08	0.00%	99.79%
ALACHUA COUNTY, FL	\$ 1,918.82	0.00%	99.79%
ADAMS COUNTY, CO	\$ 1,899.60	0.00%	99.80%
TULSA COUNTY, OK	\$ 1,804.00	0.00%	99.80%
DAKOTA COUNTY, MN	\$ 1,778.63	0.00%	99.81%
MIDDLESEX COUNTY, CT	\$ 1,703.73	0.00%	99.81%
MONTGOMERY COUNTY, NY	\$ 1,643.78	0.00%	99.82%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
EAU CLAIRE COUNTY, WI	\$ 1,592.70	0.00%	99.82%
NEW LONDON COUNTY, CT	\$ 1,559.37	0.00%	99.82%
BOULDER COUNTY, CO	\$ 1,503.76	0.00%	99.83%
ARAPAHOE COUNTY, CO	\$ 1,497.98	0.00%	99.83%
ALAMEDA COUNTY, CA	\$ 1,461.59	0.00%	99.83%
MULTNOMAH COUNTY, OR	\$ 1,390.26	0.00%	99.84%
CHARLESTON COUNTY, SC	\$ 1,365.00	0.00%	99.84%
CLINTON COUNTY, PA	\$ 1,345.26	0.00%	99.84%
OAKLAND COUNTY, MI	\$ 1,308.14	0.00%	99.85%
RANKIN COUNTY, MS	\$ 1,302.84	0.00%	99.85%
HUDSON COUNTY, NJ	\$ 1,294.05	0.00%	99.85%
SUMMIT COUNTY, OH	\$ 1,277.96	0.00%	99.86%
THURSTON COUNTY, WA	\$ 1,219.88	0.00%	99.86%
QUEENS COUNTY, NY	\$ 1,195.64	0.00%	99.86%
WESTCHESTER COUNTY, NY	\$ 1,150.06	0.00%	99.86%
NEW CASTLE COUNTY, DE	\$ 1,141.00	0.00%	99.87%
LAKE COUNTY, IL	\$ 1,136.09	0.00%	99.87%
FRANKLIN COUNTY, OH	\$ 1,097.39	0.00%	99.87%
DUTCHESS COUNTY, NY	\$ 1,067.29	0.00%	99.87%
ANNE ARUNDEL COUNTY, MD	\$ 1,028.83	0.00%	99.88%
CHATHAM COUNTY, GA	\$ 1,019.75	0.00%	99.88%
OTSEGO COUNTY, MI	\$ 1,012.13	0.00%	99.88%
VOLUSIA COUNTY, FL	\$ 1,012.00	0.00%	99.88%
BROWN COUNTY, WI	\$ 992.50	0.00%	99.89%
MARION COUNTY, IN	\$ 990.00	0.00%	99.89%
WINNESHIEK COUNTY, IA	\$ 975.75	0.00%	99.89%
CHESTER COUNTY, PA	\$ 959.69	0.00%	99.89%
SAINT LOUIS COUNTY, MO	\$ 940.34	0.00%	99.89%
TERRELL COUNTY, GA	\$ 940.16	0.00%	99.90%
HAMILTON COUNTY, TN	\$ 939.05	0.00%	99.90%
HOWARD COUNTY, MD	\$ 931.57	0.00%	99.90%
LUZERNE COUNTY, PA	\$ 923.58	0.00%	99.90%
COLUMBIA COUNTY, WI	\$ 905.34	0.00%	99.91%
WILL COUNTY, IL	\$ 878.00	0.00%	99.91%
LA SALLE COUNTY, IL	\$ 876.41	0.00%	99.91%
CLARK COUNTY, WA	\$ 865.00	0.00%	99.91%
SAINT LOUIS CITY COUNTY, MO	\$ 854.00	0.00%	99.91%
MARIN COUNTY, CA	\$ 849.00	0.00%	99.92%
MARICOPA COUNTY, AZ	\$ 844.62	0.00%	99.92%
CITRUS COUNTY, FL	\$ 841.05	0.00%	99.92%
WESTMORELAND COUNTY, PA	\$ 832.87	0.00%	99.92%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
BRADFORD COUNTY, FL	\$ 800.00	0.00%	99.92%
KNOX COUNTY, TN	\$ 795.63	0.00%	99.93%
TULARE COUNTY, CA	\$ 768.31	0.00%	99.93%
DUPAGE COUNTY, IL	\$ 766.49	0.00%	99.93%
TARRANT COUNTY, TX	\$ 755.54	0.00%	99.93%
PLACER COUNTY, CA	\$ 745.53	0.00%	99.93%
MANASSAS CITY COUNTY, VA	\$ 742.23	0.00%	99.93%
MIDDLESEX COUNTY, MA	\$ 714.44	0.00%	99.94%
SCOTT COUNTY, IA	\$ 681.44	0.00%	99.94%
LOUISA COUNTY, VA	\$ 668.08	0.00%	99.94%
BALDWIN COUNTY, AL	\$ 663.50	0.00%	99.94%
GREGG COUNTY, TX	\$ 657.71	0.00%	99.94%
MORGAN COUNTY, GA	\$ 640.00	0.00%	99.94%
MCLEAN COUNTY, IL	\$ 636.86	0.00%	99.95%
DAUPHIN COUNTY, PA	\$ 633.60	0.00%	99.95%
SUFFOLK COUNTY, NY	\$ 618.68	0.00%	99.95%
NEW HAVEN COUNTY, CT	\$ 604.89	0.00%	99.95%
VIRGINIA BEACH CITY COUNTY, VA	\$ 590.00	0.00%	99.95%
UNION COUNTY, NJ	\$ 582.72	0.00%	99.95%
BALTIMORE COUNTY, MD	\$ 568.71	0.00%	99.95%
HENRY COUNTY, GA	\$ 568.64	0.00%	99.96%
CLARK COUNTY, NV	\$ 536.00	0.00%	99.96%
ONTARIO COUNTY, NY	\$ 510.84	0.00%	99.96%
CHARLOTTE COUNTY, FL	\$ 510.00	0.00%	99.96%
ESCAMBIA COUNTY, AL	\$ 482.00	0.00%	99.96%
BERGEN COUNTY, NJ	\$ 481.10	0.00%	99.96%
CHIPPEWA COUNTY, WI	\$ 474.29	0.00%	99.96%
LOUDOUN COUNTY, VA	\$ 473.53	0.00%	99.96%
ALBANY COUNTY, NY	\$ 471.60	0.00%	99.96%
MILLER COUNTY, GA	\$ 461.75	0.00%	99.97%
GRANVILLE COUNTY, NC	\$ 458.04	0.00%	99.97%
MITCHELL COUNTY, GA	\$ 441.00	0.00%	99.97%
ERIE COUNTY, NY	\$ 440.00	0.00%	99.97%
SAN MATEO COUNTY, CA	\$ 424.68	0.00%	99.97%
MARTINSVILLE CITY COUNTY, VA	\$ 415.32	0.00%	99.97%
JOHNSON COUNTY, KS	\$ 398.00	0.00%	99.97%
INGHAM COUNTY, MI	\$ 396.66	0.00%	99.97%
KENNEBEC COUNTY, ME	\$ 391.34	0.00%	99.97%
ROCKWALL COUNTY, TX	\$ 385.11	0.00%	99.97%
SAINT LUCIE COUNTY, FL	\$ 364.00	0.00%	99.98%
HOUSTON COUNTY, AL	\$ 359.03	0.00%	99.98%

APPENDIX A: MARKET AREA ANALYSIS

County-State	Amount	Percent	Cumulative Percent
CLAY COUNTY, MO	\$ 348.94	0.00%	99.98%
FRANKLIN COUNTY, ME	\$ 337.16	0.00%	99.98%
RIVERSIDE COUNTY, CA	\$ 327.80	0.00%	99.98%
ESSEX COUNTY, NJ	\$ 327.64	0.00%	99.98%
UNION COUNTY, SD	\$ 324.28	0.00%	99.98%
HENRICO COUNTY, VA	\$ 307.74	0.00%	99.98%
SAINTE JOSEPH COUNTY, MI	\$ 303.50	0.00%	99.98%
ALEXANDRIA CITY COUNTY, VA	\$ 291.00	0.00%	99.98%
RICHLAND COUNTY, IL	\$ 286.16	0.00%	99.98%
CHESAPEAKE CITY COUNTY, VA	\$ 278.00	0.00%	99.98%
ALLEN COUNTY, OH	\$ 277.05	0.00%	99.98%
CHEROKEE COUNTY, GA	\$ 275.00	0.00%	99.98%
CONTRA COSTA COUNTY, CA	\$ 262.22	0.00%	99.99%
WINDSOR COUNTY, VT	\$ 261.00	0.00%	99.99%
BREMER COUNTY, IA	\$ 254.75	0.00%	99.99%
PLYMOUTH COUNTY, MA	\$ 236.47	0.00%	99.99%
CARBON COUNTY, PA	\$ 236.00	0.00%	99.99%
BIBB COUNTY, GA	\$ 233.39	0.00%	99.99%
EL PASO COUNTY, CO	\$ 227.01	0.00%	99.99%
ADAMS COUNTY, PA	\$ 220.44	0.00%	99.99%
NORFOLK COUNTY, MA	\$ 215.50	0.00%	99.99%
WARREN COUNTY, OH	\$ 214.80	0.00%	99.99%
FRANKLIN COUNTY, MO	\$ 214.63	0.00%	99.99%
WASHINGTON COUNTY, FL	\$ 208.00	0.00%	99.99%
SAGINAW COUNTY, MI	\$ 200.00	0.00%	99.99%
ROCK ISLAND COUNTY, IL	\$ 188.90	0.00%	99.99%
LAKE COUNTY, OH	\$ 187.76	0.00%	99.99%
MONTGOMERY COUNTY, OH	\$ 187.70	0.00%	99.99%
PROVIDENCE COUNTY, RI	\$ 185.46	0.00%	99.99%
BUTTE COUNTY, SD	\$ 175.77	0.00%	99.99%
SAINTE JOHNS COUNTY, FL	\$ 172.91	0.00%	99.99%
CAMPBELL COUNTY, KY	\$ 168.25	0.00%	99.99%
DARLINGTON COUNTY, SC	\$ 141.62	0.00%	99.99%
STANISLAUS COUNTY, CA	\$ 136.62	0.00%	100.00%
WILSON COUNTY, TN	\$ 126.99	0.00%	100.00%
BUCKS COUNTY, PA	\$ 123.27	0.00%	100.00%
POLK COUNTY, IA	\$ 119.90	0.00%	100.00%
VERNON COUNTY, WI	\$ 118.48	0.00%	100.00%
LA PORTE COUNTY, IN	\$ 114.02	0.00%	100.00%
GREENE COUNTY, MO	\$ 111.96	0.00%	100.00%
BACON COUNTY, GA	\$ 105.79	0.00%	100.00%

County-State	Amount	Percent	Cumulative Percent
ROCK COUNTY, WI	\$ 103.49	0.00%	100.00%
OKALOOSA COUNTY, FL	\$ 102.31	0.00%	100.00%
DOUGLAS COUNTY, GA	\$ 98.00	0.00%	100.00%
CHAFFEE COUNTY, CO	\$ 97.89	0.00%	100.00%
ULSTER COUNTY, NY	\$ 75.00	0.00%	100.00%
FREDERICK COUNTY, VA	\$ 72.00	0.00%	100.00%
RICHMOND COUNTY, NY	\$ 71.20	0.00%	100.00%
TROUP COUNTY, GA	\$ 65.00	0.00%	100.00%
WALTON COUNTY, FL	\$ 63.84	0.00%	100.00%
ONEIDA COUNTY, NY	\$ 63.80	0.00%	100.00%
DELAWARE COUNTY, NY	\$ 60.66	0.00%	100.00%
CARROLL COUNTY, MD	\$ 60.00	0.00%	100.00%
BARTOW COUNTY, GA	\$ 50.57	0.00%	100.00%
ORLEANS COUNTY, VT	\$ 50.00	0.00%	100.00%
OUTAGAMIE COUNTY, WI	\$ 50.00	0.00%	100.00%
WELD COUNTY, CO	\$ 50.00	0.00%	100.00%
JACKSON COUNTY, OR	\$ 40.58	0.00%	100.00%
WINNEBAGO COUNTY, WI	\$ 33.02	0.00%	100.00%
SUMTER COUNTY, FL	\$ 29.12	0.00%	100.00%
CLARK COUNTY, OH	\$ 23.08	0.00%	100.00%

A.3 BLUEPRINT

TABLE A-13. BLUEPRINT MARKET AREA, ALL FIRMS

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 100,077,016.51	92.91%	92.91%
GADSDEN COUNTY, FL	\$ 27,525.91	0.03%	92.93%
WAKULLA COUNTY, FL	\$ 7,673.00	0.01%	92.94%
JEFFERSON COUNTY, FL	\$ 2,900.00	0.00%	92.94%
MIAMI-DADE COUNTY, FL	\$ 5,723,935.00	5.31%	98.26%
HILLSBOROUGH COUNTY, FL	\$ 419,333.25	0.39%	98.65%
DALLAS COUNTY, TX	\$ 389,492.62	0.36%	99.01%
ALLEGHENY COUNTY, PA	\$ 360,742.75	0.33%	99.34%
FULTON COUNTY, GA	\$ 125,773.96	0.12%	99.46%
PINELLAS COUNTY, FL	\$ 117,104.88	0.11%	99.57%
ORANGE COUNTY, FL	\$ 97,867.09	0.09%	99.66%
NEW YORK COUNTY, NY	\$ 84,889.00	0.08%	99.74%
CLAY COUNTY, FL	\$ 46,719.97	0.04%	99.78%
DUVAL COUNTY, FL	\$ 34,588.10	0.03%	99.81%
BROWARD COUNTY, FL	\$ 32,635.00	0.03%	99.84%
SUMMIT COUNTY, OH	\$ 31,563.75	0.03%	99.87%
HAYS COUNTY, TX	\$ 30,176.55	0.03%	99.90%
NEWPORT NEWS CITY COUNTY, VA	\$ 22,340.00	0.02%	99.92%
VIRGINIA BEACH CITY COUNTY, VA	\$ 13,474.65	0.01%	99.93%
UTAH COUNTY, UT	\$ 12,999.00	0.01%	99.95%
SEMINOLE COUNTY, FL	\$ 10,537.00	0.01%	99.96%
ALACHUA COUNTY, FL	\$ 7,784.70	0.01%	99.96%
GREENVILLE COUNTY, SC	\$ 6,674.00	0.01%	99.97%
TAYLOR COUNTY, FL	\$ 6,055.00	0.01%	99.98%
SAINT LUCIE COUNTY, FL	\$ 5,050.00	0.00%	99.98%
SANTA BARBARA COUNTY, CA	\$ 4,698.00	0.00%	99.98%
JACKSON COUNTY, FL	\$ 3,850.00	0.00%	99.99%
SARASOTA COUNTY, FL	\$ 3,507.30	0.00%	99.99%
ADA COUNTY, ID	\$ 2,747.35	0.00%	99.99%
THOMAS COUNTY, GA	\$ 2,590.50	0.00%	100.00%
COOK COUNTY, IL	\$ 2,353.35	0.00%	100.00%
MADISON COUNTY, MS	\$ 1,660.88	0.00%	100.00%

TABLE A-14. BLUEPRINT MARKET AREA, ARCHITECTURE AND ENGINEERING

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 31,688,681.02	99.33%	99.33%
WAKULLA COUNTY, FL	\$ 3,475.00	0.01%	99.34%
ORANGE COUNTY, FL	\$ 81,082.09	0.25%	99.60%
NEW YORK COUNTY, NY	\$ 49,890.00	0.16%	99.75%
SUMMIT COUNTY, OH	\$ 27,823.75	0.09%	99.84%
HAYS COUNTY, TX	\$ 18,875.58	0.06%	99.90%
HILLSBOROUGH COUNTY, FL	\$ 12,625.00	0.04%	99.94%
DUVAL COUNTY, FL	\$ 7,795.00	0.02%	99.96%
SANTA BARBARA COUNTY, CA	\$ 4,698.00	0.01%	99.98%
PINELLAS COUNTY, FL	\$ 4,448.50	0.01%	99.99%
SAINT LUCIE COUNTY, FL	\$ 2,250.00	0.01%	100.00%

TABLE A-15. BLUEPRINT MARKET AREA, CONSTRUCTION

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 59,868,775.26	91.08%	91.08%
GADSDEN COUNTY, FL	\$ 22,340.00	0.03%	91.11%
WAKULLA COUNTY, FL	\$ 350.00	0.00%	91.11%
MIAMI-DADE COUNTY, FL	\$ 5,723,935.00	8.71%	99.82%
PINELLAS COUNTY, FL	\$ 112,656.38	0.17%	99.99%
JACKSON COUNTY, FL	\$ 3,850.00	0.01%	100.00%

TABLE A-16. BLUEPRINT MARKET AREA, PROFESSIONAL SERVICES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 7,152,125.45	99.23%	99.23%
CLAY COUNTY, FL	\$ 46,719.97	0.65%	99.87%
SUMMIT COUNTY, OH	\$ 3,740.00	0.05%	99.93%
SAINT LUCIE COUNTY, FL	\$ 2,800.00	0.04%	99.97%
ORANGE COUNTY, FL	\$ 2,500.00	0.03%	100.00%

TABLE A-17. BLUEPRINT MARKET AREA, OTHER SERVICES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 1,209,707.55	55.93%	55.93%
GADSDEN COUNTY, FL	\$ 5,185.91	0.24%	56.17%
WAKULLA COUNTY, FL	\$ 3,848.00	0.18%	56.34%
JEFFERSON COUNTY, FL	\$ 2,900.00	0.13%	56.48%
DALLAS COUNTY, TX	\$ 377,018.80	17.43%	73.91%
ALLEGHENY COUNTY, PA	\$ 360,742.75	16.68%	90.58%
FULTON COUNTY, GA	\$ 93,576.66	4.33%	94.91%

County-State	Amount	Percent	Cumulative Percent
NEW YORK COUNTY, NY	\$ 34,999.00	1.62%	96.53%
ORANGE COUNTY, FL	\$ 14,285.00	0.66%	97.19%
VIRGINIA BEACH CITY COUNTY, VA	\$ 13,474.65	0.62%	97.81%
HAYS COUNTY, TX	\$ 11,300.97	0.52%	98.33%
SEMINOLE COUNTY, FL	\$ 10,537.00	0.49%	98.82%
ALACHUA COUNTY, FL	\$ 7,784.70	0.36%	99.18%
TAYLOR COUNTY, FL	\$ 6,055.00	0.28%	99.46%
SARASOTA COUNTY, FL	\$ 3,507.30	0.16%	99.62%
DUVAL COUNTY, FL	\$ 2,950.00	0.14%	99.76%
THOMAS COUNTY, GA	\$ 2,590.50	0.12%	99.88%
MADISON COUNTY, MS	\$ 1,660.88	0.08%	99.96%
COOK COUNTY, IL	\$ 953.35	0.04%	100.00%

TABLE A-18. BLUEPRINT MARKET AREA, GOODS AND SUPPLIES

County-State	Amount	Percent	Cumulative Percent
LEON COUNTY, FL	\$ 157,727.23	22.16%	22.16%
HILLSBOROUGH COUNTY, FL	\$ 406,708.25	57.14%	79.30%
BROWARD COUNTY, FL	\$ 32,635.00	4.59%	83.89%
FULTON COUNTY, GA	\$ 32,197.30	4.52%	88.41%
DUVAL COUNTY, FL	\$ 23,843.10	3.35%	91.76%
NEWPORT NEWS CITY COUNTY, VA	\$ 22,340.00	3.14%	94.90%
UTAH COUNTY, UT	\$ 12,999.00	1.83%	96.73%
DALLAS COUNTY, TX	\$ 12,473.82	1.75%	98.48%
GREENVILLE COUNTY, SC	\$ 6,674.00	0.94%	99.42%
ADA COUNTY, ID	\$ 2,747.35	0.39%	99.80%
COOK COUNTY, IL	\$ 1,400.00	0.20%	100.00%

APPENDIX B. PRODUCT AREA
ANALYSIS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



B.1 CITY OF TALLAHASSEE

TABLE B-1. CITY OF TALLAHASSEE NAICS PRODUCT AREA, ALL FIRMS

NAICS	Description	Amount	Percent
5619	All Other Support Services	\$ 93,186,012.40	17.71%
2379	Other heavy construction	\$ 71,213,689.62	13.53%
5413	Architectural and engineering services	\$ 67,291,963.95	12.79%
2362	Nonresidential building construction	\$ 55,007,378.98	10.45%
2371	Utility system construction	\$ 50,131,757.99	9.53%
2373	Highway, street, and bridge construction	\$ 36,326,221.70	6.90%
2382	Building equipment contractors	\$ 31,571,145.43	6.00%
2389	Other specialty trade contractors	\$ 22,296,786.02	4.24%
4239	Misc. durable goods merchant wholesalers	\$ 13,403,475.17	2.55%
5617	Services to buildings and dwellings	\$ 12,184,492.65	2.32%
4233	Lumber and const. supply merchant wholesalers	\$ 11,785,539.22	2.24%
5416	Management and technical consulting services	\$ 11,360,743.19	2.16%
5324	Machinery and equipment rental and leasing	\$ 5,860,080.58	1.11%
4234	Commercial equip. merchant wholesalers	\$ 5,412,975.19	1.03%
4247	Petroleum merchant wholesalers	\$ 5,208,832.70	0.99%
8113	Commercial machinery repair and maintenance	\$ 4,688,474.37	0.89%
4413	Auto parts, accessories, and tire stores	\$ 3,928,397.89	0.75%
4246	Chemical merchant wholesalers	\$ 3,872,021.97	0.74%
5419	Other professional and technical services	\$ 3,726,367.44	0.71%
5411	Legal services	\$ 2,744,437.68	0.52%
5616	Investigation and security services	\$ 1,914,499.86	0.36%
8111	Automotive repair and maintenance	\$ 1,893,320.25	0.36%
5415	Computer systems design and related services	\$ 1,801,053.88	0.34%
8112	Computer and Office Machine Repair and Maintenance	\$ 1,351,521.25	0.26%
5611	Office administrative services	\$ 1,258,098.61	0.24%
2213	Water, sewage and other systems	\$ 1,257,515.46	0.24%
5122	Sound recording industries	\$ 924,892.21	0.18%
2381	Building foundation and exterior contractors	\$ 870,786.25	0.17%
4884	Support activities for road transportation	\$ 623,992.55	0.12%
4413	Automotive Parts, Accessories, and Tire Stores	\$ 593,264.91	0.11%
2383	Building finishing contractors	\$ 375,601.69	0.07%
5412	Accounting and bookkeeping services	\$ 321,531.50	0.06%
4236	Appliance and electric goods merchant whls.	\$ 318,719.94	0.06%
5418	Advertising, PR, and related services	\$ 312,387.96	0.06%
5313	Activities related to real estate	\$ 301,781.34	0.06%
2212	Natural gas distribution	\$ 283,352.75	0.05%
2211	Power generation and supply	\$ 243,925.00	0.05%
3339	Other general purpose machinery manufacturing	\$ 101,605.80	0.02%

NAICS	Description	Amount	Percent
5629	Remediation and other waste services	\$ 72,565.65	0.01%
4238	Machinery and supply merchant wholesalers	\$ 52,655.00	0.01%
4412	Other motor vehicle dealers	\$ 42,195.35	0.01%
4543	Direct selling establishments	\$ 17,144.84	0.00%
4249	Misc. nondurable goods merchant wholesalers	\$ 11,777.46	0.00%
6213	Offices of other health practitioners	\$ 7,350.00	0.00%
5620	Toilet Preparation Manufacturing	\$ 6,573.05	0.00%
4442	Lawn and garden equipment and supplies stores	\$ 6,570.00	0.00%

TABLE B-2. CITY OF TALLAHASSEE NAICS PRODUCT AREA, ARCHITECTURE AND ENGINEERING

NAICS	Description	Amount	Percent
5413	Architectural and engineering services	\$ 67,291,963.95	100.00%

TABLE B-3. CITY OF TALLAHASSEE NAICS PRODUCT AREA, CONSTRUCTION

NAICS	Description	Amount	Percent
2379	Other heavy construction	\$ 71,213,689.62	26.59%
2362	Nonresidential building construction	\$ 55,007,378.98	20.54%
2371	Utility system construction	\$ 50,131,757.99	18.72%
2373	Highway, street, and bridge construction	\$ 36,326,221.70	13.57%
2382	Building equipment contractors	\$ 31,571,145.43	11.79%
2389	Other specialty trade contractors	\$ 22,296,786.02	8.33%
2381	Building foundation and exterior contractors	\$ 870,786.25	0.33%
2383	Building finishing contractors	\$ 375,601.69	0.14%

TABLE B-4. CITY OF TALLAHASSEE NAICS PRODUCT AREA, PROFESSIONAL SERVICES

NAICS	Description	Amount	Percent
5416	Management and technical consulting services	\$ 11,360,743.19	55.09%
5419	Other professional and technical services	\$ 3,726,367.44	18.07%
5411	Legal services	\$ 2,744,437.68	13.31%
5415	Computer systems design and related services	\$ 1,763,833.88	8.55%
5412	Accounting and bookkeeping services	\$ 321,531.50	1.56%
5418	Advertising, PR, and related services	\$ 312,387.96	1.51%
5313	Activities related to real estate	\$ 301,781.34	1.46%
5619	All Other Support Services	\$ 81,877.36	0.40%
6213	Offices of other health practitioners	\$ 7,350.00	0.04%

TABLE B-5. CITY OF TALLAHASSEE NAICS PRODUCT AREA, OTHER SERVICES

NAICS	Description	Amount	Percent
5619	All Other Support Services	\$ 93,104,135.04	78.03%
5617	Services to buildings and dwellings	\$ 12,184,492.65	10.21%
8113	Commercial machinery repair and maintenance	\$ 4,688,474.37	3.93%
5616	Investigation and security services	\$ 1,914,499.86	1.60%
8111	Automotive repair and maintenance	\$ 1,893,320.25	1.59%
8112	Computer and Office Machine Repair and Maintenance	\$ 1,351,521.25	1.13%
5611	Office administrative services	\$ 1,258,098.61	1.05%
2213	Water, sewage and other systems	\$ 1,257,515.46	1.05%
5122	Sound recording industries	\$ 924,892.21	0.78%
4884	Support activities for road transportation	\$ 623,992.55	0.52%
5629	Remediation and other waste services	\$ 72,565.65	0.06%
5415	Computer systems design and related services	\$ 37,220.00	0.03%
5620	Toilet Preparation Manufacturing	\$ 6,573.05	0.01%

TABLE B-6. CITY OF TALLAHASSEE NAICS PRODUCT AREA, GOODS AND SUPPLIES

NAICS	Description	Amount	Percent
4239	Misc. durable goods merchant wholesalers	\$ 13,403,475.17	26.21%
4233	Lumber and const. supply merchant wholesalers	\$ 11,785,539.22	23.04%
5324	Machinery and equipment rental and leasing	\$ 5,860,080.58	11.46%
4234	Commercial equip. merchant wholesalers	\$ 5,412,975.19	10.58%
4247	Petroleum merchant wholesalers	\$ 5,208,832.70	10.18%
4413	Auto parts, accessories, and tire stores	\$ 3,928,397.89	7.68%
4246	Chemical merchant wholesalers	\$ 3,872,021.97	7.57%
4413	Automotive Parts, Accessories, and Tire Stores	\$ 593,264.91	1.16%
4236	Appliance and electric goods merchant whls.	\$ 318,719.94	0.62%
2212	Natural gas distribution	\$ 283,352.75	0.55%
2211	Power generation and supply	\$ 243,925.00	0.48%
3339	Other general purpose machinery manufacturing	\$ 101,605.80	0.20%
4238	Machinery and supply merchant wholesalers	\$ 52,655.00	0.10%
4412	Other motor vehicle dealers	\$ 42,195.35	0.08%
4543	Direct selling establishments	\$ 17,144.84	0.03%
4249	Misc. nondurable goods merchant wholesalers	\$ 11,777.46	0.02%
4442	Lawn and garden equipment and supplies stores	\$ 6,570.00	0.01%

B.2 LEON COUNTY

TABLE B-7. LEON COUNTY NAICS PRODUCT AREA, ALL FIRMS

NAICS Codes	Description	Amount	Percent
4239	Misc. durable goods merchant wholesalers	\$ 21,568,798.84	16.98%
2373	Highway, street, and bridge construction	\$ 20,334,335.31	16.01%
2362	Nonresidential building construction	\$ 18,584,005.35	14.63%
2389	Other specialty trade contractors	\$ 12,638,856.88	9.95%
5619	All Other Support Services	\$ 6,850,209.67	5.39%
5617	Services to buildings and dwellings	\$ 6,249,837.54	4.92%
2371	Utility system construction	\$ 5,922,166.41	4.66%
2370	Heavy and civil engineering construction	\$ 4,093,987.09	3.22%
5413	Architectural and engineering services	\$ 4,091,427.63	3.22%
2381	Building foundation and exterior contractors	\$ 3,410,429.11	2.69%
5418	Advertising, PR, and related services	\$ 2,962,707.88	2.33%
4441	Building material and supplies dealers	\$ 2,952,195.42	2.32%
2382	Building equipment contractors	\$ 2,601,079.62	2.05%
4234	Commercial equip. merchant wholesalers	\$ 2,451,278.25	1.93%
8112	Electronic equipment repair and maintenance	\$ 2,204,400.02	1.74%
2379	Other heavy construction	\$ 1,329,621.78	1.05%
5616	Investigation and security services	\$ 1,240,905.68	0.98%
4884	Support activities for road transportation	\$ 1,169,334.59	0.92%
5416	Management and technical consulting services	\$ 1,016,809.53	0.80%
4413	Auto parts, accessories, and tire stores	\$ 819,306.71	0.65%
5323	General rental centers	\$ 691,074.29	0.54%
3241	Petroleum and coal products manufacturing	\$ 596,270.58	0.47%
2383	Building finishing contractors	\$ 538,595.99	0.42%
4249	Misc. nondurable goods merchant wholesalers	\$ 500,586.41	0.39%
4442	Lawn and garden equipment and supplies stores	\$ 481,355.54	0.38%
3399	Other miscellaneous manufacturing	\$ 398,627.72	0.31%
8113	Commercial machinery repair and maintenance	\$ 271,885.88	0.21%
5419	Other professional and technical services	\$ 265,351.09	0.21%
5622	Waste treatment and disposal	\$ 263,315.00	0.21%
5611	Office administrative services	\$ 193,217.40	0.15%
5621	Waste collection	\$ 129,581.61	0.10%
4481	Clothing stores	\$ 59,677.61	0.05%
8114	Household goods repair and maintenance	\$ 40,379.64	0.03%
2131	Support activities for mining	\$ 28,068.32	0.02%
2361	Residential building construction	\$ 26,101.40	0.02%
4841	General freight trucking	\$ 18,303.50	0.01%
5312	Offices of real estate agents and brokers	\$ 7,464.56	0.01%
3312	Steel product mfg. from purchased steel	\$ 4,384.60	0.00%

NAICS Codes	Description	Amount	Percent
3272	Glass and glass product manufacturing	\$ 3,368.00	0.00%
4238	Machinery and supply merchant wholesalers	\$ 2,177.27	0.00%
5313	Activities related to real estate	\$ 2,000.00	0.00%
5121	Motion picture and video industries	\$ 600.00	0.00%
5613	Employment services	\$ 223.20	0.00%

TABLE B-8. LEON COUNTY NAICS PRODUCT AREA, ARCHITECTURE AND ENGINEERING

NAICS Codes	Description	Amount	Percent
5413	Architectural and engineering services	\$ 4,091,427.63	100.00%

TABLE B-9. LEON COUNTY NAICS PRODUCT AREA, CONSTRUCTION

NAICS Codes	Description	Amount	Percent
2373	Highway, street, and bridge construction	\$ 20,334,335.31	29.25%
2362	Nonresidential building construction	\$ 18,584,005.35	26.74%
2389	Other specialty trade contractors	\$ 12,638,856.88	18.18%
2371	Utility system construction	\$ 5,922,166.41	8.52%
2370	Heavy and civil engineering construction	\$ 4,093,987.09	5.89%
2381	Building foundation and exterior contractors	\$ 3,410,429.11	4.91%
2382	Building equipment contractors	\$ 2,601,079.62	3.74%
2379	Other heavy construction	\$ 1,329,621.78	1.91%
2383	Building finishing contractors	\$ 538,595.99	0.77%
2131	Support activities for mining	\$ 28,068.32	0.04%
2361	Residential building construction	\$ 26,101.40	0.04%

TABLE B-10. LEON COUNTY NAICS PRODUCT AREA, PROFESSIONAL SERVICES

NAICS Codes	Description	Amount	Percent
5418	Advertising, PR, and related services	\$ 2,962,707.88	69.63%
5416	Management and technical consulting services	\$ 1,016,809.53	23.90%
5419	Other professional and technical services	\$ 265,351.09	6.24%
5312	Offices of real estate agents and brokers	\$ 7,464.56	0.18%
5313	Activities related to real estate	\$ 2,000.00	0.05%
5121	Motion picture and video industries	\$ 600.00	0.01%

TABLE B-11. LEON COUNTY NAICS PRODUCT AREA, OTHER SERVICES

NAICS Codes	Description	Amount	Percent
5619	All Other Support Services	\$ 6,850,209.67	35.45%
5617	Services to buildings and dwellings	\$ 6,249,837.54	32.34%
8112	Electronic equipment repair and maintenance	\$ 2,204,400.02	11.41%

NAICS Codes	Description	Amount	Percent
5616	Investigation and security services	\$ 1,240,905.68	6.42%
4884	Support activities for road transportation	\$ 1,169,334.59	6.05%
5323	General rental centers	\$ 691,074.29	3.58%
8113	Commercial machinery repair and maintenance	\$ 271,885.88	1.41%
5622	Waste treatment and disposal	\$ 263,315.00	1.36%
5611	Office administrative services	\$ 193,217.40	1.00%
5621	Waste collection	\$ 129,581.61	0.67%
8114	Household goods repair and maintenance	\$ 40,379.64	0.21%
4841	General freight trucking	\$ 18,303.50	0.09%
5613	Employment services	\$ 223.20	0.00%

TABLE B-12. LEON COUNTY NAICS PRODUCT AREA, GOODS AND SUPPLIES

NAICS Codes	Description	Amount	Percent
4239	Misc. durable goods merchant wholesalers	\$ 21,568,798.84	72.29%
4441	Building material and supplies dealers	\$ 2,952,195.42	9.89%
4234	Commercial equip. merchant wholesalers	\$ 2,451,278.25	8.22%
4413	Auto parts, accessories, and tire stores	\$ 819,306.71	2.75%
3241	Petroleum and coal products manufacturing	\$ 596,270.58	2.00%
4249	Misc. nondurable goods merchant wholesalers	\$ 500,586.41	1.68%
4442	Lawn and garden equipment and supplies stores	\$ 481,355.54	1.61%
3399	Other miscellaneous manufacturing	\$ 398,627.72	1.34%
4481	Clothing stores	\$ 59,677.61	0.20%
3312	Steel product mfg. from purchased steel	\$ 4,384.60	0.01%
3272	Glass and glass product manufacturing	\$ 3,368.00	0.01%
4238	Machinery and supply merchant wholesalers	\$ 2,177.27	0.01%

B.3 BLUEPRINT

TABLE B-13. BLUEPRINT NAICS PRODUCT AREA, ALL FIRMS

NAICS Codes	Description	Amount	Percent
2379	Other heavy construction	\$ 44,962,561.78	44.91%
5413	Architectural and engineering services	\$ 31,692,156.02	31.66%
2382	Building equipment contractors	\$ 6,930,387.31	6.92%
5416	Management and technical consulting services	\$ 6,418,072.40	6.41%
2389	Other specialty trade contractors	\$ 3,848,043.55	3.84%
2362	Nonresidential building construction	\$ 3,741,298.84	3.74%
5619	All Other Support Services	\$ 1,033,554.89	1.03%
5419	Other professional and technical services	\$ 604,989.96	0.60%
2373	Highway, street, and bridge construction	\$ 377,750.00	0.38%
5617	Services to buildings and dwellings	\$ 114,950.55	0.11%
5411	Legal services	\$ 107,399.57	0.11%
4239	Misc. durable goods merchant wholesalers	\$ 105,162.52	0.11%
5616	Investigation and security services	\$ 61,363.20	0.06%
5324	Machinery and equipment rental and leasing	\$ 49,887.37	0.05%
2383	Building finishing contractors	\$ 23,150.00	0.02%
5412	Accounting and bookkeeping services	\$ 13,355.00	0.01%
2213	Water, sewage and other systems	\$ 11,772.82	0.01%
2381	Building foundation and exterior contractors	\$ 8,273.78	0.01%
5313	Activities related to real estate	\$ 7,975.00	0.01%
4233	Lumber and const. supply merchant wholesalers	\$ 2,063.34	0.00%
4238	Machinery and supply merchant wholesalers	\$ 614.00	0.00%
5415	Computer systems design and related services	\$ 333.52	0.00%

TABLE B-14. BLUEPRINT NAICS PRODUCT AREA, ARCHITECTURE AND ENGINEERING

NAICS Code	Description	Amount	Percent
5413	Architectural and engineering services	\$ 31,692,156.02	100.00%

TABLE B-15. BLUEPRINT NAICS PRODUCT AREA, CONSTRUCTION

NAICS Codes	Description	Amount	Percent
2379	Other heavy construction	\$ 44,962,561.78	75.07%
2382	Building equipment contractors	\$ 6,930,387.31	11.57%
2389	Other specialty trade contractors	\$ 3,848,043.55	6.43%
2362	Nonresidential building construction	\$ 3,741,298.84	6.25%
2373	Highway, street, and bridge construction	\$ 377,750.00	0.63%
2383	Building finishing contractors	\$ 23,150.00	0.04%
2381	Building foundation and exterior contractors	\$ 8,273.78	0.01%

TABLE B-16. BLUEPRINT NAICS PRODUCT AREA, PROFESSIONAL SERVICES

NAICS Codes	Description	Amount	Percent
5416	Management and technical consulting services	\$ 6,418,072.40	89.74%
5419	Other professional and technical services	\$ 604,989.96	8.46%
5411	Legal services	\$ 107,399.57	1.50%
5412	Accounting and bookkeeping services	\$ 13,355.00	0.19%
5313	Activities related to real estate	\$ 7,975.00	0.11%
5415	Computer systems design and related services	\$ 333.52	0.00%

TABLE B-17. BLUEPRINT NAICS PRODUCT AREA, OTHER SERVICES

NAICS Codes	Description	Amount	Percent
5619	All Other Support Services	\$ 1,033,554.89	84.60%
5617	Services to buildings and dwellings	\$ 114,950.55	9.41%
5616	Investigation and security services	\$ 61,363.20	5.02%
2213	Water, sewage and other systems	\$ 11,772.82	0.96%

TABLE B-18. BLUEPRINT NAICS PRODUCT AREA, GOODS AND SUPPLIES

NAICS Code	Description	Amount	Percent
4239	Misc. durable goods merchant wholesalers	\$ 105,162.52	66.67%
5324	Machinery and equipment rental and leasing	\$ 49,887.37	31.63%
4233	Lumber and const. supply merchant wholesalers	\$ 2,063.34	1.31%
4238	Machinery and supply merchant wholesalers	\$ 614.00	0.39%

APPENDIX C. CUSTOM CENSUS
BUSINESS SURVEY INSTRUMENT

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



ENTER THE D&B D-U-N-S NUMBER

Hello. My name is _____, we are conducting a survey for MGT Consulting who is conducting a disparity study on behalf of the City of Tallahassee, Leon County, and Blueprint (City/County). As part of the City & County's disparity study this survey is designed to help identify available firms in the marketplace interested in conducting business with the City & County and learn about your experiences doing business or attempting to do business with the City & County or their primes vendors.

Your responses to this research survey will be aggregated for the overall analysis and used only for the disparity study. Individual information or identifying characteristics about your firm will not be published.

Is this _____ (Company's name)? IF COMPANY NAME VERIFIED, CONTINUE.

Are you the owner or an authorized decision maker in your company? [IF NO] May I speak with that person? [IF NO, SCHEDULE CALL-BACK]?

IF OWNER IS PUT ON THE LINE: CONTINUE

IF TRANSFERRED TO ANOTHER PARTY (CFO, MANAGER, ETC): READ INTRO AGAIN then ask Are you able to answer questions concerning business practices of this company? IF YES, CONTINUE.

Your company's information has been provided to us from Dun & Bradstreet.

Thank you for agreeing to participate in this study. Your input is very important to outcome of the study. *If you have any questions regarding the survey, I will be happy to provide you contact information at the end of the survey.*

Thank you in advance for your participation.

Q1. What is your title? [REQUIRE ANSWER]

- | | |
|---------------------------|---|
| Owner/CEO/President | 1 |
| Manager/Financial Officer | 2 |
| Other | 3 |

[A - IF THE ANSWER TO QUESTION 2 IS NOT OTHER, THEN SKIP TO QUESTION 3]

Q2. Specify Other [REQUIRE ANSWER]

Q3. May I have your name just in case we have any further questions? [REQUIRE ANSWER]

Q4. Let me confirm that, based on information we have from Dun & Bradstreet, this is a for-profit company, as opposed to a nonprofit, foundation or government office?

[REQUIRE ANSWER]

Yes	1
No	2
Don't Know	3

[IF THE ANSWER TO QUESTION 4 IS **NO** OR **DON'T KNOW**, THEN TERMINATE THE CALL

PLEASE GO BACK TO Q2 AND TYPE "**DISQUALIFIED**" AFTER THE FIRST AND LAST NAME.]

Disqualification statement

Thank you for your input; however, based on your answers, it appears that you do not qualify for this survey because we are only seeking input from for-profit companies.

Q5. Let me confirm that, based on the information we have from Dun & Bradstreet, the company's primary line of business is *(READ NAICS WITH CORRESPONDING DESCRIPTIVE TEXT)*

[REQUIRE ANSWER]

Yes	1
No	2
Don't Know	3

[A – IF THE ANSWER TO QUESTION 5 IS NOT YES, THEN SKIP TO QUESTION 6]

Q6. Please SPECIFY your company's Primary Type of work. [REQUIRE ANSWER]

Q7. Do you or your firm hold a license(s) with the Florida Department of Business and Professional Regulation? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

[A – IF THE ANSWER TO QUESTION 7 IS NOT YES, THEN SKIP TO QUESTION 9]

Q8. Please SPECIFY your license type or number. [REQUIRE ANSWER]

Q9. Does your company bid primarily as a prime contractor or consultant? Subcontractor? OR both? [REQUIRE ANSWER]

- Prime Contractor or Consultant 1
- Subcontractor or subconsultant 2
- Both 3
- Don't Know 4

Q10. Is your company interested in working as a prime contractor, consultant, supplier, or subcontractor to a prime in the near future with the following? [REQUIRE ANSWER]

	Yes	No	I don't know
1. City of Tallahassee			
2. Blueprint			
3. Leon County			
4. Tallahassee International Airport			

Q11. Is your company **at least 51 percent** owned, managed, and controlled by a woman or women? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

Q12. Is your company **at least 51 percent** owned, managed, and controlled by a person or people of one of the following racial or ethnic group(s)? [REQUIRE ANSWER]

- Caucasian 1
- African American 2
- Asian American 3
- Hispanic American 4
- Native American 5
- Don't Know 6
- Other 7

[A - IF THE ANSWER TO QUESTION 12 IS OTHER, THEN SKIP TO QUESTION 13]

Q13. Specify "Other" [REQUIRE ANSWER]

Q14. What percentage of these gross revenues was earned from the City, the County, the private sector, and/or other non-City/County public government sector projects? (*Must total 100%*)

City of Tallahassee:	%
Blueprint:	%
Leon County:	%
Tallahassee International Airport:	%
Private Sector:	%
Non-City/County Public Government Sector:	%
Total:	%

Q15. 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
- Don't know 7

Q16. How many combined years of experience do you or the primary owner(s) of your firm have in your primary line of business? [REQUIRE ANSWER]

- 0 – 5 years 1
- 6 – 10 years 2
- 11 – 15 years 3
- 16 – 20 years 4
- More than 20 years 5
- Don't know 6

Q17. In general, which of the following best approximates your company's largest contract/subcontract awarded between **October 1, 2012** and **September 30, 2016**? [REQUIRE ANSWER]

- None 1
- Up to \$50,000 2
- \$50,001 to \$100,000 3
- \$100,001 to \$200,000 4
- \$200,001 to \$300,000 5
- \$300,001 to \$400,000 6
- \$400,001 to \$500,000 7
- \$500,001 to \$1 million 8
- Over \$1 million 9
- Don't know 10

Q18. Are you required to have bonding? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't know 3

[A - IF THE ANSWER TO QUESTION 18 IS YES, THEN SKIP TO QUESTION 20]

Q19. What is your current aggregate bonding capacity? [REQUIRE ANSWER]

- Below \$100,000 1
- \$100,001 to \$250,000 2
- \$250,001 to \$500,000 3
- \$500,001 to \$1 million 4
- \$1 million to \$1.5 million 5
- \$1.5 million to \$3 million 6
- \$3 million to \$5 million 7
- Over \$5 million 8
- Don't know 9

Q20. Did you experience discriminatory behavior by the City, County, Blueprint or primes when attempting to work or while working on a project between **October 1, 2012** and **September 30, 2016**? [REQUIRE ANSWER]

	Yes	No	Not Applicable	I don't know
1. City of Tallahassee				
2. Blueprint				
3. Leon County				
4. Tallahassee International Airport				

[A - IF THE ANSWER TO QUESTION 20 IS YES, THEN SKIP TO QUESTION 21]

Q21. If, yes Please specify the reason you believe your company was discriminated against. [REQUIRE ANSWER]

Q22. Are you willing to speak directly to MGT to provide more detail of the alleged discrimination your company has experienced by the City, County and/or Blueprint or their prime contractor/vendor? [REQUIRE ANSWER]

Yes 1 *(Please contact Vernetta Mitchell at MGT, vmitchell@mgtconsulting.com, (850) 386-3191ext. 2101 to provide this detail)*

No 2

Q23. In your experience, have any of the following been a barrier when attempting to do work or while working on projects for the City, County, or Blueprint? [REQUIRE ANSWER]

	City	Blueprint	County	Airport
Prequalification requirements				
Performance/payment bond requirements				
Cost of bidding/proposing				
Financing				
Insurance (general liability, professional liability, etc.)				
Price of supplies/materials				
Short or limited time given to prepare bid package or quote				
Contract too large				
Selection process/evaluation criteria				
Slow payment or non-payment				
Competing with large companies				
Solicitation of subcontractor bids after contract award (i.e. bid shopping)				
Awarded scope of work reduced or eliminated				
Operating at or near capacity				

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.

Q24. There is an informal network of prime contractors/vendors and subcontractors that has excluded my company from doing business in the private sector. [REQUIRE ANSWER]

- Agree 1
- Neither Agree nor Disagree 2
- Disagree 3
- Don't know 4

IF THEY ANSWER Q9 AS RESPONSE 2 OR 3, go to Q25-27

Q25. Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason? [REQUIRE ANSWER]

	Yes	No	I don't know
1. City of Tallahassee			
2. Blueprint			
3. Leon County			
4. Tallahassee International Airport			

Q26. Still talking about prime contractors/vendors, while doing business or attempting to do business as a subcontractor, have you experienced any of the following as a form of discrimination? [REQUIRE ANSWER]

	Yes	No	I don't know
Harassment			
Unequal or unfair treatment			
Bid shopping or bid manipulation			
Double standards in performance			
Denial of opportunity to bid			
Unfair denial of contract award			
Unfair termination			
Unequal price quotes from suppliers			

Q27. How often do prime contractors/vendors who use your company as a subcontractor on public sector projects with M/WBE goals solicit your company on projects (private or public) without M/WBE goals? [REQUIRE ANSWER]

- Very often 1
- Sometimes 2
- Seldom 3
- Never 4
- Not applicable 5
- Don't know 6

That completes our survey. Again, thank you for your input and your participation in this important survey. If you would like more information on the Disparity Study contact MGT Consulting Group, Vernetta Mitchell at (850) 386-3191 ext. 2101.

APPENDIX D: SURVEY OF VENDORS
RESULTS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



Business Category Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Business Category Crosstabulation	Architecture & Engineering	Count	2	3	7	2	9	64	0	87
		% within Q1	2.30%	3.45%	8.05%	2.30%	10.34%	73.56%	0.00%	100.00%
		% within Business Ownership	4.76%	1.69%	12.07%	11.76%	3.16%	8.52%	0.00%	6.41%
	Construction	Count	2	50	20	5	37	222	2	338
		% within Q1	0.59%	14.79%	5.92%	1.48%	10.95%	65.68%	0.59%	100.00%
		% within Business Ownership	4.76%	28.09%	34.48%	29.41%	12.98%	29.56%	7.69%	24.91%
	Material Services	Count	13	25	4	5	55	159	13	274
		% within Q1	4.74%	9.12%	1.46%	1.82%	20.07%	58.03%	4.74%	100.00%
		% within Business Ownership	30.95%	14.04%	6.90%	29.41%	19.30%	21.17%	50.00%	20.19%
	Other Services	Count	9	62	12	2	68	144	4	301
		% within Q1	2.99%	20.60%	3.99%	0.66%	22.59%	47.84%	1.33%	100.00%
		% within Business Ownership	21.43%	34.83%	20.69%	11.76%	23.86%	19.17%	15.38%	22.18%
	Professional Services	Count	16	38	15	3	116	162	7	357
		% within Q1	4.48%	10.64%	4.20%	0.84%	32.49%	45.38%	1.96%	100.00%
		% within Business Ownership	38.10%	21.35%	25.86%	17.65%	40.70%	21.57%	26.92%	26.31%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q1	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Business Category Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Business Category Crosstabulation	Architecture & Engineering	Count	2	3	7	2	9	54	0	77
		% within Q1	2.30%	3.45%	8.05%	2.30%	10.34%	62.07%	0.00%	88.51%
		% within Business Ownership	6.67%	1.90%	14.00%	14.29%	4.19%	9.28%	0.00%	7.22%
	Construction	Count	1	47	16	4	30	181	2	281
		% within Q1	0.30%	13.91%	4.73%	1.18%	8.88%	53.55%	0.59%	83.14%
		% within Business Ownership	3.33%	29.75%	32.00%	28.57%	13.95%	31.10%	11.76%	26.36%
	Material Services	Count	11	23	2	4	42	129	9	220
		% within Q1	4.01%	8.39%	0.73%	1.46%	15.33%	47.08%	3.28%	80.29%
		% within Business Ownership	36.67%	14.56%	4.00%	28.57%	19.53%	22.16%	52.94%	20.64%
	Other Services	Count	7	53	11	2	48	106	2	229
		% within Q1	2.33%	17.61%	3.65%	0.66%	15.95%	35.22%	0.66%	76.08%
		% within Business Ownership	23.33%	33.54%	22.00%	14.29%	22.33%	18.21%	11.76%	21.48%
	Professional Services	Count	9	32	14	2	86	112	4	259
		% within Q1	2.52%	8.96%	3.92%	0.56%	24.09%	31.37%	1.12%	72.55%
		% within Business Ownership	30.00%	20.25%	28.00%	14.29%	40.00%	19.24%	23.53%	24.30%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q1	2.21%	11.64%	3.68%	1.03%	15.84%	42.89%	1.25%	78.56%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Business Category Crosstabulation – FIRMS THAT SAID NO TO INTEREST IN ALL AGENCIES

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Business Category Crosstabulation	Architecture & Engineering	Count	0	0	0	0	0	8	0	8
		% within Q1	0.00%	0.00%	0.00%	0.00%	0.00%	9.20%	0.00%	9.20%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	5.67%	0.00%	3.32%
	Construction	Count	1	2	3	0	6	37	0	49
		% within Q1	0.30%	0.59%	0.89%	0.00%	1.78%	10.95%	0.00%	14.50%
		% within Business Ownership	9.09%	12.50%	50.00%	0.00%	10.17%	26.24%	0.00%	20.33%
	Material Services	Count	2	2	2	1	10	20	3	40
		% within Q1	0.73%	0.73%	0.73%	0.36%	3.65%	7.30%	1.09%	14.60%
		% within Business Ownership	18.18%	12.50%	33.33%	50.00%	16.95%	14.18%	50.00%	16.60%
	Other Services	Count	2	6	1	0	18	33	1	61
		% within Q1	0.66%	1.99%	0.33%	0.00%	5.98%	10.96%	0.33%	20.27%
		% within Business Ownership	18.18%	37.50%	16.67%	0.00%	30.51%	23.40%	16.67%	25.31%
	Professional Services	Count	6	6	0	1	25	43	2	83
		% within Q1	1.68%	1.68%	0.00%	0.28%	7.00%	12.04%	0.56%	23.25%
		% within Business Ownership	54.55%	37.50%	0.00%	50.00%	42.37%	30.50%	33.33%	34.44%
Total	Count	11	16	6	2	59	141	6	241	
	% within Q1	0.81%	1.18%	0.44%	0.15%	4.35%	10.39%	0.44%	17.76%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q1-What is your title? * Business Ownership Crosstabulation

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q1-What is your title? * Business Ownership Crosstabulation	Owner	Count	29	156	49	11	221	524	8	998
		% within Q1	2.91%	15.63%	4.91%	1.10%	22.14%	52.51%	0.80%	100.00%
		% within Business Ownership	69.05%	87.64%	84.48%	64.71%	77.54%	69.77%	30.77%	73.54%
	CEO/President	Count	3	9	0	1	12	51	5	81
		% within Q1	3.70%	11.11%	0.00%	1.23%	14.81%	62.96%	6.17%	100.00%
		% within Business Ownership	7.14%	5.06%	0.00%	5.88%	4.21%	6.79%	19.23%	5.97%
	Manager/Financial Officer	Count	9	10	8	5	48	154	12	246
		% within Q1	3.66%	4.07%	3.25%	2.03%	19.51%	62.60%	4.88%	100.00%
		% within Business Ownership	21.43%	5.62%	13.79%	29.41%	16.84%	20.51%	46.15%	18.13%
	Other	Count	1	3	1		4	22	1	32
		% within Q1	3.13%	9.38%	3.13%	0.00%	12.50%	68.75%	3.13%	100.00%
		% within Business Ownership	2.38%	1.69%	1.72%	0.00%	1.40%	2.93%	3.85%	2.36%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q1	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q2- Do you or your firm hold license with the Florida Department of Business and Professional Regulations? (State of Florida Agency) * Business Ownership Crosstabulation

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q2- Do you or your firm hold license with the Florida Department of Business and Professional Regulations? (State of Florida Agency)	Yes	Count	15	33	13	3	94	264	10	432
		% within Q7	3.47%	7.64%	3.01%	0.69%	21.76%	61.11%	2.31%	100.00%
		% within Business Ownership	35.71%	18.54%	22.41%	17.65%	32.98%	35.15%	38.46%	31.83%
	No	Count	25	144	42	12	180	466	15	884
		% within Q7	2.83%	16.29%	4.75%	1.36%	20.36%	52.71%	1.70%	100.00%
		% within Business Ownership	59.52%	80.90%	72.41%	70.59%	63.16%	62.05%	57.69%	65.14%
	Don't Know	Count	2	1	3	2	11	21	1	41
		% within Q7	4.88%	2.44%	7.32%	4.88%	26.83%	51.22%	2.44%	100.00%
		% within Business Ownership	4.76%	0.56%	5.17%	11.76%	3.86%	2.80%	3.85%	3.02%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q7	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q9- Does your company bid, quote or propose primarily as a Prime Contractor or Consultant? Sub-contractor or Sub-consultant? or Both? * Business Ownership Crosstabulation

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q9- Does your company bid, quote or propose primarily as a Prime Contractor or Consultant? Sub-contractor or Sub-consultant? or Both?	Prime Contractor/ Consultant or Vendor	Count	31	100	23	8	227	493	20	902
		% within Q9	3.44%	11.09%	2.55%	0.89%	25.17%	54.66%	2.22%	100.00%
		% within Business Ownership	73.81%	56.18%	39.66%	47.06%	79.65%	65.65%	76.92%	66.47%
	Sub-contractor/Sub-consultant or Supplier	Count	5	45	23	6	30	134	6	249
		% within Q9	2.01%	18.07%	9.24%	2.41%	12.05%	53.82%	2.41%	100.00%
		% within Business Ownership	11.90%	25.28%	39.66%	35.29%	10.53%	17.84%	23.08%	18.35%
	Both (Prime & Sub)	Count	6	33	12	3	28	124	0	206
		% within Q9	2.91%	16.02%	5.83%	1.46%	13.59%	60.19%	0.00%	100.00%
		% within Business Ownership	14.29%	18.54%	20.69%	17.65%	9.82%	16.51%	0.00%	15.18%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q9	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q10- Is your company at least 51 percent owned, managed, and controlled by a woman or women? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q10- Is your company at least 51 percent owned, managed, and controlled by a woman or women?	Yes	Count	20	77	18	6	285	0	9	415
		% within Q10	4.82%	18.55%	4.34%	1.45%	68.67%	0.00%	2.17%	100.00%
		% within Business Ownership	47.62%	43.26%	31.03%	35.29%	100.00%	0.00%	34.62%	30.58%
	No	Count	22	100	40	8	0	751	2	923
		% within Q10	2.38%	10.83%	4.33%	0.87%	0.00%	81.37%	0.22%	100.00%
		% within Business Ownership	52.38%	56.18%	68.97%	47.06%	0.00%	100.00%	7.69%	68.02%
	Don't Know	Count	0	1	0	3	0	0	15	19
		% within Q10	0.00%	5.26%	0.00%	15.79%	0.00%	0.00%	78.95%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	17.65%	0.00%	0.00%	57.69%	1.40%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q10	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q10- Is your company at least 51 percent owned, managed, and controlled by a woman or women? * Business Category Crosstabulation –FIRMS THAT SAID NO TO INTEREST IN ALL AGENCIES

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q10- Is your company at least 51 percent owned, managed, and controlled by a woman or women?	Yes	Count	6	9	2	1	59	0	2	79
		% within Q10	7.59%	11.39%	2.53%	1.27%	74.68%	0.00%	2.53%	100.00%
		% within Business Ownership	54.55%	56.25%	33.33%	50.00%	100.00%	0.00%	33.33%	32.78%
	No	Count	5	7	4	0	0	141	1	158
		% within Q10	3.16%	4.43%	2.53%	0.00%	0.00%	89.24%	0.63%	100.00%
		% within Business Ownership	45.45%	43.75%	66.67%	0.00%	0.00%	100.00%	16.67%	65.56%
	Don't Know	Count	0	0	0	1	0	0	3	4
		% within Q10	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	75.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	1.66%
Total		Count	11	16	6	2	59	141	6	241
		% within Q10	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q11- Is your company at least 51 percent owned, managed, and controlled by one of the following racial or ethnic groups? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q11- Is your company at least 51 percent owned, managed, and controlled by one of the following racial or ethnic groups?	White/Caucasian	Count	0	0	0	0	285	729	13	1027
		% within Q15	0.00%	0.00%	0.00%	0.00%	27.75%	70.98%	1.27%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	100.00%	97.07%	50.00%	75.68%
	Black/African American	Count	0	178	0	0	0	0	0	178
		% within Q15	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	13.12%
	Hispanic American or Latino	Count	0	0	58	0	0	0	0	58
		% within Q15	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	4.27%
	Asian or Pacific Islander	Count	42	0	0	0	0	0	0	42
		% within Q15	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.10%
	Native American/American Indian	Count	0	0	0	17	0	0	0	17
		% within Q15	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	1.25%
	Don't Know	Count	0	0	0	0	0	0	4	4
		% within Q15	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	15.38%	0.29%
	Other (Specify)	Count	0	0	0	0	0	22	9	31
		% within Q15	0.00%	0.00%	0.00%	0.00%	0.00%	70.97%	29.03%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	2.93%	34.62%	2.28%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q15	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q11- Is your company at least 51 percent owned, managed, and controlled by one of the following racial or ethnic groups? * Business Category
Crosstabulation – FIRMS THAT SAID NO TO INTEREST IN ALL AGENCIES

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q11- Is your company at least 51 percent owned, managed, and controlled by one of the following racial or ethnic groups?	White/Caucasian	Count	0	0	0	0	59	139	2	200
		% within Q15	0.00%	0.00%	0.00%	0.00%	29.50%	69.50%	1.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	100.00%	98.58%	33.33%	82.99%
	Black/African American	Count	0	16	0	0	0	0	0	16
		% within Q15	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.64%
	Hispanic American or Latino	Count	0	0	6	0	0	0	0	6
		% within Q15	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	2.49%
	Asian or Pacific Islander	Count	11	0	0	0	0	0	0	11
		% within Q15	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.56%
	Native American/American Indian	Count	0	0	0	2	0	0	0	2
		% within Q15	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.83%
	Don't Know	Count	0	0	0	0	0	0	2	2
		% within Q15	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	0.83%
	Other (Specify)	Count	0	0	0	0	0	2	2	4
		% within Q15	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.42%	33.33%	1.66%
Total		Count	11	16	6	2	59	141	6	241
		% within Q15	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q13- Is your company interested in working as a Prime Contractor or Consultant, Supplier, or Subcontractor to a Prime in the near future with the: City of Tallahassee? * Business Ownership Crosstabulation

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q13- Is your company interested in working as a Prime Contractor or Consultant, Supplier, or Subcontractor to a Prime in the near future with the: City of Tallahassee?	Yes	Count	29	156	48	13	202	566	17	1031
		% within Q13a	2.81%	15.13%	4.66%	1.26%	19.59%	54.90%	1.65%	100.00%
		% within Business Ownership	69.05%	87.64%	82.76%	76.47%	70.88%	75.37%	65.38%	75.98%
	No	Count	12	17	7	3	71	155	6	271
		% within Q13a	4.43%	6.27%	2.58%	1.11%	26.20%	57.20%	2.21%	100.00%
		% within Business Ownership	28.57%	9.55%	12.07%	17.65%	24.91%	20.64%	23.08%	19.97%
	Don't Know	Count	1	5	3	1	12	30	3	55
		% within Q13a	1.82%	9.09%	5.45%	1.82%	21.82%	54.55%	5.45%	100.00%
		% within Business Ownership	2.38%	2.81%	5.17%	5.88%	4.21%	3.99%	11.54%	4.05%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q13a	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q13- Is your company interested in working as a Prime Contractor or Consultant, Supplier, or Subcontractor to a Prime in the near future with the: Blueprint? * Business Ownership Crosstabulation

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q13- Is your company interested in working as a Prime Contractor or Consultant, Supplier, or Subcontractor to a	Yes	Count	29	145	45	11	184	524	13	951
		% within Q13b	3.05%	15.25%	4.73%	1.16%	19.35%	55.10%	1.37%	100.00%
		% within Business Ownership	69.05%	81.46%	77.59%	64.71%	64.56%	69.77%	50.00%	70.08%
	No	Count	12	25	10	4	84	178	8	321
		% within Q13b	3.74%	7.79%	3.12%	1.25%	26.17%	55.45%	2.49%	100.00%
		% within Business Ownership	28.57%	14.04%	17.24%	23.53%	29.47%	23.70%	30.77%	23.66%

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Prime in the near future with the: BluePrint?	Don't Know	Count	1	8	3	2	17	49	5	85
		% within Q13b	1.18%	9.41%	3.53%	2.35%	20.00%	57.65%	5.88%	100.00%
		% within Business Ownership	2.38%	4.49%	5.17%	11.76%	5.96%	6.52%	19.23%	6.26%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q13b	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q13- Is your company interested in working as a Prime Contractor or Consultant, Supplier, or Subcontractor to a Prime in the near future with the: Leon County? * Business Ownership Crosstabulation

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q13- Is your company interested in working as a Prime Contractor or Consultant, Supplier, or Subcontractor to a Prime in the near future with the: Leon County?	Yes	Count	29	152	50	13	207	568	14	1033
		% within Q13c	2.81%	14.71%	4.84%	1.26%	20.04%	54.99%	1.36%	100.00%
		% within Business Ownership	69.05%	85.39%	86.21%	76.47%	72.63%	75.63%	53.85%	76.12%
	No	Count	12	21	6	4	67	155	7	272
		% within Q13c	4.41%	7.72%	2.21%	1.47%	24.63%	56.99%	2.57%	100.00%
		% within Business Ownership	28.57%	11.80%	10.34%	23.53%	23.51%	20.64%	26.92%	20.04%
	Don't Know	Count	1	5	2		11	28	5	52
		% within Q13c	1.92%	9.62%	3.85%	0.00%	21.15%	53.85%	9.62%	100.00%
		% within Business Ownership	2.38%	2.81%	3.45%	0.00%	3.86%	3.73%	19.23%	3.83%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q13c	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q13- Is your company interested in working as a Prime Contractor or Consultant, Supplier, or Subcontractor to a Prime in the near future with the: Tallahassee International Airport? * Business Ownership Crosstabulation

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q13- Is your company interested in working as a Prime Contractor or Consultant, Supplier, or Subcontractor to a Prime in the near future with the: Tallahassee International Airport?	Yes	Count	27	146	46	12	195	540	15	981
		% within Q13d	2.75%	14.88%	4.69%	1.22%	19.88%	55.05%	1.53%	100.00%
		% within Business Ownership	64.29%	82.02%	79.31%	70.59%	68.42%	71.90%	57.69%	72.29%
	No	Count	12	25	8	5	80	178	7	315
		% within Q13d	3.81%	7.94%	2.54%	1.59%	25.40%	56.51%	2.22%	100.00%
		% within Business Ownership	28.57%	14.04%	13.79%	29.41%	28.07%	23.70%	26.92%	23.21%
	Don't Know	Count	3	7	4	0	10	33	4	61
		% within Q13d	4.92%	11.48%	6.56%	0.00%	16.39%	54.10%	6.56%	100.00%
		% within Business Ownership	7.14%	3.93%	6.90%	0.00%	3.51%	4.39%	15.38%	4.50%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q13d	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q14- What percentage of the company's gross revenues was earned from the: City of Tallahassee? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q14- What percentage of the company's gross revenues was earned from the: City of Tallahassee?	0 to 10%	Count	40	171	56	17	272	722	24	1302
		% within Q14a	3.07%	13.13%	4.30%	1.31%	20.89%	55.45%	1.84%	100.00%
		% within Business Ownership	95.24%	96.07%	96.55%	100.00%	95.44%	96.14%	92.31%	95.95%
	11 to 20%	Count	0	0	0	0	1	10	0	11
		% within Q14a	0.00%	0.00%	0.00%	0.00%	9.09%	90.91%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.35%	1.33%	0.00%	0.81%
	21 to 30%	Count	1	1	0	0	0	7	0	9
		% within Q14a	11.11%	11.11%	0.00%	0.00%	0.00%	77.78%	0.00%	100.00%
		% within Business Ownership	2.38%	0.56%	0.00%	0.00%	0.00%	0.93%	0.00%	0.66%
	31 to 40%	Count	0	0	0	0	0	2	0	2
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.27%	0.00%	0.15%
	41 to 50%	Count	1	0	0	0	0	3	0	4
		% within Q14a	25.00%	0.00%	0.00%	0.00%	0.00%	75.00%	0.00%	100.00%
		% within Business Ownership	2.38%	0.00%	0.00%	0.00%	0.00%	0.40%	0.00%	0.29%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	1	1	0	1	0	0	3
		% within Q14a	0.00%	33.33%	33.33%	0.00%	33.33%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	1.72%	0.00%	0.35%	0.00%	0.00%	0.22%
	81 to 90%	Count	0	1	0	0	1	0	0	2
		% within Q14a	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	0.00%	0.35%	0.00%	0.00%	0.15%
91 to 100%	Count	0	4	1	0	10	7	2	24	
	% within Q15	0.00%	16.67%	4.17%	0.00%	41.67%	29.17%	8.33%	100.00%	
	% within Business Ownership	0.00%	2.25%	1.72%	0.00%	3.51%	0.93%	7.69%	1.77%	
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q15	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: BluePrint? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q14- What percentage of the company's gross revenues was earned from the: BluePrint?	0 to 10%	Count	42	178	58	16	285	750	26	1355
		% within Q14b	3.10%	13.14%	4.28%	1.18%	21.03%	55.35%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	94.12%	100.00%	99.87%	100.00%	99.85%
	11 to 20%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	21 to 30%	Count	0	0	0	0	0	1	0	1
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.13%	0.00%	0.07%
	31 to 40%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	51 to 60%	Count	0	0	0	1	0	0	0	1
		% within Q14b	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	5.88%	0.00%	0.00%	0.00%	0.07%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	91 to 100%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q14b	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: Leon County? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: Leon County?	0 to 10%	Count	42	173	57	16	277	729	24	1318
		% within Q14c	3.19%	13.13%	4.32%	1.21%	21.02%	55.31%	1.82%	100.00%
		% within Business Ownership	100.00%	97.19%	98.28%	94.12%	97.19%	97.07%	92.31%	97.13%
	11 to 20%	Count	0	1	0	0	3	9	1	14
		% within Q14c	0.00%	7.14%	0.00%	0.00%	21.43%	64.29%	7.14%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	0.00%	1.05%	1.20%	3.85%	1.03%
	21 to 30%	Count	0	0	0	0	2	6	0	8
		% within Q14c	0.00%	0.00%	0.00%	0.00%	25.00%	75.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.70%	0.80%	0.00%	0.59%
	31 to 40%	Count	0	1	0	0	1	0	0	2
		% within Q14c	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	0.00%	0.35%	0.00%	0.00%	0.15%
	41 to 50%	Count	0	0	1	0	0	4	0	5
		% within Q14c	0.00%	0.00%	20.00%	0.00%	0.00%	80.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	1.72%	0.00%	0.00%	0.53%	0.00%	0.37%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	1	0	0	0	0	0	1
		% within Q14c	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%
	71 to 80%	Count	0	0	0	1	2	2	1	6
		% within Q14c	0.00%	0.00%	0.00%	16.67%	33.33%	33.33%	16.67%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	5.88%	0.70%	0.27%	3.85%	0.44%
	81 to 90%	Count	0	1	0	0	0	0	0	1
		% within Q14c	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.07%
91 to 100%	Count	0	1	0	0	0	1	0	2	
	% within Q14c	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.56%	0.00%	0.00%	0.00%	0.13%	0.00%	0.15%	
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q14c	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: Tallahassee International Airport? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q14- What percentage of the company's gross revenues was earned from the: The Tallahassee International Airport?	0 to 10%	Count	42	178	57	17	284	750	26	1354
		% within Q14d	3.10%	13.15%	4.21%	1.26%	20.97%	55.39%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	98.28%	100.00%	99.65%	99.87%	100.00%	99.78%
	11 to 20%	Count	0	0	1	0	0	0	0	1
		% within Q14d	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	1.72%	0.00%	0.00%	0.00%	0.00%	0.07%
	21 to 30%	Count	0	0	0	0	0	1	0	1
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.13%	0.00%	0.07%
	31 to 40%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
91 to 100%	Count	0	0	0	0	1	0	0	1	
	% within Q14d	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.35%	0.00%	0.00%	0.07%	
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q14d	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: The Private Sector? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: The Private Sector?	0 to 10%	Count	3	19	3	4	24	50	3	106
		% within Q14e	2.83%	17.92%	2.83%	3.77%	22.64%	47.17%	2.83%	100.00%
		% within Business Ownership	7.14%	10.67%	5.17%	23.53%	8.42%	6.66%	11.54%	7.81%
	11 to 20%	Count	0	2	1	1	2	4	1	11
		% within Q14e	0.00%	18.18%	9.09%	9.09%	18.18%	36.36%	9.09%	100.00%
		% within Business Ownership	0.00%	1.12%	1.72%	5.88%	0.70%	0.53%	3.85%	0.81%
	21 to 30%	Count	1	1	0	1	3	8	0	14
		% within Q14e	7.14%	7.14%	0.00%	7.14%	21.43%	57.14%	0.00%	100.00%
		% within Business Ownership	2.38%	0.56%	0.00%	5.88%	1.05%	1.07%	0.00%	1.03%
	31 to 40%	Count	0	2	0	0	1	10	0	13
		% within Q14e	0.00%	15.38%	0.00%	0.00%	7.69%	76.92%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	0.00%	0.00%	0.35%	1.33%	0.00%	0.96%
	41 to 50%	Count	1	5	1	0	9	28	0	44
		% within Q14e	2.27%	11.36%	2.27%	0.00%	20.45%	63.64%	0.00%	100.00%
		% within Business Ownership	2.38%	2.81%	1.72%	0.00%	3.16%	3.73%	0.00%	3.24%
	51 to 60%	Count	1	1	0	0	2	14	0	18
		% within Q14e	5.56%	5.56%	0.00%	0.00%	11.11%	77.78%	0.00%	100.00%
		% within Business Ownership	2.38%	0.56%	0.00%	0.00%	0.70%	1.86%	0.00%	1.33%
	61 to 70%	Count	1	4	0	0	5	23	1	34
		% within Q14e	2.94%	11.76%	0.00%	0.00%	14.71%	67.65%	2.94%	100.00%
		% within Business Ownership	2.38%	2.25%	0.00%	0.00%	1.75%	3.06%	3.85%	2.51%
	71 to 80%	Count	0	2	3	0	12	44	0	61
		% within Q14e	0.00%	3.28%	4.92%	0.00%	19.67%	72.13%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	5.17%	0.00%	4.21%	5.86%	0.00%	4.50%
81 to 90%	Count	1	5	4	0	13	43	3	69	
	% within Q14e	1.45%	7.25%	5.80%	0.00%	18.84%	62.32%	4.35%	100.00%	
	% within Business Ownership	2.38%	2.81%	6.90%	0.00%	4.56%	5.73%	11.54%	5.08%	
91 to 100%	Count	34	137	46	11	214	527	18	987	
	% within Q14e	3.44%	13.88%	4.66%	1.11%	21.68%	53.39%	1.82%	100.00%	
	% within Business Ownership	80.95%	76.97%	79.31%	64.71%	75.09%	70.17%	69.23%	72.73%	
Total		Count	42	178	58	17	285	751	26	1357
		% within Q14e	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q14- What percentage of the company's gross revenues was earned from the: Other Public Government Sector Projects (State and Federal Governments)?
*** Business Ownership Crosstabulation – ALL FIRMS**

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: Other Public Government Sector Projects (State and Federal Governments)?	0 to 10%	Count	37	152	53	12	250	624	25	1153
		% within Q14f	3.21%	13.18%	4.60%	1.04%	21.68%	54.12%	2.17%	100.00%
		% within Business Ownership	88.10%	85.39%	91.38%	70.59%	87.72%	83.09%	96.15%	84.97%
	11 to 20%	Count	0	5	2	1	4	24	0	36
		% within Q14f	0.00%	13.89%	5.56%	2.78%	11.11%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	2.81%	3.45%	5.88%	1.40%	3.20%	0.00%	2.65%
	21 to 30%	Count		2	1		5	19		27
		% within Q14f	0.00%	7.41%	3.70%	0.00%	18.52%	70.37%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	1.72%	0.00%	1.75%	2.53%	0.00%	1.99%
	31 to 40%	Count	1	0	0	0	3	11	0	15
		% within Q14f	6.67%	0.00%	0.00%	0.00%	20.00%	73.33%	0.00%	100.00%
		% within Business Ownership	2.38%	0.00%	0.00%	0.00%	1.05%	1.46%	0.00%	1.11%
	41 to 50%	Count	0	4	0	0	8	20	0	32
		% within Q14f	0.00%	12.50%	0.00%	0.00%	25.00%	62.50%	0.00%	100.00%
		% within Business Ownership	0.00%	2.25%	0.00%	0.00%	2.81%	2.66%	0.00%	2.36%
	51 to 60%	Count	0	2	0	0	1	11	0	14
		% within Q14f	0.00%	14.29%	0.00%	0.00%	7.14%	78.57%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	0.00%	0.00%	0.35%	1.46%	0.00%	1.03%
	61 to 70%	Count	1	0	0	0	2	3	0	6
		% within Q14f	16.67%	0.00%	0.00%	0.00%	33.33%	50.00%	0.00%	100.00%
		% within Business Ownership	2.38%	0.00%	0.00%	0.00%	0.70%	0.40%	0.00%	0.44%
	71 to 80%	Count	0	1	0	1	2	4	0	8
		% within Q14f	0.00%	12.50%	0.00%	12.50%	25.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	0.70%	0.53%	0.00%	0.59%
	81 to 90%	Count	1	4	1	0	0	6	0	12
		% within Q14f	8.33%	33.33%	8.33%	0.00%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	2.38%	2.25%	1.72%	0.00%	0.00%	0.80%	0.00%	0.88%
	91 to 100%	Count	2	8	1	3	10	29	1	54
		% within Q14f	3.70%	14.81%	1.85%	5.56%	18.52%	53.70%	1.85%	100.00%
		% within Business Ownership	4.76%	4.49%	1.72%	17.65%	3.51%	3.86%	3.85%	3.98%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q14f	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: City of Tallahassee? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: City of Tallahassee?	0 to 10%	Count	28	152	48	14	210	558	17	1027
		% within Q14a	2.73%	14.80%	4.67%	1.36%	20.45%	54.33%	1.66%	100.00%
		% within Business Ownership	93.33%	96.20%	96.00%	100.00%	97.67%	95.88%	100.00%	96.34%
	11 to 20%	Count	0	0	0	0	1	9	0	10
		% within Q14a	0.00%	0.00%	0.00%	0.00%	10.00%	90.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.47%	1.55%	0.00%	0.94%
	21 to 30%	Count	1	1	0	0	0	7	0	9
		% within Q14a	11.11%	11.11%	0.00%	0.00%	0.00%	77.78%	0.00%	100.00%
		% within Business Ownership	3.33%	0.63%	0.00%	0.00%	0.00%	1.20%	0.00%	0.84%
	31 to 40%	Count	0	0	0	0	0	2	0	2
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.34%	0.00%	0.19%
	41 to 50%	Count	1	0	0	0	0	3	0	4
		% within Q14a	25.00%	0.00%	0.00%	0.00%	0.00%	75.00%	0.00%	100.00%
		% within Business Ownership	3.33%	0.00%	0.00%	0.00%	0.00%	0.52%	0.00%	0.38%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	1	1	0	1	0	0	3
		% within Q14a	0.00%	33.33%	33.33%	0.00%	33.33%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	2.00%	0.00%	0.47%	0.00%	0.00%	0.28%
	81 to 90%	Count	0	1	0	0	1	0	0	2
		% within Q14a	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	0.47%	0.00%	0.00%	0.19%
91 to 100%	Count	0	3	1	0	2	3	0	9	
	% within Q15	0.00%	33.33%	11.11%	0.00%	22.22%	33.33%	0.00%	100.00%	
	% within Business Ownership	0.00%	1.90%	2.00%	0.00%	0.93%	0.52%	0.00%	0.84%	
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q15	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: BluePrint? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know		
Q14- What percentage of the company's gross revenues was earned from the: BluePrint?	0 to 10%	Count	30	158	50	13	215	581	17	1064	
		% within Q14b	2.82%	14.85%	4.70%	1.22%	20.21%	54.61%	1.60%	100.00%	
		% within Business Ownership	100.00%	100.00%	100.00%	92.86%	100.00%	99.83%	100.00%	99.81%	
	11 to 20%	Count	0	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	21 to 30%	Count	0	0	0	0	0	1	0	0	1
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%	0.00%	0.00%	0.09%
	31 to 40%	Count	0	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	51 to 60%	Count	0	0	0	1	0	0	0	0	1
		% within Q14b	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	7.14%	0.00%	0.00%	0.00%	0.00%	0.09%
	61 to 70%	Count	0	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
91 to 100%	Count	0	0	0	0	0	0	0	0	0	
	% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total	Count	30	158	50	14	215	582	17	1066		
	% within Q14b	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%		
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		

Q14- What percentage of the company's gross revenues was earned from the: Leon County? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q14- What percentage of the company's gross revenues was earned from the: Leon County?	0 to 10%	Count	30	153	49	13	207	562	16	1030
		% within Q14c	2.91%	14.85%	4.76%	1.26%	20.10%	54.56%	1.55%	100.00%
		% within Business Ownership	100.00%	96.84%	98.00%	92.86%	96.28%	96.56%	94.12%	96.62%
	11 to 20%	Count	0	1	0	0	3	8	1	13
		% within Q14c	0.00%	7.69%	0.00%	0.00%	23.08%	61.54%	7.69%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	1.40%	1.37%	5.88%	1.22%
	21 to 30%	Count					2	6		8
		% within Q14c	0.00%	0.00%	0.00%	0.00%	25.00%	75.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.93%	1.03%	0.00%	0.75%
	31 to 40%	Count	0	1	0	0	1	0	0	2
		% within Q14c	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	0.47%	0.00%	0.00%	0.19%
	41 to 50%	Count	0	0	1	0	0	4	0	5
		% within Q14c	0.00%	0.00%	20.00%	0.00%	0.00%	80.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	2.00%	0.00%	0.00%	0.69%	0.00%	0.47%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count		1						1
		% within Q14c	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%
	71 to 80%	Count	0	0	0	1	2	2	0	5
		% within Q14c	0.00%	0.00%	0.00%	20.00%	40.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	7.14%	0.93%	0.34%	0.00%	0.47%
	81 to 90%	Count	0	1	0	0	0	0	0	1
		% within Q14c	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%
91 to 100%	Count	0	1	0	0	0	0	0	1	
	% within Q14c	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q14c	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: The Tallahassee International Airport? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: The Tallahassee International Airport?	0 to 10%	Count	30	158	49	14	214	581	17	1063
		% within Q14d	2.82%	14.86%	4.61%	1.32%	20.13%	54.66%	1.60%	100.00%
		% within Business Ownership	100.00%	100.00%	98.00%	100.00%	99.53%	99.83%	100.00%	99.72%
	11 to 20%	Count	0	0	1	0	0	0	0	1
		% within Q14d	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	2.00%	0.00%	0.00%	0.00%	0.00%	0.09%
	21 to 30%	Count	0	0	0	0	0	1	0	1
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%	0.00%	0.09%
	31 to 40%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	91 to 100%	Count	0	0	0	0	1	0	0	1
		% within Q14d	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.47%	0.00%	0.00%	0.09%
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q14d	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: The Private Sector? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q14- What percentage of the company's gross revenues was earned from the: The Private Sector?	0 to 10%	Count	3	17	3	4	13	36	1	77
		% within Q14e	3.90%	22.08%	3.90%	5.19%	16.88%	46.75%	1.30%	100.00%
		% within Business Ownership	10.00%	10.76%	6.00%	28.57%	6.05%	6.19%	5.88%	7.22%
	11 to 20%	Count	0	2	1	1	2	4	0	10
		% within Q14e	0.00%	20.00%	10.00%	10.00%	20.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	2.00%	7.14%	0.93%	0.69%	0.00%	0.94%
	21 to 30%	Count	1	1		1	3	8	0	14
		% within Q14e	7.14%	7.14%	0.00%	7.14%	21.43%	57.14%	0.00%	100.00%
		% within Business Ownership	3.33%	0.63%	0.00%	7.14%	1.40%	1.37%	0.00%	1.31%
	31 to 40%	Count	0	2	0	0	1	9	0	12
		% within Q14e	0.00%	16.67%	0.00%	0.00%	8.33%	75.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	0.47%	1.55%	0.00%	1.13%
	41 to 50%	Count	1	5	1	0	8	26	0	41
		% within Q14e	2.44%	12.20%	2.44%	0.00%	19.51%	63.41%	0.00%	100.00%
		% within Business Ownership	3.33%	3.16%	2.00%	0.00%	3.72%	4.47%	0.00%	3.85%
	51 to 60%	Count	1	1	0	0	2	14	0	18
		% within Q14e	5.56%	5.56%	0.00%	0.00%	11.11%	77.78%	0.00%	100.00%
		% within Business Ownership	3.33%	0.63%	0.00%	0.00%	0.93%	2.41%	0.00%	1.69%
	61 to 70%	Count	1	4	0	0	4	21	1	31
		% within Q14e	3.23%	12.90%	0.00%	0.00%	12.90%	67.74%	3.23%	100.00%
		% within Business Ownership	3.33%	2.53%	0.00%	0.00%	1.86%	3.61%	5.88%	2.91%
	71 to 80%	Count	0	2	3	0	11	42	0	58
		% within Q14e	0.00%	3.45%	5.17%	0.00%	18.97%	72.41%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	6.00%	0.00%	5.12%	7.22%	0.00%	5.44%
	81 to 90%	Count	0	5	4	0	13	35	3	60
		% within Q14e	0.00%	8.33%	6.67%	0.00%	21.67%	58.33%	5.00%	100.00%
		% within Business Ownership	0.00%	3.16%	8.00%	0.00%	6.05%	6.01%	17.65%	5.63%
91 to 100%	Count	23	119	38	8	158	387	12	745	
	% within Q14e	3.09%	15.97%	5.10%	1.07%	21.21%	51.95%	1.61%	100.00%	
	% within Business Ownership	76.67%	75.32%	76.00%	57.14%	73.49%	66.49%	70.59%	69.89%	
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q14e	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: Other Public Government Sector Projects (State and Federal Governments)?
*** Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY**

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q14- What percentage of the company's gross revenues was earned from the: Other Public Government Sector Projects (State and Federal Governments)?	0 to 10%	Count	25	133	45	9	185	470	16	883
		% within Q14f	2.83%	15.06%	5.10%	1.02%	20.95%	53.23%	1.81%	100.00%
		% within Business Ownership	83.33%	84.18%	90.00%	64.29%	86.05%	80.76%	94.12%	82.83%
	11 to 20%	Count	0	5	2	1	4	22	0	34
		% within Q14f	0.00%	14.71%	5.88%	2.94%	11.76%	64.71%	0.00%	100.00%
		% within Business Ownership	0.00%	3.16%	4.00%	7.14%	1.86%	3.78%	0.00%	3.19%
	21 to 30%	Count	0	2	1	0	4	18	0	25
		% within Q14f	0.00%	8.00%	4.00%	0.00%	16.00%	72.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	2.00%	0.00%	1.86%	3.09%	0.00%	2.35%
	31 to 40%	Count	1	0	0	0	3	11	0	15
		% within Q14f	6.67%	0.00%	0.00%	0.00%	20.00%	73.33%	0.00%	100.00%
		% within Business Ownership	3.33%	0.00%	0.00%	0.00%	1.40%	1.89%	0.00%	1.41%
	41 to 50%	Count	0	4	0	0	7	18	0	29
		% within Q14f	0.00%	13.79%	0.00%	0.00%	24.14%	62.07%	0.00%	100.00%
		% within Business Ownership	0.00%	2.53%	0.00%	0.00%	3.26%	3.09%	0.00%	2.72%
	51 to 60%	Count	0	2	0	0	1	10	0	13
		% within Q14f	0.00%	15.38%	0.00%	0.00%	7.69%	76.92%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	0.47%	1.72%	0.00%	1.22%
	61 to 70%	Count	1	0	0	0	2	3	0	6
		% within Q14f	16.67%	0.00%	0.00%	0.00%	33.33%	50.00%	0.00%	100.00%
		% within Business Ownership	3.33%	0.00%	0.00%	0.00%	0.93%	0.52%	0.00%	0.56%
	71 to 80%	Count	0	1	0	1	2	4	0	8
		% within Q14f	0.00%	12.50%	0.00%	12.50%	25.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	0.93%	0.69%	0.00%	0.75%
	81 to 90%	Count	1	4	1	0	0	6	0	12
		% within Q14f	8.33%	33.33%	8.33%	0.00%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	3.33%	2.53%	2.00%	0.00%	0.00%	1.03%	0.00%	1.13%
91 to 100%	Count	2	7	1	3	7	20	1	41	
	% within Q14f	4.88%	17.07%	2.44%	7.32%	17.07%	48.78%	2.44%	100.00%	
	% within Business Ownership	6.67%	4.43%	2.00%	21.43%	3.26%	3.44%	5.88%	3.85%	
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q14f	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: City of Tallahassee? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: City of Tallahassee?	0 to 10%	Count	11	15	6	2	51	136	4	225
		% within Q14a	4.89%	6.67%	2.67%	0.89%	22.67%	60.44%	1.78%	100.00%
		% within Business Ownership	100.00%	93.75%	100.00%	100.00%	86.44%	96.45%	66.67%	93.36%
	11 to 20%	Count	0	0	0	0	0	1	0	1
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.71%	0.00%	0.41%
	21 to 30%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	31 to 40%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0
		% within Q14a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
91 to 100%	Count	0	1	0	0	8	4	2	15	
	% within Q15	0.00%	6.67%	0.00%	0.00%	53.33%	26.67%	13.33%	100.00%	
	% within Business Ownership	0.00%	6.25%	0.00%	0.00%	13.56%	2.84%	33.33%	6.22%	
Total	Count	11	16	6	2	59	141	6	241	
	% within Q15	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: BluePrint? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q14- What percentage of the company's gross revenues was earned from the: BluePrint?	0 to 10%	Count	11	16	6	2	59	141	6	241
		% within Q14b	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	11 to 20%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	21 to 30%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	31 to 40%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	91 to 100%	Count	0	0	0	0	0	0	0	0
		% within Q14b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	Count	11	16	6	2	59	141	6	241	
	% within Q14b	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: Leon County? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: Leon County?	0 to 10%	Count	11	16	6	2	59	140	6	240
		% within Q14c	4.58%	6.67%	2.50%	0.83%	24.58%	58.33%	2.50%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	99.29%	100.00%	99.59%
	11 to 20%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	21 to 30%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	31 to 40%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	91 to 100%	Count	0	0	0	0	0	1	0	1
		% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.71%	0.00%	0.41%
Total	Count	11	16	6	2	59	141	6	241	
	% within Q14c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: The Tallahassee International Airport? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American/ Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: The Tallahassee International Airport?	0 to 10%	Count	11	16	6	2	59	141	6	241
		% within Q14d	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	11 to 20%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	21 to 30%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	31 to 40%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	91 to 100%	Count	0	0	0	0	0	0	0	0
		% within Q14d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	Count	11	16	6	2	59	141	6	241	
	% within Q14d	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: The Private Sector? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q14- What percentage of the company's gross revenues was earned from the: The Private Sector?	0 to 10%	Count	0	2	0	0	10	12	2	26
		% within Q14e	0.00%	7.69%	0.00%	0.00%	38.46%	46.15%	7.69%	100.00%
		% within Business Ownership	0.00%	12.50%	0.00%	0.00%	16.95%	8.51%	33.33%	10.79%
	11 to 20%	Count	0	0	0	0	0	0	0	0
		% within Q14e	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	21 to 30%	Count	0	0	0	0	0	0	0	0
		% within Q14e	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	31 to 40%	Count	0	0	0	0	0	1	0	1
		% within Q14e	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.71%	0.00%	0.41%
	41 to 50%	Count	0	0	0	0	1	2	0	3
		% within Q14e	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.69%	1.42%	0.00%	1.24%
	51 to 60%	Count	0	0	0	0	0	0	0	0
		% within Q14e	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	61 to 70%	Count	0	0	0	0	1	0	0	1
		% within Q14e	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.69%	0.00%	0.00%	0.41%
	71 to 80%	Count	0	0	0	0	1	2	0	3
		% within Q14e	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.69%	1.42%	0.00%	1.24%
	81 to 90%	Count	1	0	0	0	0	8	0	9
		% within Q14e	11.11%	0.00%	0.00%	0.00%	0.00%	88.89%	0.00%	100.00%
		% within Business Ownership	9.09%	0.00%	0.00%	0.00%	0.00%	5.67%	0.00%	3.73%
91 to 100%	Count	10	14	6	2	46	116	4	198	
	% within Q14e	5.05%	7.07%	3.03%	1.01%	23.23%	58.59%	2.02%	100.00%	
	% within Business Ownership	90.91%	87.50%	100.00%	100.00%	77.97%	82.27%	66.67%	82.16%	
Total	Count	11	16	6	2	59	141	6	241	
	% within Q14e	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q14- What percentage of the company's gross revenues was earned from the: Other Public Government Sector Projects (State and Federal Governments)?
*** Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES**

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q14- What percentage of the company's gross revenues was earned from the: Other Public Government Sector Projects (State and Federal Governments)?	0 to 10%	Count	11	15	6	2	55	129	6	224
		% within Q14f	4.91%	6.70%	2.68%	0.89%	24.55%	57.59%	2.68%	100.00%
		% within Business Ownership	100.00%	93.75%	100.00%	100.00%	93.22%	91.49%	100.00%	92.95%
	11 to 20%	Count	0	0	0	0	0	2	0	2
		% within Q14f	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.42%	0.00%	0.83%
	21 to 30%	Count	0	0	0	0	1	0	0	1
		% within Q14f	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.69%	0.00%	0.00%	0.41%
	31 to 40%	Count	0	0	0	0	0	0	0	0
		% within Q14f	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	41 to 50%	Count	0	0	0	0	1	2	0	3
		% within Q14f	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.69%	1.42%	0.00%	1.24%
	51 to 60%	Count	0	0	0	0	0	1	0	1
		% within Q14f	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.71%	0.00%	0.41%
	61 to 70%	Count	0	0	0	0	0	0	0	0
		% within Q14f	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	71 to 80%	Count	0	0	0	0	0	0	0	0
		% within Q14f	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	81 to 90%	Count	0	0	0	0	0	0	0	0
		% within Q14f	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	91 to 100%	Count	0	1	0	0	2	7	0	10
		% within Q14f	0.00%	10.00%	0.00%	0.00%	20.00%	70.00%	0.00%	100.00%
		% within Business Ownership	0.00%	6.25%	0.00%	0.00%	3.39%	4.96%	0.00%	4.15%
Total	Count	11	16	6	2	59	141	6	241	
	% within Q14f	4.56%	6.64%	2.49%	0.83%	24.48%	58.51%	2.49%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q15- What is the highest level of education completed by the primary owner of your company? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q15- What is the highest level of education completed by the primary owner of your company?	Some high school	Count	1	1	3	0	2	17	0	24
		% within Q15	4.17%	4.17%	12.50%	0.00%	8.33%	70.83%	0.00%	100.00%
		% within Business Ownership	2.38%	0.56%	5.17%	0.00%	0.70%	2.26%	0.00%	1.77%
	High school graduate	Count	0	27	21	4	30	104	0	186
		% within Q15	0.00%	14.52%	11.29%	2.15%	16.13%	55.91%	0.00%	100.00%
		% within Business Ownership	0.00%	15.17%	36.21%	23.53%	10.53%	13.85%	0.00%	13.71%
	Trade or technical education	Count	0	13	2	1	6	32	0	54
		% within Q15	0.00%	24.07%	3.70%	1.85%	11.11%	59.26%	0.00%	100.00%
		% within Business Ownership	0.00%	7.30%	3.45%	5.88%	2.11%	4.26%	0.00%	3.98%
	Some college	Count	1	36	8	1	40	104	4	194
		% within Q15	0.52%	18.56%	4.12%	0.52%	20.62%	53.61%	2.06%	100.00%
		% within Business Ownership	2.38%	20.22%	13.79%	5.88%	14.04%	13.85%	15.38%	14.30%
	College degree	Count	14	61	15	7	111	256	11	475
		% within Q15	2.95%	12.84%	3.16%	1.47%	23.37%	53.89%	2.32%	100.00%
		% within Business Ownership	33.33%	34.27%	25.86%	41.18%	38.95%	34.09%	42.31%	35.00%
	Post graduate degree	Count	24	38	9	3	89	202	6	371
		% within Q15	6.47%	10.24%	2.43%	0.81%	23.99%	54.45%	1.62%	100.00%
		% within Business Ownership	57.14%	21.35%	15.52%	17.65%	31.23%	26.90%	23.08%	27.34%
	Don't Know	Count	2	2	0	1	7	36	5	53
		% within Q15	3.77%	3.77%	0.00%	1.89%	13.21%	67.92%	9.43%	100.00%
		% within Business Ownership	4.76%	1.12%	0.00%	5.88%	2.46%	4.79%	19.23%	3.91%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q15	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q15- What is the highest level of education completed by the primary owner of your company? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q15- What is the highest level of education completed by the primary owner of your company?	Some high school	Count	1	1	2	0	2	15	0	21
		% within Q15	4.76%	4.76%	9.52%	0.00%	9.52%	71.43%	0.00%	100.00%
		% within Business Ownership	3.33%	0.63%	4.00%	0.00%	0.93%	2.58%	0.00%	1.97%
	High school graduate	Count	0	27	18	4	22	85	0	156
		% within Q15	0.00%	17.31%	11.54%	2.56%	14.10%	54.49%	0.00%	100.00%
		% within Business Ownership	0.00%	17.09%	36.00%	28.57%	10.23%	14.60%	0.00%	14.63%
	Trade or technical education	Count	0	11	1	1	5	27	0	45
		% within Q15	0.00%	24.44%	2.22%	2.22%	11.11%	60.00%	0.00%	100.00%
		% within Business Ownership	0.00%	6.96%	2.00%	7.14%	2.33%	4.64%	0.00%	4.22%
	Some college	Count	0	30	7	1	31	87	1	157
		% within Q15	0.00%	19.11%	4.46%	0.64%	19.75%	55.41%	0.64%	100.00%
		% within Business Ownership	0.00%	18.99%	14.00%	7.14%	14.42%	14.95%	5.88%	14.73%
	College degree	Count	10	52	14	5	87	200	6	374
		% within Q15	2.67%	13.90%	3.74%	1.34%	23.26%	53.48%	1.60%	100.00%
		% within Business Ownership	33.33%	32.91%	28.00%	35.71%	40.47%	34.36%	35.29%	35.08%
	Post graduate degree	Count	17	35	8	3	65	141	5	274
		% within Q15	6.20%	12.77%	2.92%	1.09%	23.72%	51.46%	1.82%	100.00%
		% within Business Ownership	56.67%	22.15%	16.00%	21.43%	30.23%	24.23%	29.41%	25.70%
	Don't Know	Count	2	2	0	0	3	27	5	39
		% within Q15	5.13%	5.13%	0.00%	0.00%	7.69%	69.23%	12.82%	100.00%
		% within Business Ownership	6.67%	1.27%	0.00%	0.00%	1.40%	4.64%	29.41%	3.66%
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q15	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q16- How many combined years of experience do you or the primary owner(s) of your firm have in the company’s primary line of business? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q16- How many combined years of experience do you or the primary owner(s) of your firm have in the company’s primary line of business?	0 - 5 years	Count	0	10	3	1	20	19	2	55
		% within Q16	0.00%	18.18%	5.45%	1.82%	36.36%	34.55%	3.64%	100.00%
		% within Business Ownership	0.00%	5.62%	5.17%	5.88%	7.02%	2.53%	7.69%	4.05%
	6 - 10 years	Count	6	30	9	2	34	43	3	127
		% within Q16	4.72%	23.62%	7.09%	1.57%	26.77%	33.86%	2.36%	100.00%
		% within Business Ownership	14.29%	16.85%	15.52%	11.76%	11.93%	5.73%	11.54%	9.36%
	11 - 15 years	Count	2	35	8	1	29	54	0	129
		% within Q16	1.55%	27.13%	6.20%	0.78%	22.48%	41.86%	0.00%	100.00%
		% within Business Ownership	4.76%	19.66%	13.79%	5.88%	10.18%	7.19%	0.00%	9.51%
	16 - 20 years	Count	7	17	6	2	25	85	2	144
		% within Q16	4.86%	11.81%	4.17%	1.39%	17.36%	59.03%	1.39%	100.00%
		% within Business Ownership	16.67%	9.55%	10.34%	11.76%	8.77%	11.32%	7.69%	10.61%
	20+ years	Count	27	85	31	11	175	547	17	893
		% within Q16	3.02%	9.52%	3.47%	1.23%	19.60%	61.25%	1.90%	100.00%
		% within Business Ownership	64.29%	47.75%	53.45%	64.71%	61.40%	72.84%	65.38%	65.81%
Don't Know	Count	0	1	1	0	2	3	2	9	
	% within Q16	0.00%	11.11%	11.11%	0.00%	22.22%	33.33%	22.22%	100.00%	
	% within Business Ownership	0.00%	0.56%	1.72%	0.00%	0.70%	0.40%	7.69%	0.66%	
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q16	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q16- How many combined years of experience do you or the primary owner(s) of your firm have in the company’s primary line of business? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q16- How many combined years of experience do you or the primary owner(s) of your firm have in the company’s primary line of business?	0 - 5 years	Count	0	9	3	0	15	12	1	40
		% within Q16	0.00%	22.50%	7.50%	0.00%	37.50%	30.00%	2.50%	100.00%
		% within Business Ownership	0.00%	5.70%	6.00%	0.00%	6.98%	2.06%	5.88%	3.75%
	6 - 10 years	Count	5	26	8	2	21	29	1	92
		% within Q16	5.43%	28.26%	8.70%	2.17%	22.83%	31.52%	1.09%	100.00%
		% within Business Ownership	16.67%	16.46%	16.00%	14.29%	9.77%	4.98%	5.88%	8.63%
	11 - 15 years	Count	1	31	6	1	21	48	0	108
		% within Q16	0.93%	28.70%	5.56%	0.93%	19.44%	44.44%	0.00%	100.00%
		% within Business Ownership	3.33%	19.62%	12.00%	7.14%	9.77%	8.25%	0.00%	10.13%
	16 - 20 years	Count	5	15	6	2	17	67	2	114
		% within Q16	4.39%	13.16%	5.26%	1.75%	14.91%	58.77%	1.75%	100.00%
		% within Business Ownership	16.67%	9.49%	12.00%	14.29%	7.91%	11.51%	11.76%	10.69%
	20+ years	Count	19	76	26	9	141	423	12	706
		% within Q16	2.69%	10.76%	3.68%	1.27%	19.97%	59.92%	1.70%	100.00%
		% within Business Ownership	63.33%	48.10%	52.00%	64.29%	65.58%	72.68%	70.59%	66.23%
	Don't Know	Count	0	1	1	0	0	3	1	6
		% within Q16	0.00%	16.67%	16.67%	0.00%	0.00%	50.00%	16.67%	100.00%
		% within Business Ownership	0.00%	0.63%	2.00%	0.00%	0.00%	0.52%	5.88%	0.56%
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q16	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016? PRIME CONTRACTOR * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016?	Up to \$50,000	Count	15	56	14	3	137	216	5	446
		% within Q17	3.36%	12.56%	3.14%	0.67%	30.72%	48.43%	1.12%	100.00%
		% within Business Ownership	48.39%	56.00%	60.87%	37.50%	60.35%	43.81%	25.00%	49.45%
	\$50,001 to \$100,000	Count	2	8	1	0	15	52	5	83
		% within Q17	2.41%	9.64%	1.20%	0.00%	18.07%	62.65%	6.02%	100.00%
		% within Business Ownership	6.45%	8.00%	4.35%	0.00%	6.61%	10.55%	25.00%	9.20%
	\$100,001 to \$300,000	Count	2	5	3	0	19	38	0	67
		% within Q17	2.99%	7.46%	4.48%	0.00%	28.36%	56.72%	0.00%	100.00%
		% within Business Ownership	6.45%	5.00%	13.04%	0.00%	8.37%	7.71%	0.00%	7.43%
	\$300,001 to \$500,000	Count	2	5	1	1	4	22	1	36
		% within Q17	5.56%	13.89%	2.78%	2.78%	11.11%	61.11%	2.78%	100.00%
		% within Business Ownership	6.45%	5.00%	4.35%	12.50%	1.76%	4.46%	5.00%	3.99%
	\$500,001 to \$1 million	Count	1	2	1	1	6	32	0	43
		% within Q17	2.33%	4.65%	2.33%	2.33%	13.95%	74.42%	0.00%	100.00%
		% within Business Ownership	3.23%	2.00%	4.35%	12.50%	2.64%	6.49%	0.00%	4.77%
	\$1,000,001 to \$3 million	Count	0	3	0	1	4	15	0	23
		% within Q17	0.00%	13.04%	0.00%	4.35%	17.39%	65.22%	0.00%	100.00%
		% within Business Ownership	0.00%	3.00%	0.00%	12.50%	1.76%	3.04%	0.00%	2.55%
	\$3,000,001 to \$5 million	Count	0	0	0	0	1	12	0	13
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.44%	2.43%	0.00%	1.44%
	\$5,000,001 to \$10 million	Count	1	0	0	0	1	7	0	9
		% within Q17	11.11%	0.00%	0.00%	0.00%	11.11%	77.78%	0.00%	100.00%
		% within Business Ownership	3.23%	0.00%	0.00%	0.00%	0.44%	1.42%	0.00%	1.00%
	Over \$10 million	Count	1	1	0	0	1	17	0	20
		% within Q17	5.00%	5.00%	0.00%	0.00%	5.00%	85.00%	0.00%	100.00%
		% within Business Ownership	3.23%	1.00%	0.00%	0.00%	0.44%	3.45%	0.00%	2.22%
Don't Know	Count	7	20	3	2	39	82	9	162	
	% within Q17	4.32%	12.35%	1.85%	1.23%	24.07%	50.62%	5.56%	100.00%	
	% within Business Ownership	22.58%	20.00%	13.04%	25.00%	17.18%	16.63%	45.00%	17.96%	
Total	Count	31	100	23	8	227	493	20	902	
	% within Q17	3.44%	11.09%	2.55%	0.89%	25.17%	54.66%	2.22%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016? SUB CONTRACTOR * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016?	Up to \$50,000	Count	1	31	11	0	11	56	3	113
		% within Q17	0.88%	27.43%	9.73%	0.00%	9.73%	49.56%	2.65%	100.00%
		% within Business Ownership	3.23%	31.00%	47.83%	0.00%	4.85%	11.36%	15.00%	12.53%
	\$50,001 to \$100,000	Count	1	4	7	1	9	31	0	53
		% within Q17	1.89%	7.55%	13.21%	1.89%	16.98%	58.49%	0.00%	100.00%
		% within Business Ownership	3.23%	4.00%	30.43%	12.50%	3.96%	6.29%	0.00%	5.88%
	\$100,001 to \$300,000	Count	3	6	1	2	4	12	0	28
		% within Q17	10.71%	21.43%	3.57%	7.14%	14.29%	42.86%	0.00%	100.00%
		% within Business Ownership	9.68%	6.00%	4.35%	25.00%	1.76%	2.43%	0.00%	3.10%
	\$300,001 to \$500,000	Count	0	1	0	0	1	7	0	9
		% within Q17	0.00%	11.11%	0.00%	0.00%	11.11%	77.78%	0.00%	100.00%
		% within Business Ownership	0.00%	1.00%	0.00%	0.00%	0.44%	1.42%	0.00%	1.00%
	\$500,001 to \$1 million	Count	0	0	0	0	0	5	0	5
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.01%	0.00%	0.55%
	\$1,000,001 to \$3 million	Count	0	0	0	0	0	4	0	4
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.81%	0.00%	0.44%
	\$3,000,001 to \$5 million	Count	0	0	0	0	0	2	0	2
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.41%	0.00%	0.22%
	\$5,000,001 to \$10 million	Count	0	0	0	0	0	1	1	2
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	5.00%	0.22%
	Over \$10 million	Count	0	0	0	0	1	0	1	2
		% within Q17	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.44%	0.00%	5.00%	0.22%
Don't Know	Count	0	3	4	3	4	16	1	31	
	% within Q17	0.00%	9.68%	12.90%	9.68%	12.90%	51.61%	3.23%	100.00%	
	% within Business Ownership	0.00%	3.00%	17.39%	37.50%	1.76%	3.25%	5.00%	3.44%	
Total	Count	5	45	23	6	30	134	6	249	
	% within Q17	2.01%	18.07%	9.24%	2.41%	12.05%	53.82%	2.41%	100.00%	
	% within Business Ownership	16.13%	45.00%	100.00%	75.00%	13.22%	27.18%	30.00%	27.61%	

Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016? BOTH PRIME & SUB * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016?	Up to \$50,000	Count	1	17	4	1	12	36	0	71
		% within Q17	1.41%	23.94%	5.63%	1.41%	16.90%	50.70%	0.00%	100.00%
		% within Business Ownership	3.23%	17.00%	17.39%	12.50%	5.29%	7.30%	0.00%	7.87%
	\$50,001 to \$100,000	Count	1	2	3	0	4	23	0	33
		% within Q17	3.03%	6.06%	9.09%	0.00%	12.12%	69.70%	0.00%	100.00%
		% within Business Ownership	3.23%	2.00%	13.04%	0.00%	1.76%	4.67%	0.00%	3.66%
	\$100,001 to \$300,000	Count	1	0	0	0	3	18	0	22
		% within Q17	4.55%	0.00%	0.00%	0.00%	13.64%	81.82%	0.00%	100.00%
		% within Business Ownership	3.23%	0.00%	0.00%	0.00%	1.32%	3.65%	0.00%	2.44%
	\$300,001 to \$500,000	Count	1	4	0	0	2	5	0	12
		% within Q17	8.33%	33.33%	0.00%	0.00%	16.67%	41.67%	0.00%	100.00%
		% within Business Ownership	3.23%	4.00%	0.00%	0.00%	0.88%	1.01%	0.00%	1.33%
	\$500,001 to \$1 million	Count	0	1	1	0	3	13	0	18
		% within Q17	0.00%	5.56%	5.56%	0.00%	16.67%	72.22%	0.00%	100.00%
		% within Business Ownership	0.00%	1.00%	4.35%	0.00%	1.32%	2.64%	0.00%	2.00%
	\$1,000,001 to \$3 million	Count	0	0	1	0	1	6	0	8
		% within Q17	0.00%	0.00%	12.50%	0.00%	12.50%	75.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	4.35%	0.00%	0.44%	1.22%	0.00%	0.89%
	\$3,000,001 to \$5 million	Count						3		3
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.61%	0.00%	0.33%
	\$5,000,001 to \$10 million	Count	0	0	0	0	0	2	0	2
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.41%	0.00%	0.22%
Over \$10 million	Count	0	0	0	1	0	5	0	6	
	% within Q17	0.00%	0.00%	0.00%	16.67%	0.00%	83.33%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	12.50%	0.00%	1.01%	0.00%	0.67%	
Don't Know	Count	2	9	3	1	3	13	0	31	
	% within Q17	6.45%	29.03%	9.68%	3.23%	9.68%	41.94%	0.00%	100.00%	
	% within Business Ownership	6.45%	9.00%	13.04%	12.50%	1.32%	2.64%	0.00%	3.44%	
Total	Count	6	33	12	3	28	124	0	206	
	% within Q17	2.91%	16.02%	5.83%	1.46%	13.59%	60.19%	0.00%	100.00%	
	% within Business Ownership	19.35%	33.00%	52.17%	37.50%	12.33%	25.15%	0.00%	22.84%	

Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016? PRIME CONTRACTOR * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American/ Indian	Nonminority Female	Non-M/WBE		Don't Know
Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016?	Up to \$50,000	Count	9	43	14	2	97	150	4	319
		% within Q17	2.82%	13.48%	4.39%	0.63%	30.41%	47.02%	1.25%	100.00%
		% within Business Ownership	42.86%	51.81%	66.67%	40.00%	58.79%	42.49%	30.77%	48.26%
	\$50,001 to \$100,000	Count	2	7	0	0	10	38	3	60
		% within Q17	3.33%	11.67%	0.00%	0.00%	16.67%	63.33%	5.00%	100.00%
		% within Business Ownership	9.52%	8.43%	0.00%	0.00%	6.06%	10.76%	23.08%	9.08%
	\$100,001 to \$300,000	Count	2	5	3	0	15	31	0	56
		% within Q17	3.57%	8.93%	5.36%	0.00%	26.79%	55.36%	0.00%	100.00%
		% within Business Ownership	9.52%	6.02%	14.29%	0.00%	9.09%	8.78%	0.00%	8.47%
	\$300,001 to \$500,000	Count	1	5	1	1	4	14	0	26
		% within Q17	3.85%	19.23%	3.85%	3.85%	15.38%	53.85%	0.00%	100.00%
		% within Business Ownership	4.76%	6.02%	4.76%	20.00%	2.42%	3.97%	0.00%	3.93%
	\$500,001 to \$1 million	Count	1	2	1	0	6	24	0	34
		% within Q17	2.94%	5.88%	2.94%	0.00%	17.65%	70.59%	0.00%	100.00%
		% within Business Ownership	4.76%	2.41%	4.76%	0.00%	3.64%	6.80%	0.00%	5.14%
	\$1,000,001 to \$3 million	Count	0	3	0	0	4	13	0	20
		% within Q17	0.00%	15.00%	0.00%	0.00%	20.00%	65.00%	0.00%	100.00%
		% within Business Ownership	0.00%	3.61%	0.00%	0.00%	2.42%	3.68%	0.00%	3.03%
	\$3,000,001 to \$5 million	Count	0	0	0	0	0	10	0	10
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	2.83%	0.00%	1.51%
	\$5,000,001 to \$10 million	Count	1	0	0	0	0	5	0	6
		% within Q17	16.67%	0.00%	0.00%	0.00%	0.00%	83.33%	0.00%	100.00%
		% within Business Ownership	4.76%	0.00%	0.00%	0.00%	0.00%	1.42%	0.00%	0.91%
Over \$10 million	Count	1	1	0	0	1	14	0	17	
	% within Q17	5.88%	5.88%	0.00%	0.00%	5.88%	82.35%	0.00%	100.00%	
	% within Business Ownership	4.76%	1.20%	0.00%	0.00%	0.61%	3.97%	0.00%	2.57%	
Don't Know	Count	4	17	2	2	28	54	6	113	
	% within Q17	3.54%	15.04%	1.77%	1.77%	24.78%	47.79%	5.31%	100.00%	
	% within Business Ownership	19.05%	20.48%	9.52%	40.00%	16.97%	15.30%	46.15%	17.10%	
Total	Count	21	83	21	5	165	353	13	661	
	% within Q17	3.18%	12.56%	3.18%	0.76%	24.96%	53.40%	1.97%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016? SUB CONTRACTOR * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016?	Up to \$50,000	Count	0	29	9	0	10	47	1	96
		% within Q17	0.00%	30.21%	9.38%	0.00%	10.42%	48.96%	1.04%	100.00%
		% within Business Ownership	0.00%	34.94%	42.86%	0.00%	6.06%	13.31%	7.69%	14.52%
	\$50,001 to \$100,000	Count	1	4	5	1	7	27	0	45
		% within Q17	2.22%	8.89%	11.11%	2.22%	15.56%	60.00%	0.00%	100.00%
		% within Business Ownership	4.76%	4.82%	23.81%	20.00%	4.24%	7.65%	0.00%	6.81%
	\$100,001 to \$300,000	Count	3	5	1	2	3	11	0	25
		% within Q17	12.00%	20.00%	4.00%	8.00%	12.00%	44.00%	0.00%	100.00%
		% within Business Ownership	14.29%	6.02%	4.76%	40.00%	1.82%	3.12%	0.00%	3.78%
	\$300,001 to \$500,000	Count	0	1	0	0	1	7	0	9
		% within Q17	0.00%	11.11%	0.00%	0.00%	11.11%	77.78%	0.00%	100.00%
		% within Business Ownership	0.00%	1.20%	0.00%	0.00%	0.61%	1.98%	0.00%	1.36%
	\$500,001 to \$1 million	Count	0	0	0	0	0	5	0	5
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.42%	0.00%	0.76%
	\$1,000,001 to \$3 million	Count	0	0	0	0	0	4	0	4
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.13%	0.00%	0.61%
	\$3,000,001 to \$5 million	Count	0	0	0	0	0	2	0	2
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.57%	0.00%	0.30%
	\$5,000,001 to \$10 million	Count	0	0	0	0	0	1	1	2
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.28%	7.69%	0.30%
Over \$10 million	Count	0	0	0	0	1	0	1	2	
	% within Q17	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.61%	0.00%	7.69%	0.30%	
Don't Know	Count	0	3	2	3	2	12	1	23	
	% within Q17	0.00%	13.04%	8.70%	13.04%	8.70%	52.17%	4.35%	100.00%	
	% within Business Ownership	0.00%	3.61%	9.52%	60.00%	1.21%	3.40%	7.69%	3.48%	
Total	Count	4	42	17	6	24	116	4	213	
	% within Q17	1.88%	19.72%	7.98%	2.82%	11.27%	54.46%	1.88%	100.00%	
	% within Business Ownership	19.05%	50.60%	80.95%	120.00%	14.55%	32.86%	30.77%	32.22%	

Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016? BOTH PRIME & SUB * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q17- In general, which of the following ranges best approximates your company's largest contract/subcontract awarded between October 1, 2012 and September 30,2016?	Up to \$50,000	Count	1	17	4	1	10	32	0	65
		% within Q17	1.54%	26.15%	6.15%	1.54%	15.38%	49.23%	0.00%	100.00%
		% within Business Ownership	4.76%	20.48%	19.05%	20.00%	6.06%	9.07%	0.00%	9.83%
	\$50,001 to \$100,000	Count	1	2	3	0	4	21	0	31
		% within Q17	3.23%	6.45%	9.68%	0.00%	12.90%	67.74%	0.00%	100.00%
		% within Business Ownership	4.76%	2.41%	14.29%	0.00%	2.42%	5.95%	0.00%	4.69%
	\$100,001 to \$300,000	Count	1	0	0	0	3	18	0	22
		% within Q17	4.55%	0.00%	0.00%	0.00%	13.64%	81.82%	0.00%	100.00%
		% within Business Ownership	4.76%	0.00%	0.00%	0.00%	1.82%	5.10%	0.00%	3.33%
	\$300,001 to \$500,000	Count	1	4	0	0	2	4	0	11
		% within Q17	9.09%	36.36%	0.00%	0.00%	18.18%	36.36%	0.00%	100.00%
		% within Business Ownership	4.76%	4.82%	0.00%	0.00%	1.21%	1.13%	0.00%	1.66%
	\$500,001 to \$1 million	Count	0	1	1	0	3	13	0	18
		% within Q17	0.00%	5.56%	5.56%	0.00%	16.67%	72.22%	0.00%	100.00%
		% within Business Ownership	0.00%	1.20%	4.76%	0.00%	1.82%	3.68%	0.00%	2.72%
	\$1,000,001 to \$3 million	Count	0	0	1	0	1	6	0	8
		% within Q17	0.00%	0.00%	12.50%	0.00%	12.50%	75.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	4.76%	0.00%	0.61%	1.70%	0.00%	1.21%
	\$3,000,001 to \$5 million	Count	0	0	0	0	0	2	0	2
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.57%	0.00%	0.30%
	\$5,000,001 to \$10 million	Count	0	0	0	0	0	2	0	2
		% within Q17	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.57%	0.00%	0.30%
Over \$10 million	Count	0	0	0	1	0	5	0	6	
	% within Q17	0.00%	0.00%	0.00%	16.67%	0.00%	83.33%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	20.00%	0.00%	1.42%	0.00%	0.91%	
Don't Know	Count	1	9	3	1	3	10	0	27	
	% within Q17	3.70%	33.33%	11.11%	3.70%	11.11%	37.04%	0.00%	100.00%	
	% within Business Ownership	4.76%	10.84%	14.29%	20.00%	1.82%	2.83%	0.00%	4.08%	
Total	Count	5	33	12	3	26	113	0	192	
	% within Q17	2.60%	17.19%	6.25%	1.56%	13.54%	58.85%	0.00%	100.00%	
	% within Business Ownership	23.81%	39.76%	57.14%	60.00%	15.76%	32.01%	0.00%	29.05%	

Q20- Did you experience discriminatory behavior by the City of Tallahassee, or Primes when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q20- Did you experience discriminatory behavior by the City of Tallahassee, or Primes when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	3	2	0	0	4	0	9
		% within Q20	0.00%	33.33%	22.22%	0.00%	0.00%	44.44%	0.00%	100.00%
		% within Business Ownership	0.00%	5.66%	8.33%	0.00%	0.00%	2.33%	0.00%	1.97%
	No	Count	7	49	22	6	40	167	5	296
		% within Q20	2.36%	16.55%	7.43%	2.03%	13.51%	56.42%	1.69%	100.00%
		% within Business Ownership	100.00%	92.45%	91.67%	85.71%	100.00%	97.09%	100.00%	64.77%
	Don't Know	Count	0	1	0	1	0	1	0	3
		% within Q20	0.00%	33.33%	0.00%	33.33%	0.00%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	1.89%	0.00%	14.29%	0.00%	0.58%	0.00%	0.66%
	Not Applicable	Count	4	25	11	2	19	87	1	149
		% within Q20	2.68%	16.78%	7.38%	1.34%	12.75%	58.39%	0.67%	100.00%
		% within Business Ownership	57.14%	47.17%	45.83%	28.57%	47.50%	50.58%	20.00%	32.60%
Total		Count	7	53	24	7	40	172	5	457
		% within Q20	1.53%	11.60%	5.25%	1.53%	8.75%	37.64%	1.09%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q20- Did you experience discriminatory behavior by the City of Tallahassee, or Primes when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q20- Did you experience discriminatory behavior by the City of Tallahassee, or Primes when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	8	28	12	4	22	105	1	180
		% within Q20	4.44%	15.56%	6.67%	2.22%	12.22%	58.33%	0.56%	100.00%
		% within Business Ownership	26.67%	17.72%	24.00%	28.57%	10.23%	18.04%	5.88%	16.89%
	No	Count	22	126	35	10	190	468	16	867
		% within Q20	2.54%	14.53%	4.04%	1.15%	21.91%	53.98%	1.85%	100.00%
		% within Business Ownership	73.33%	79.75%	70.00%	71.43%	88.37%	80.41%	94.12%	81.33%
	Don't Know	Count	0	4	3	0	3	9	0	19
		% within Q20	0.00%	21.05%	15.79%	0.00%	15.79%	47.37%	0.00%	100.00%
		% within Business Ownership	0.00%	2.53%	6.00%	0.00%	1.40%	1.55%	0.00%	1.78%
	Not Applicable	Count	0	0	0	0	0	0	0	0
		% within Q20	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q20	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q20- Did you experience discriminatory behavior by the City of Tallahassee, or Primes when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q20- Did you experience discriminatory behavior by the City of Tallahassee, or Primes when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	0	0	0	0
		% within Q20	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	Count	1	2	4	0	6	18	0	31
		% within Q20	3.23%	6.45%	12.90%	0.00%	19.35%	58.06%	0.00%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	72.09%
	Don't Know	Count	0	0	0	0	0	0	0	0
		% within Q20	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Not Applicable	Count	1	0	1	0	1	9	0	12
		% within Q20	8.33%	0.00%	8.33%	0.00%	8.33%	75.00%	0.00%	100.00%
		% within Business Ownership	100.00%	0.00%	25.00%	0.00%	16.67%	50.00%	0.00%	27.91%
Total		Count	1	2	4	0	6	18	0	43
		% within Q20	2.33%	4.65%	9.30%	0.00%	13.95%	41.86%	0.00%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%

Q23- Did you experience discriminatory behavior by BluePrint and /or their Prime contractor/vendor, when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q23- Did you experience discriminatory behavior by BluePrint and /or their Prime contractor/vendor, when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	0	1	0	1
		% within Q23	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.66%	0.00%	0.22%
	No	Count	7	48	19	6	40	149	3	272
		% within Q23	2.57%	17.65%	6.99%	2.21%	14.71%	54.78%	1.10%	100.00%
		% within Business Ownership	100.00%	97.96%	90.48%	100.00%	100.00%	98.03%	100.00%	59.52%
	Don't Know	Count		1	2			2		5
		% within Q23	0.00%	20.00%	40.00%	0.00%	0.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	2.04%	9.52%	0.00%	0.00%	1.32%	0.00%	1.09%
	Not Applicable	Count	4	29	14	3	19	107	3	179
		% within Q23	2.23%	16.20%	7.82%	1.68%	10.61%	59.78%	1.68%	100.00%
		% within Business Ownership	57.14%	59.18%	66.67%	50.00%	47.50%	70.39%	100.00%	39.17%
	Total	Count	7	49	21	6	40	152	3	457
		% within Q23	1.53%	10.72%	4.60%	1.31%	8.75%	33.26%	0.66%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q23- Did you experience discriminatory behavior by BluePrint and /or their Prime contractor/vendor, when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q23- Did you experience discriminatory behavior by BluePrint and /or their Prime contractor/vendor, when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	0	1	0	1
		% within Q23	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.75%	0.00%	0.25%
	No	Count	6	46	15	6	34	131	1	239
		% within Q23	2.51%	19.25%	6.28%	2.51%	14.23%	54.81%	0.42%	100.00%
		% within Business Ownership	100.00%	97.87%	88.24%	100.00%	100.00%	97.76%	100.00%	58.72%
	Don't Know	Count	0	1	2	0	0	2	0	5
		% within Q23	0.00%	20.00%	40.00%	0.00%	0.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	2.13%	11.76%	0.00%	0.00%	1.49%	0.00%	1.23%
	Not Applicable	Count	3	28	12	3	17	96	3	162
		% within Q23	1.85%	17.28%	7.41%	1.85%	10.49%	59.26%	1.85%	100.00%
		% within Business Ownership	50.00%	59.57%	70.59%	50.00%	50.00%	71.64%	300.00%	39.80%
Total		Count	6	47	17	6	34	134	1	407
		% within Q23	1.47%	11.55%	4.18%	1.47%	8.35%	32.92%	0.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q23- Did you experience discriminatory behavior by BluePrint and /or their Prime contractor/vendor, when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q23- Did you experience discriminatory behavior by BluePrint and /or their Prime contractor/vendor, when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	0	0	0	0
		% within Q23	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	Count	1	2	3	0	6	16	0	28
		% within Q23	3.57%	7.14%	10.71%	0.00%	21.43%	57.14%	0.00%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	65.12%
	Don't Know	Count	0	0	0	0	0	0	0	0
		% within Q23	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Not Applicable	Count	1	0	2	0	1	11	0	15
		% within Q23	6.67%	0.00%	13.33%	0.00%	6.67%	73.33%	0.00%	100.00%
		% within Business Ownership	100.00%	0.00%	66.67%	0.00%	16.67%	68.75%	0.00%	34.88%
Total		Count	1	2	3	0	6	16	0	43
		% within Q23	2.33%	4.65%	6.98%	0.00%	13.95%	37.21%	0.00%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%

Q26- Did you experience discriminatory behavior by the Leon County and/or their Primes/vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q26- Did you experience discriminatory behavior by the Leon County and/or their Primes/vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	1	0	0	1
		% within Q26	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	2.44%	0.00%	0.00%	0.22%
	No	Count	7	48	22	6	40	164	4	291
		% within Q26	2.41%	16.49%	7.56%	2.06%	13.75%	56.36%	1.37%	100.00%
		% within Business Ownership	100.00%	92.31%	95.65%	100.00%	97.56%	98.20%	100.00%	63.68%
	Don't Know	Count	0	4	1	0	0	3	0	8
		% within Q26	0.00%	50.00%	12.50%	0.00%	0.00%	37.50%	0.00%	100.00%
		% within Business Ownership	0.00%	7.69%	4.35%	0.00%	0.00%	1.80%	0.00%	1.75%
	Not Applicable	Count	4	26	12	3	18	92	2	157
		% within Q26	2.55%	16.56%	7.64%	1.91%	11.46%	58.60%	1.27%	100.00%
		% within Business Ownership	57.14%	50.00%	52.17%	50.00%	43.90%	55.09%	50.00%	34.35%
Total	Count	7	52	23	6	41	167	4	457	
	% within Q26	1.53%	11.38%	5.03%	1.31%	8.97%	36.54%	0.88%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q26- Did you experience discriminatory behavior by the Leon County and/or their Primes/vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q26- Did you experience discriminatory behavior by the Leon County and/or their Primes/vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	1	0	0	1
		% within Q26	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	2.86%	0.00%	0.00%	0.25%
	No	Count	6	46	17	6	34	147	2	258
		% within Q26	2.33%	17.83%	6.59%	2.33%	13.18%	56.98%	0.78%	100.00%
		% within Business Ownership	100.00%	92.00%	94.44%	100.00%	97.14%	98.66%	100.00%	63.39%
	Don't Know	Count	0	4	1	0	0	2	0	7
		% within Q26	0.00%	57.14%	14.29%	0.00%	0.00%	28.57%	0.00%	100.00%
		% within Business Ownership	0.00%	8.00%	5.56%	0.00%	0.00%	1.34%	0.00%	1.72%
	Not Applicable	Count	3	25	11	3	16	81	2	141
		% within Q26	2.13%	17.73%	7.80%	2.13%	11.35%	57.45%	1.42%	100.00%
		% within Business Ownership	50.00%	50.00%	61.11%	50.00%	45.71%	54.36%	100.00%	34.64%
Total		Count	6	50	18	6	35	149	2	407
		% within Q26	1.47%	12.29%	4.42%	1.47%	8.60%	36.61%	0.49%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q26- Did you experience discriminatory behavior by the Leon County and/or their Primes/vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q26- Did you experience discriminatory behavior by the Leon County and/or their Primes/vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	0	0	0	0
		% within Q26	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	Count	1	2	4	0	6	15	2	30
		% within Q26	3.33%	6.67%	13.33%	0.00%	20.00%	50.00%	6.67%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	93.75%	100.00%	63.83%
	Don't Know	Count	0	0	0	0	0	1	0	1
		% within Q26	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	6.25%	0.00%	2.13%
	Not Applicable	Count	1	0	1	0	1	11	2	16
		% within Q26	6.25%	0.00%	6.25%	0.00%	6.25%	68.75%	12.50%	100.00%
		% within Business Ownership	100.00%	0.00%	25.00%	0.00%	16.67%	68.75%	100.00%	34.04%
Total		Count	1	2	4	0	6	16	2	47
		% within Q26	2.13%	4.26%	8.51%	0.00%	12.77%	34.04%	4.26%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%	100.00%

Q29- Did you experience discriminatory behavior by the Tallahassee International Airport and /or their Primes/Vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q29- Did you experience discriminatory behavior by the Tallahassee International Airport and /or their Primes/Vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	0	0	0	0
		% within Q29	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	Count	7	49	22	6	40	152	4	280
		% within Q29	2.50%	17.50%	7.86%	2.14%	14.29%	54.29%	1.43%	100.00%
		% within Business Ownership	100.00%	94.23%	100.00%	100.00%	100.00%	96.82%	100.00%	61.27%
	Don't Know	Count	0	3	0	0	0	5	0	8
		% within Q29	0.00%	37.50%	0.00%	0.00%	0.00%	62.50%	0.00%	100.00%
		% within Business Ownership	0.00%	5.77%	0.00%	0.00%	0.00%	3.18%	0.00%	1.75%
	Not Applicable	Count	4	26	13	3	19	102	2	169
		% within Q29	2.37%	15.38%	7.69%	1.78%	11.24%	60.36%	1.18%	100.00%
		% within Business Ownership	57.14%	50.00%	59.09%	50.00%	47.50%	64.97%	50.00%	36.98%
Total		Count	7	52	22	6	40	157	4	457
		% within Q29	1.53%	11.38%	4.81%	1.31%	8.75%	34.35%	0.88%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q29- Did you experience discriminatory behavior by the Tallahassee International Airport and /or their Primes/Vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q29- Did you experience discriminatory behavior by the Tallahassee International Airport and /or their Primes/Vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	0	0	0	0
		% within Q29	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	Count	6	47	18	6	34	134	2	247
		% within Q29	2.43%	19.03%	7.29%	2.43%	13.77%	54.25%	0.81%	100.00%
		% within Business Ownership	100.00%	94.00%	100.00%	100.00%	100.00%	96.40%	100.00%	60.69%
	Don't Know	Count		3				5		8
		% within Q29	0.00%	37.50%	0.00%	0.00%	0.00%	62.50%	0.00%	100.00%
		% within Business Ownership	0.00%	6.00%	0.00%	0.00%	0.00%	3.60%	0.00%	1.97%
	Not Applicable	Count	3	25	11	3	17	91	2	152
		% within Q29	1.97%	16.45%	7.24%	1.97%	11.18%	59.87%	1.32%	100.00%
		% within Business Ownership	50.00%	50.00%	61.11%	50.00%	50.00%	65.47%	100.00%	37.35%
Total		Count	6	50	18	6	34	139	2	407
		% within Q29	1.47%	12.29%	4.42%	1.47%	8.35%	34.15%	0.49%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q29- Did you experience discriminatory behavior by the Tallahassee International Airport and /or their Primes/Vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016? * Business Ownership Crosstabulation – FIRMS THAT SAID NO INTEREST IN ALL AGENCIES

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q29- Did you experience discriminatory behavior by the Tallahassee International Airport and /or their Primes/Vendors when attempting to work or while working on a project between October 1, 2012 and September 30, 2016?	Yes	Count	0	0	0	0	0	0	0	0
		% within Q29	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	Count	1	2	3	0	6	16	0	28
		% within Q29	3.57%	7.14%	10.71%	0.00%	21.43%	57.14%	0.00%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	65.12%
	Don't Know	Count	0	0	0	0	0	0	0	0
		% within Q29	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Not Applicable	Count	1	0	2	0	1	11	0	15
		% within Q29	6.67%	0.00%	13.33%	0.00%	6.67%	73.33%	0.00%	100.00%
		% within Business Ownership	100.00%	0.00%	66.67%	0.00%	16.67%	68.75%	0.00%	34.88%
Total		Count	1	2	3	0	6	16	0	43
		% within Q29	2.33%	4.65%	6.98%	0.00%	13.95%	37.21%	0.00%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: City of Tallahassee? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: City of Tallahassee?	Yes	Count	1	1	1	1	4	5	0	13
		% within Q32a	7.69%	7.69%	7.69%	7.69%	30.77%	38.46%	0.00%	100.00%
		% within Business Ownership	9.09%	1.28%	2.86%	11.11%	6.78%	1.93%	0.00%	2.84%
	No	Count	10	77	34	8	55	251	6	441
		% within Q32a	2.27%	17.46%	7.71%	1.81%	12.47%	56.92%	1.36%	100.00%
		% within Business Ownership	90.91%	98.72%	97.14%	88.89%	93.22%	96.91%	100.00%	96.50%
	Don't Know	Count	0	0	0	0	0	3	0	3
		% within Q32a	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.16%	0.00%	0.66%
Total	Count	11	78	35	9	59	259	6	457	
	% within Q32a	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: BluePrint? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: BluePrint?	Yes	Count	1	1	1	0	1	0	0	4
		% within Q32b	25.00%	25.00%	25.00%	0.00%	25.00%	0.00%	0.00%	100.00%
		% within Business Ownership	9.09%	1.28%	2.86%	0.00%	1.69%	0.00%	0.00%	0.88%
	No	Count	10	77	34	9	58	255	6	449
		% within Q32b	2.23%	17.15%	7.57%	2.00%	12.92%	56.79%	1.34%	100.00%
		% within Business Ownership	90.91%	98.72%	97.14%	100.00%	98.31%	98.46%	100.00%	98.25%
	Don't Know	Count	0	0	0	0	0	4	0	4
		% within Q32b	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.54%	0.00%	0.88%
Total		Count	11	78	35	9	59	259	6	457
		% within Q32b	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Leon County? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Leon County?	Yes	Count	1	2	1	0	2	3	0	9
		% within Q32c	11.11%	22.22%	11.11%	0.00%	22.22%	33.33%	0.00%	100.00%
		% within Business Ownership	9.09%	2.56%	2.86%	0.00%	3.39%	1.16%	0.00%	1.97%
	No	Count	10	76	34	9	57	253	6	445
		% within Q32c	2.25%	17.08%	7.64%	2.02%	12.81%	56.85%	1.35%	100.00%
		% within Business Ownership	90.91%	97.44%	97.14%	100.00%	96.61%	97.68%	100.00%	97.37%
	Don't Know	Count	0	0	0	0	0	3	0	3
		% within Q32c	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.16%	0.00%	0.66%
Total		Count	11	78	35	9	59	259	6	457
		% within Q32c	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Tallahassee International Airport? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Tallahassee International Airport?	Yes	Count	1	1	2	0	1	0	0	5
		% within Q32d	20.00%	20.00%	40.00%	0.00%	20.00%	0.00%	0.00%	100.00%
		% within Business Ownership	9.09%	1.28%	5.71%	0.00%	1.69%	0.00%	0.00%	1.09%
	No	Count	10	77	33	9	58	255	6	448
		% within Q32d	2.23%	17.19%	7.37%	2.01%	12.95%	56.92%	1.34%	100.00%
		% within Business Ownership	90.91%	98.72%	94.29%	100.00%	98.31%	98.46%	100.00%	98.03%
	Don't Know	Count	0	0	0	0	0	4	0	4
		% within Q32d	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.54%	0.00%	0.88%
Total	Count	11	78	35	9	59	259	6	457	
	% within Q32d	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Non-County Public Projects? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Non-County Public Projects?	Yes	Count	1	1	0	1	0	3	0	6
		% within Q32e	16.67%	16.67%	0.00%	16.67%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	9.09%	1.28%	0.00%	11.11%	0.00%	1.16%	0.00%	1.31%
	No	Count	10	77	35	8	59	253	6	448
		% within Q32e	2.23%	17.19%	7.81%	1.79%	13.17%	56.47%	1.34%	100.00%
		% within Business Ownership	90.91%	98.72%	100.00%	88.89%	100.00%	97.68%	100.00%	98.03%
	Don't Know	Count	0	0	0	0	0	3	0	3
		% within Q32e	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.16%	0.00%	0.66%
Total	Count	11	78	35	9	59	259	6	457	
	% within Q32e	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: City of Tallahassee? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: City of Tallahassee?	Yes	Count	1	1	1	1	3	5	0	12
		% within Q32a	8.33%	8.33%	8.33%	8.33%	25.00%	41.67%	0.00%	100.00%
		% within Business Ownership	11.11%	1.33%	3.45%	11.11%	5.88%	2.17%	0.00%	2.95%
	No	Count	8	74	28	8	48	222	4	392
		% within Q32a	2.04%	18.88%	7.14%	2.04%	12.24%	56.63%	1.02%	100.00%
		% within Business Ownership	88.89%	98.67%	96.55%	88.89%	94.12%	96.52%	100.00%	96.31%
	Don't Know	Count	0	0	0	0	0	3	0	3
		% within Q32a	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.30%	0.00%	0.74%
Total		Count	9	75	29	9	51	230	4	407
		% within Q32a	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: BluePrint? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: BluePrint?	Yes	Count	1	1	1	0	0	0	0	3
		% within Q32b	33.33%	33.33%	33.33%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	11.11%	1.33%	3.45%	0.00%	0.00%	0.00%	0.00%	0.74%
	No	Count	8	74	28	9	51	226	4	400
		% within Q32b	2.00%	18.50%	7.00%	2.25%	12.75%	56.50%	1.00%	100.00%
		% within Business Ownership	88.89%	98.67%	96.55%	100.00%	100.00%	98.26%	100.00%	98.28%
	Don't Know	Count	0	0	0	0	0	4	0	4
		% within Q32b	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.74%	0.00%	0.98%
Total	Count	9	75	29	9	51	230	4	407	
	% within Q32b	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Leon County? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Leon County?	Yes	Count	1	2	1	0	1	3	0	8
		% within Q32c	12.50%	25.00%	12.50%	0.00%	12.50%	37.50%	0.00%	100.00%
		% within Business Ownership	11.11%	2.67%	3.45%	0.00%	1.96%	1.30%	0.00%	1.97%
	No	Count	8	73	28	9	50	224	4	396
		% within Q32c	2.02%	18.43%	7.07%	2.27%	12.63%	56.57%	1.01%	100.00%
		% within Business Ownership	88.89%	97.33%	96.55%	100.00%	98.04%	97.39%	100.00%	97.30%
	Don't Know	Count	0	0	0	0	0	3	0	3
		% within Q32c	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.30%	0.00%	0.74%
Total	Count	9	75	29	9	51	230	4	407	
	% within Q32c	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Tallahassee International Airport? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Tallahassee International Airport?	Yes	Count	1	1	2	0	0	0	0	4
		% within Q32d	25.00%	25.00%	50.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	11.11%	1.33%	6.90%	0.00%	0.00%	0.00%	0.00%	0.98%
	No	Count	8	74	27	9	51	226	4	399
		% within Q32d	2.01%	18.55%	6.77%	2.26%	12.78%	56.64%	1.00%	100.00%
		% within Business Ownership	88.89%	98.67%	93.10%	100.00%	100.00%	98.26%	100.00%	98.03%
	Don't Know	Count	0	0	0	0	0	4	0	4
		% within Q32d	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.74%	0.00%	0.98%
Total		Count	9	75	29	9	51	230	4	407
		% within Q32d	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Non-County Public Projects? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know		
Q32- Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the “good faith effort” requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for the: Non-County Public Projects?	Yes	Count	1	1	0	1	0	3	0	6	
		% within Q32e	16.67%	16.67%	0.00%	16.67%	0.00%	50.00%	0.00%	100.00%	
		% within Business Ownership	11.11%	1.33%	0.00%	11.11%	0.00%	1.30%	0.00%	1.47%	
	No	Count	8	74	29	8	51	224	4	398	
		% within Q32e	2.01%	18.59%	7.29%	2.01%	12.81%	56.28%	1.01%	100.00%	
		% within Business Ownership	88.89%	98.67%	100.00%	88.89%	100.00%	97.39%	100.00%	97.79%	
	Don't Know	Count	0	0	0	0	0	3	0	3	
		% within Q32e	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	1.30%	0.00%	0.74%	
	Total		Count	9	75	29	9	51	230	4	407
			% within Q32e	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Harassment * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Harassment	Yes	Count	0	1	1	0	0	4	0	6
		% within Q33a	0.00%	16.67%	16.67%	0.00%	0.00%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	1.28%	2.86%	0.00%	0.00%	1.54%	0.00%	1.31%
	No	Count	11	76	34	9	59	254	6	449
		% within Q33a	2.45%	16.93%	7.57%	2.00%	13.14%	56.57%	1.34%	100.00%
		% within Business Ownership	100.00%	97.44%	97.14%	100.00%	100.00%	98.07%	100.00%	98.25%
	Don't Know	Count	0	1	0	0	0	1	0	2
		% within Q33a	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.28%	0.00%	0.00%	0.00%	0.39%	0.00%	0.44%
Total		Count	11	78	35	9	59	259	6	457
		% within Q33a	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unequal or unfair treatment * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unequal or unfair treatment	Yes	Count	0	2	1	0	4	6	0	13
		% within Q33b	0.00%	15.38%	7.69%	0.00%	30.77%	46.15%	0.00%	100.00%
		% within Business Ownership	0.00%	2.56%	2.86%	0.00%	6.78%	2.32%	0.00%	2.84%
	No	Count	11	75	34	9	55	252	6	442
		% within Q33b	2.49%	16.97%	7.69%	2.04%	12.44%	57.01%	1.36%	100.00%
		% within Business Ownership	100.00%	96.15%	97.14%	100.00%	93.22%	97.30%	100.00%	96.72%
	Don't Know	Count	0	1	0	0	0	1	0	2
		% within Q33b	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.28%	0.00%	0.00%	0.00%	0.39%	0.00%	0.44%
Total		Count	11	78	35	9	59	259	6	457
		% within Q33b	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Bid shopping or bid manipulation * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Bid shopping or bid manipulation	Yes	Count	0	1	2	1	4	6	0	14
		% within Q33c	0.00%	7.14%	14.29%	7.14%	28.57%	42.86%	0.00%	100.00%
		% within Business Ownership	0.00%	1.28%	5.71%	11.11%	6.78%	2.32%	0.00%	3.06%
	No	Count	11	77	33	8	55	252	6	442
		% within Q33c	2.49%	17.42%	7.47%	1.81%	12.44%	57.01%	1.36%	100.00%
		% within Business Ownership	100.00%	98.72%	94.29%	88.89%	93.22%	97.30%	100.00%	96.72%
	Don't Know	Count	0	0	0	0	0	1	0	1
		% within Q33c	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.39%	0.00%	0.22%
Total		Count	11	78	35	9	59	259	6	457
		% within Q33c	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Double standards in performance * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Double standards in performance	Yes	Count	0	1	0	1	2	6	0	10
		% within Q33d	0.00%	10.00%	0.00%	10.00%	20.00%	60.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.28%	0.00%	11.11%	3.39%	2.32%	0.00%	2.19%
	No	Count	11	77	35	8	57	251	6	445
		% within Q33d	2.47%	17.30%	7.87%	1.80%	12.81%	56.40%	1.35%	100.00%
		% within Business Ownership	100.00%	98.72%	100.00%	88.89%	96.61%	96.91%	100.00%	97.37%
	Don't Know	Count	0	0	0	0	0	2	0	2
		% within Q33d	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.77%	0.00%	0.44%
Total		Count	11	78	35	9	59	259	6	457
		% within Q33d	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Denial of opportunity to bid * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Denial of opportunity to bid	Yes	Count	0	0	0	1	0	6	0	7
		% within Q33e	0.00%	0.00%	0.00%	14.29%	0.00%	85.71%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	11.11%	0.00%	2.32%	0.00%	1.53%
	No	Count	11	78	35	8	59	251	6	448
		% within Q33e	2.46%	17.41%	7.81%	1.79%	13.17%	56.03%	1.34%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	88.89%	100.00%	96.91%	100.00%	98.03%
	Don't Know	Count	0	0	0	0	0	2	0	2
		% within Q33e	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.77%	0.00%	0.44%
Total		Count	11	78	35	9	59	259	6	457
		% within Q33e	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unfair denial of contract award * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unfair denial of contract award	Yes	Count	0	2	1	0	1	4	1	9
		% within Q33f	0.00%	22.22%	11.11%	0.00%	11.11%	44.44%	11.11%	100.00%
		% within Business Ownership	0.00%	2.56%	2.86%	0.00%	1.69%	1.54%	16.67%	1.97%
	No	Count	11	76	34	9	58	254	5	447
		% within Q33f	2.46%	17.00%	7.61%	2.01%	12.98%	56.82%	1.12%	100.00%
		% within Business Ownership	100.00%	97.44%	97.14%	100.00%	98.31%	98.07%	83.33%	97.81%
	Don't Know	Count	0	0	0	0	0	1	0	1
		% within Q33f	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.39%	0.00%	0.22%
Total		Count	11	78	35	9	59	259	6	457
		% within Q33f	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unfair termination * Business Ownership Crosstabulation

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unfair termination	Yes	Count	0	0	0	0	1	0	0	1
		% within Q33g	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.69%	0.00%	0.00%	0.22%
	No	Count	11	78	35	9	58	258	6	455
		% within Q33g	2.42%	17.14%	7.69%	1.98%	12.75%	56.70%	1.32%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	98.31%	99.61%	100.00%	99.56%
	Don't Know	Count	0	0	0	0	0	1	0	1
		% within Q33g	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.39%	0.00%	0.22%
Total		Count	11	78	35	9	59	259	6	457
		% within Q33g	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unequal price quotes from suppliers * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unequal price quotes from suppliers	Yes	Count	0	0	1	1	3	3	0	8
		% within Q33h	0.00%	0.00%	12.50%	12.50%	37.50%	37.50%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	2.86%	11.11%	5.08%	1.16%	0.00%	1.75%
	No	Count	11	77	34	8	55	255	6	446
		% within Q33h	2.47%	17.26%	7.62%	1.79%	12.33%	57.17%	1.35%	100.00%
		% within Business Ownership	100.00%	98.72%	97.14%	88.89%	93.22%	98.46%	100.00%	97.59%
	Don't Know	Count	0	1	0	0	1	1	0	3
		% within Q33h	0.00%	33.33%	0.00%	0.00%	33.33%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	1.28%	0.00%	0.00%	1.69%	0.39%	0.00%	0.66%
Total		Count	11	78	35	9	59	259	6	457
		% within Q33h	2.41%	17.07%	7.66%	1.97%	12.91%	56.67%	1.31%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Harassment * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Harassment	Yes	Count	0	1	1	0	0	4	0	6
		% within Q33a	0.00%	16.67%	16.67%	0.00%	0.00%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	1.33%	3.45%	0.00%	0.00%	1.74%	0.00%	1.47%
	No	Count	9	73	28	9	51	225	4	399
		% within Q33a	2.26%	18.30%	7.02%	2.26%	12.78%	56.39%	1.00%	100.00%
		% within Business Ownership	100.00%	97.33%	96.55%	100.00%	100.00%	97.83%	100.00%	98.03%
	Don't Know	Count	0	1	0	0	0	1	0	2
		% within Q33a	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.33%	0.00%	0.00%	0.00%	0.43%	0.00%	0.49%
Total	Count	9	75	29	9	51	230	4	407	
	% within Q33a	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unequal or unfair treatment * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

x			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unequal or unfair treatment	Yes	Count	0	2	1	0	4	5	0	12
		% within Q33b	0.00%	16.67%	8.33%	0.00%	33.33%	41.67%	0.00%	100.00%
		% within Business Ownership	0.00%	2.67%	3.45%	0.00%	7.84%	2.17%	0.00%	2.95%
	No	Count	9	72	28	9	47	224	4	393
		% within Q33b	2.29%	18.32%	7.12%	2.29%	11.96%	57.00%	1.02%	100.00%
		% within Business Ownership	100.00%	96.00%	96.55%	100.00%	92.16%	97.39%	100.00%	96.56%
	Don't Know	Count	0	1	0	0	0	1	0	2
		% within Q33b	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.33%	0.00%	0.00%	0.00%	0.43%	0.00%	0.49%
Total	Count	9	75	29	9	51	230	4	407	
	% within Q33b	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Bid shopping or bid manipulation * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Bid shopping or bid manipulation	Yes	Count	0	1	1	1	4	5	0	12
		% within Q33c	0.00%	8.33%	8.33%	8.33%	33.33%	41.67%	0.00%	100.00%
		% within Business Ownership	0.00%	1.33%	3.45%	11.11%	7.84%	2.17%	0.00%	2.95%
	No	Count	9	74	28	8	47	224	4	394
		% within Q33c	2.28%	18.78%	7.11%	2.03%	11.93%	56.85%	1.02%	100.00%
		% within Business Ownership	100.00%	98.67%	96.55%	88.89%	92.16%	97.39%	100.00%	96.81%
	Don't Know	Count	0	0	0	0	0	1	0	1
		% within Q33c	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.43%	0.00%	0.25%
Total	Count	9	75	29	9	51	230	4	407	
	% within Q33c	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Double standards in performance * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Double standards in performance	Yes	Count	0	1	0	1	2	6	0	10
		% within Q33d	0.00%	10.00%	0.00%	10.00%	20.00%	60.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.33%	0.00%	11.11%	3.92%	2.61%	0.00%	2.46%
	No	Count	9	74	29	8	49	223	4	396
		% within Q33d	2.27%	18.69%	7.32%	2.02%	12.37%	56.31%	1.01%	100.00%
		% within Business Ownership	100.00%	98.67%	100.00%	88.89%	96.08%	96.96%	100.00%	97.30%
	Don't Know	Count	0	0	0	0	0	1	0	1
		% within Q33d	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.43%	0.00%	0.25%
Total	Count	9	75	29	9	51	230	4	407	
	% within Q33d	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Denial of opportunity to bid * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Denial of opportunity to bid	Yes	Count	0	0	0	1	0	6	0	7
		% within Q33e	0.00%	0.00%	0.00%	14.29%	0.00%	85.71%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	11.11%	0.00%	2.61%	0.00%	1.72%
	No	Count	9	75	29	8	51	222	4	398
		% within Q33e	2.26%	18.84%	7.29%	2.01%	12.81%	55.78%	1.01%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	88.89%	100.00%	96.52%	100.00%	97.79%
	Don't Know	Count	0	0	0	0	0	2	0	2
		% within Q33e	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.87%	0.00%	0.49%
Total		Count	9	75	29	9	51	230	4	407
		% within Q33e	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unfair denial of contract award * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unfair denial of contract award	Yes	Count	0	2	1	0	1	3	0	7
		% within Q33f	0.00%	28.57%	14.29%	0.00%	14.29%	42.86%	0.00%	100.00%
		% within Business Ownership	0.00%	2.67%	3.45%	0.00%	1.96%	1.30%	0.00%	1.72%
	No	Count	9	73	28	9	50	226	4	399
		% within Q33f	2.26%	18.30%	7.02%	2.26%	12.53%	56.64%	1.00%	100.00%
		% within Business Ownership	100.00%	97.33%	96.55%	100.00%	98.04%	98.26%	100.00%	98.03%
	Don't Know	Count	0	0	0	0	0	1	0	1
		% within Q33f	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.43%	0.00%	0.25%
Total		Count	9	75	29	9	51	230	4	407
		% within Q33f	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unfair termination * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unfair termination	Yes	Count	0	0	0	0	1	0	0	1
		% within Q33g	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.96%	0.00%	0.00%	0.25%
	No	Count	9	75	29	9	50	229	4	405
		% within Q33g	2.22%	18.52%	7.16%	2.22%	12.35%	56.54%	0.99%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	98.04%	99.57%	100.00%	99.51%
	Don't Know	Count	0	0	0	0	0	1	0	1
		% within Q33g	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.43%	0.00%	0.25%
Total		Count	9	75	29	9	51	230	4	407
		% within Q33g	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unequal price quotes from suppliers * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q33- Still talking about prime contractors/vendors, while doing business or attempting to do business as a Subcontractor, have you experienced any of the following as a form of discrimination? Unequal price quotes from suppliers	Yes	Count	0	0	0	1	3	3	0	7
		% within Q33h	0.00%	0.00%	0.00%	14.29%	42.86%	42.86%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	11.11%	5.88%	1.30%	0.00%	1.72%
	No	Count	9	74	29	8	47	226	4	397
		% within Q33h	2.27%	18.64%	7.30%	2.02%	11.84%	56.93%	1.01%	100.00%
		% within Business Ownership	100.00%	98.67%	100.00%	88.89%	92.16%	98.26%	100.00%	97.54%
	Don't Know	Count	0	1	0	0	1	1	0	3
		% within Q33h	0.00%	33.33%	0.00%	0.00%	33.33%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	1.33%	0.00%	0.00%	1.96%	0.43%	0.00%	0.74%
Total		Count	9	75	29	9	51	230	4	407
		% within Q33h	2.21%	18.43%	7.13%	2.21%	12.53%	56.51%	0.98%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q34- How often do prime contractors/vendors who use your company as a subcontractor on public sector projects with M/WBE goals solicit your company on projects (private or public) without M/WBE goals? * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q34- How often do prime contractors/vendors who use your company as a subcontractor on public sector projects with M/WBE goals solicit your company on projects (private or public) without M/WBE goals?	Very Often	Count	1	4	3	1	8	14	0	31
		% within Q16	3.23%	12.90%	9.68%	3.23%	25.81%	45.16%	0.00%	100.00%
		% within Business Ownership	9.09%	5.13%	8.57%	11.11%	13.56%	5.43%	0.00%	6.80%
	Sometimes	Count	1	3	4	1	10	12	0	31
		% within Q16	3.23%	9.68%	12.90%	3.23%	32.26%	38.71%	0.00%	100.00%
		% within Business Ownership	9.09%	3.85%	11.43%	11.11%	16.95%	4.65%	0.00%	6.80%
	Seldom	Count	0	8	1	1	7	14	1	32
		% within Q16	0.00%	25.00%	3.13%	3.13%	21.88%	43.75%	3.13%	100.00%
		% within Business Ownership	0.00%	10.26%	2.86%	11.11%	11.86%	5.43%	16.67%	7.02%
	Never	Count	3	25	14	3	16	55	2	118
		% within Q16	2.54%	21.19%	11.86%	2.54%	13.56%	46.61%	1.69%	100.00%
		% within Business Ownership	27.27%	32.05%	40.00%	33.33%	27.12%	21.32%	33.33%	25.88%
	Don't Know	Count	1	25	7	2	9	39	1	84
		% within Q16	1.19%	29.76%	8.33%	2.38%	10.71%	46.43%	1.19%	100.00%
		% within Business Ownership	9.09%	32.05%	20.00%	22.22%	15.25%	15.12%	16.67%	18.42%
	Not Applicable	Count	5	13	6	1	9	124	2	160
		% within Q16	3.13%	8.13%	3.75%	0.63%	5.63%	77.50%	1.25%	100.00%
		% within Business Ownership	45.45%	16.67%	17.14%	11.11%	15.25%	48.06%	33.33%	35.09%
Total	Count	11	78	35	9	59	258	6	456	
	% within Q16	2.41%	17.11%	7.68%	1.97%	12.94%	56.58%	1.32%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q34- How often do prime contractors/vendors who use your company as a subcontractor on public sector projects with M/WBE goals solicit your company on projects (private or public) without M/WBE goals? * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q34- How often do prime contractors/vendors who use your company as a subcontractor on public sector projects with M/WBE goals solicit your company on projects (private or public) without M/WBE goals?	Very Often	Count	1	4	3	1	7	13	0	29
		% within Q16	3.45%	13.79%	10.34%	3.45%	24.14%	44.83%	0.00%	100.00%
		% within Business Ownership	11.11%	5.33%	10.34%	11.11%	13.73%	5.68%	0.00%	7.14%
	Sometimes	Count	1	3	4	1	9	10		28
		% within Q16	3.57%	10.71%	14.29%	3.57%	32.14%	35.71%	0.00%	100.00%
		% within Business Ownership	11.11%	4.00%	13.79%	11.11%	17.65%	4.37%	0.00%	6.90%
	Seldom	Count	0	8	1	1	5	14	1	30
		% within Q16	0.00%	26.67%	3.33%	3.33%	16.67%	46.67%	3.33%	100.00%
		% within Business Ownership	0.00%	10.67%	3.45%	11.11%	9.80%	6.11%	25.00%	7.39%
	Never	Count	3	23	11	3	15	48	0	103
		% within Q16	2.91%	22.33%	10.68%	2.91%	14.56%	46.60%	0.00%	100.00%
		% within Business Ownership	33.33%	30.67%	37.93%	33.33%	29.41%	20.96%	0.00%	25.37%
	Don't Know	Count	1	25	6	2	7	36	1	78
		% within Q16	1.28%	32.05%	7.69%	2.56%	8.97%	46.15%	1.28%	100.00%
		% within Business Ownership	11.11%	33.33%	20.69%	22.22%	13.73%	15.72%	25.00%	19.21%
	Not Applicable	Count	3	12	4	1	8	108	2	138
		% within Q16	2.17%	8.70%	2.90%	0.72%	5.80%	78.26%	1.45%	100.00%
		% within Business Ownership	33.33%	16.00%	13.79%	11.11%	15.69%	47.16%	50.00%	33.99%
Total	Count	9	75	29	9	51	229	4	406	
	% within Q16	2.22%	18.47%	7.14%	2.22%	12.56%	56.40%	0.99%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Pre-qualification requirements * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Pre-qualification requirements	Yes	Count	0	10	5	1	10	20	1	47
		% within Q35a	0.00%	21.28%	10.64%	2.13%	21.28%	42.55%	2.13%	100.00%
		% within Business Ownership	0.00%	5.62%	8.62%	5.88%	3.51%	2.66%	3.85%	3.46%
	No	Count	42	168	53	15	272	723	25	1298
		% within Q35a	3.24%	12.94%	4.08%	1.16%	20.96%	55.70%	1.93%	100.00%
		% within Business Ownership	100.00%	94.38%	91.38%	88.24%	95.44%	96.27%	96.15%	95.65%
	Don't Know	Count	0	0	0	1	3	8	0	12
		% within Q35a	0.00%	0.00%	0.00%	8.33%	25.00%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	5.88%	1.05%	1.07%	0.00%	0.88%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35a	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Performance/payment bond requirements * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Performance/payment bond requirements	Yes	Count	0	10	4	1	8	24	0	47
		% within Q35b	0.00%	21.28%	8.51%	2.13%	17.02%	51.06%	0.00%	100.00%
		% within Business Ownership	0.00%	5.62%	6.90%	5.88%	2.81%	3.20%	0.00%	3.46%
	No	Count	42	166	53	16	273	719	26	1295
		% within Q35b	3.24%	12.82%	4.09%	1.24%	21.08%	55.52%	2.01%	100.00%
		% within Business Ownership	100.00%	93.26%	91.38%	94.12%	95.79%	95.74%	100.00%	95.43%
	Don't Know	Count	0	2	1	0	4	8	0	15
		% within Q35b	0.00%	13.33%	6.67%	0.00%	26.67%	53.33%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	1.72%	0.00%	1.40%	1.07%	0.00%	1.11%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35b	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Cost of bidding/proposing * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Cost of bidding/proposing	Yes	Count	0	6	2	1	5	35	2	51
		% within Q35c	0.00%	11.76%	3.92%	1.96%	9.80%	68.63%	3.92%	100.00%
		% within Business Ownership	0.00%	3.37%	3.45%	5.88%	1.75%	4.66%	7.69%	3.76%
	No	Count	42	170	54	16	278	713	23	1296
		% within Q35c	3.24%	13.12%	4.17%	1.23%	21.45%	55.02%	1.77%	100.00%
		% within Business Ownership	100.00%	95.51%	93.10%	94.12%	97.54%	94.94%	88.46%	95.50%
	Don't Know	Count	0	2	2	0	2	3	1	10
		% within Q35c	0.00%	20.00%	20.00%	0.00%	20.00%	30.00%	10.00%	100.00%
		% within Business Ownership	0.00%	1.12%	3.45%	0.00%	0.70%	0.40%	3.85%	0.74%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35c	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Financing * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Financing	Yes	Count	1	13	2	1	5	15	0	37
		% within Q35d	2.70%	35.14%	5.41%	2.70%	13.51%	40.54%	0.00%	100.00%
		% within Business Ownership	2.38%	7.30%	3.45%	5.88%	1.75%	2.00%	0.00%	2.73%
	No	Count	41	165	56	16	278	732	26	1314
		% within Q35d	3.12%	12.56%	4.26%	1.22%	21.16%	55.71%	1.98%	100.00%
		% within Business Ownership	97.62%	92.70%	96.55%	94.12%	97.54%	97.47%	100.00%	96.83%
	Don't Know	Count	0	0	0	0	2	4	0	6
		% within Q35d	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.70%	0.53%	0.00%	0.44%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35d	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Insurance (general liability, professional liability, etc.) * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Insurance (general liability, professional liability, etc.)	Yes	Count	0	3	3	2	5	13	0	26
		% within Q35e	0.00%	11.54%	11.54%	7.69%	19.23%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	5.17%	11.76%	1.75%	1.73%	0.00%	1.92%
	No	Count	42	175	55	15	278	736	26	1327
		% within Q35e	3.17%	13.19%	4.14%	1.13%	20.95%	55.46%	1.96%	100.00%
		% within Business Ownership	100.00%	98.31%	94.83%	88.24%	97.54%	98.00%	100.00%	97.79%
	Don't Know	Count	0	0	0	0	2	2	0	4
		% within Q35e	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.70%	0.27%	0.00%	0.29%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35e	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Price of supplies/materials * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Price of supplies/materials	Yes	Count	0	6	4	1	4	18	0	33
		% within Q35f	0.00%	18.18%	12.12%	3.03%	12.12%	54.55%	0.00%	100.00%
		% within Business Ownership	0.00%	3.37%	6.90%	5.88%	1.40%	2.40%	0.00%	2.43%
	No	Count	42	172	54	16	279	726	26	1315
		% within Q35f	3.19%	13.08%	4.11%	1.22%	21.22%	55.21%	1.98%	100.00%
		% within Business Ownership	100.00%	96.63%	93.10%	94.12%	97.89%	96.67%	100.00%	96.90%
	Don't Know	Count	0	0	0	0	2	7	0	9
		% within Q35f	0.00%	0.00%	0.00%	0.00%	22.22%	77.78%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.70%	0.93%	0.00%	0.66%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35f	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Short or limited time given to prepare bid package or quote * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Short or limited time given to prepare bid package or quote	Yes	Count	0	5	5	2	9	28	1	50
		% within Q35g	0.00%	10.00%	10.00%	4.00%	18.00%	56.00%	2.00%	100.00%
		% within Business Ownership	0.00%	2.81%	8.62%	11.76%	3.16%	3.73%	3.85%	3.68%
	No	Count	42	173	53	15	274	721	25	1303
		% within Q35g	3.22%	13.28%	4.07%	1.15%	21.03%	55.33%	1.92%	100.00%
		% within Business Ownership	100.00%	97.19%	91.38%	88.24%	96.14%	96.01%	96.15%	96.02%
	Don't Know	Count	0	0	0	0	2	2	0	4
		% within Q35g	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.70%	0.27%	0.00%	0.29%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35g	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Contract too large * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Contract too large	Yes	Count	1	9	5	2	18	47	0	82
		% within Q35h	1.22%	10.98%	6.10%	2.44%	21.95%	57.32%	0.00%	100.00%
		% within Business Ownership	2.38%	5.06%	8.62%	11.76%	6.32%	6.26%	0.00%	6.04%
	No	Count	41	168	52	15	265	700	26	1267
		% within Q35h	3.24%	13.26%	4.10%	1.18%	20.92%	55.25%	2.05%	100.00%
		% within Business Ownership	97.62%	94.38%	89.66%	88.24%	92.98%	93.21%	100.00%	93.37%
	Don't Know	Count	0	1	1	0	2	4	0	8
		% within Q35h	0.00%	12.50%	12.50%	0.00%	25.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	1.72%	0.00%	0.70%	0.53%	0.00%	0.59%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35h	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Selection process/evaluation criteria * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Selection process/evaluation criteria	Yes	Count	1	9	3	1	18	32	1	65
		% within Q35i	1.54%	13.85%	4.62%	1.54%	27.69%	49.23%	1.54%	100.00%
		% within Business Ownership	2.38%	5.06%	5.17%	5.88%	6.32%	4.26%	3.85%	4.79%
	No	Count	41	167	53	16	265	708	25	1275
		% within Q35i	3.22%	13.10%	4.16%	1.25%	20.78%	55.53%	1.96%	100.00%
		% within Business Ownership	97.62%	93.82%	91.38%	94.12%	92.98%	94.27%	96.15%	93.96%
	Don't Know	Count	0	2	2	0	2	11	0	17
		% within Q35i	0.00%	11.76%	11.76%	0.00%	11.76%	64.71%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	3.45%	0.00%	0.70%	1.46%	0.00%	1.25%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q35i	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Slow payment or non-payment * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Slow payment or non-payment	Yes	Count	0	9	6	2	22	63	0	102
		% within Q35j	0.00%	8.82%	5.88%	1.96%	21.57%	61.76%	0.00%	100.00%
		% within Business Ownership	0.00%	5.06%	10.34%	11.76%	7.72%	8.39%	0.00%	7.52%
	No	Count	42	169	52	15	261	686	26	1251
		% within Q35j	3.36%	13.51%	4.16%	1.20%	20.86%	54.84%	2.08%	100.00%
		% within Business Ownership	100.00%	94.94%	89.66%	88.24%	91.58%	91.34%	100.00%	92.19%
	Don't Know	Count	0	0	0	0	2	2	0	4
		% within Q35j	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.70%	0.27%	0.00%	0.29%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q35j	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Competing with large companies * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Competing with large companies	Yes	Count	2	21	5	3	30	67	4	132
		% within Q35k	1.52%	15.91%	3.79%	2.27%	22.73%	50.76%	3.03%	100.00%
		% within Business Ownership	4.76%	11.80%	8.62%	17.65%	10.53%	8.92%	15.38%	9.73%
	No	Count	40	157	52	14	253	680	22	1218
		% within Q35k	3.28%	12.89%	4.27%	1.15%	20.77%	55.83%	1.81%	100.00%
		% within Business Ownership	95.24%	88.20%	89.66%	82.35%	88.77%	90.55%	84.62%	89.76%
	Don't Know	Count	0	0	1	0	2	4	0	7
		% within Q35k	0.00%	0.00%	14.29%	0.00%	28.57%	57.14%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	1.72%	0.00%	0.70%	0.53%	0.00%	0.52%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35k	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Solicitation of subcontractor bids after contract award (I.e. bid shopping) * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Solicitation of subcontractor bids after contract award (I.e. bid shopping)	Yes	Count	0	8	4	2	6	16	0	36
		% within Q35I	0.00%	22.22%	11.11%	5.56%	16.67%	44.44%	0.00%	100.00%
		% within Business Ownership	0.00%	4.49%	6.90%	11.76%	2.11%	2.13%	0.00%	2.65%
	No	Count	42	168	53	15	273	727	26	1304
		% within Q35I	3.22%	12.88%	4.06%	1.15%	20.94%	55.75%	1.99%	100.00%
		% within Business Ownership	100.00%	94.38%	91.38%	88.24%	95.79%	96.80%	100.00%	96.09%
	Don't Know	Count	0	2	1	0	6	8	0	17
		% within Q35I	0.00%	11.76%	5.88%	0.00%	35.29%	47.06%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	1.72%	0.00%	2.11%	1.07%	0.00%	1.25%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35I	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Awarded scope of work reduced or eliminated * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Awarded scope of work reduced or eliminated	Yes	Count	0	1	2	1	6	29	0	39
		% within Q35m	0.00%	2.56%	5.13%	2.56%	15.38%	74.36%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	3.45%	5.88%	2.11%	3.86%	0.00%	2.87%
	No	Count	42	176	55	16	277	717	26	1309
		% within Q35m	3.21%	13.45%	4.20%	1.22%	21.16%	54.77%	1.99%	100.00%
		% within Business Ownership	100.00%	98.88%	94.83%	94.12%	97.19%	95.47%	100.00%	96.46%
	Don't Know	Count	0	1	1	0	2	5	0	9
		% within Q35m	0.00%	11.11%	11.11%	0.00%	22.22%	55.56%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	1.72%	0.00%	0.70%	0.67%	0.00%	0.66%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35m	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Operating at or near capacity * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Operating at or near capacity	Yes	Count	0	8	3	2	7	35	0	55
		% within Q35n	0.00%	14.55%	5.45%	3.64%	12.73%	63.64%	0.00%	100.00%
		% within Business Ownership	0.00%	4.49%	5.17%	11.76%	2.46%	4.66%	0.00%	4.05%
	No	Count	42	168	53	15	275	713	26	1292
		% within Q35n	3.25%	13.00%	4.10%	1.16%	21.28%	55.19%	2.01%	100.00%
		% within Business Ownership	100.00%	94.38%	91.38%	88.24%	96.49%	94.94%	100.00%	95.21%
	Don't Know	Count	0	2	2	0	3	3	0	10
		% within Q35n	0.00%	20.00%	20.00%	0.00%	30.00%	30.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	3.45%	0.00%	1.05%	0.40%	0.00%	0.74%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q35n	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Pre-qualification requirements * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Pre-qualification requirements	Yes	Count	0	9	5	1	9	16	1	41
		% within Q35a	0.00%	21.95%	12.20%	2.44%	21.95%	39.02%	2.44%	100.00%
		% within Business Ownership	0.00%	5.70%	10.00%	7.14%	4.19%	2.75%	5.88%	3.85%
	No	Count	30	149	45	12	204	562	16	1018
		% within Q35a	2.95%	14.64%	4.42%	1.18%	20.04%	55.21%	1.57%	100.00%
		% within Business Ownership	100.00%	94.30%	90.00%	85.71%	94.88%	96.56%	94.12%	95.50%
	Don't Know	Count	0	0	0	1	2	4	0	7
		% within Q35a	0.00%	0.00%	0.00%	14.29%	28.57%	57.14%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	7.14%	0.93%	0.69%	0.00%	0.66%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35a	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Performance/payment bond requirements * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Performance/payment bond requirements	Yes	Count	0	9	4	1	6	19	0	39
		% within Q35b	0.00%	23.08%	10.26%	2.56%	15.38%	48.72%	0.00%	100.00%
		% within Business Ownership	0.00%	5.70%	8.00%	7.14%	2.79%	3.26%	0.00%	3.66%
	No	Count	30	147	46	13	206	559	17	1018
		% within Q35b	2.95%	14.44%	4.52%	1.28%	20.24%	54.91%	1.67%	100.00%
		% within Business Ownership	100.00%	93.04%	92.00%	92.86%	95.81%	96.05%	100.00%	95.50%
	Don't Know	Count	0	2	0	0	3	4	0	9
		% within Q35b	0.00%	22.22%	0.00%	0.00%	33.33%	44.44%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	1.40%	0.69%	0.00%	0.84%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35b	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Cost of bidding/proposing * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Cost of bidding/proposing	Yes	Count	0	6	2	1	3	26	2	40
		% within Q35c	0.00%	15.00%	5.00%	2.50%	7.50%	65.00%	5.00%	100.00%
		% within Business Ownership	0.00%	3.80%	4.00%	7.14%	1.40%	4.47%	11.76%	3.75%
	No	Count	30	150	47	13	211	555	14	1020
		% within Q35c	2.94%	14.71%	4.61%	1.27%	20.69%	54.41%	1.37%	100.00%
		% within Business Ownership	100.00%	94.94%	94.00%	92.86%	98.14%	95.36%	82.35%	95.68%
	Don't Know	Count	0	2	1	0	1	1	1	6
		% within Q35c	0.00%	33.33%	16.67%	0.00%	16.67%	16.67%	16.67%	100.00%
		% within Business Ownership	0.00%	1.27%	2.00%	0.00%	0.47%	0.17%	5.88%	0.56%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35c	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Financing * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Financing	Yes	Count	1	12	2	1	5	12	0	33
		% within Q35d	3.03%	36.36%	6.06%	3.03%	15.15%	36.36%	0.00%	100.00%
		% within Business Ownership	3.33%	7.59%	4.00%	7.14%	2.33%	2.06%	0.00%	3.10%
	No	Count	29	146	48	13	209	568	17	1030
		% within Q35d	2.82%	14.17%	4.66%	1.26%	20.29%	55.15%	1.65%	100.00%
		% within Business Ownership	96.67%	92.41%	96.00%	92.86%	97.21%	97.59%	100.00%	96.62%
	Don't Know	Count	0	0	0	0	1	2	0	3
		% within Q35d	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.47%	0.34%	0.00%	0.28%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35d	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Insurance (general liability, professional liability, etc.) * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Insurance (general liability, professional liability, etc.)	Yes	Count	0	2	3	2	3	9	0	19
		% within Q35e	0.00%	10.53%	15.79%	10.53%	15.79%	47.37%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	6.00%	14.29%	1.40%	1.55%	0.00%	1.78%
	No	Count	30	156	47	12	211	573	17	1046
		% within Q35e	2.87%	14.91%	4.49%	1.15%	20.17%	54.78%	1.63%	100.00%
		% within Business Ownership	100.00%	98.73%	94.00%	85.71%	98.14%	98.45%	100.00%	98.12%
	Don't Know	Count	0	0	0	0	1	0	0	1
		% within Q35e	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.47%	0.00%	0.00%	0.09%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35e	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Price of supplies/materials * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Price of supplies/materials	Yes	Count	0	5	3	1	4	13	0	26
		% within Q35f	0.00%	19.23%	11.54%	3.85%	15.38%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	3.16%	6.00%	7.14%	1.86%	2.23%	0.00%	2.44%
	No	Count	30	153	47	13	210	566	17	1036
		% within Q35f	2.90%	14.77%	4.54%	1.25%	20.27%	54.63%	1.64%	100.00%
		% within Business Ownership	100.00%	96.84%	94.00%	92.86%	97.67%	97.25%	100.00%	97.19%
	Don't Know	Count	0	0	0	0	1	3	0	4
		% within Q35f	0.00%	0.00%	0.00%	0.00%	25.00%	75.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.47%	0.52%	0.00%	0.38%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35f	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Short or limited time given to prepare bid package or quote * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Short or limited time given to prepare bid package or quote	Yes	Count	0	5	4	2	8	22	1	42
		% within Q35g	0.00%	11.90%	9.52%	4.76%	19.05%	52.38%	2.38%	100.00%
		% within Business Ownership	0.00%	3.16%	8.00%	14.29%	3.72%	3.78%	5.88%	3.94%
	No	Count	30	153	46	12	206	560	16	1023
		% within Q35g	2.93%	14.96%	4.50%	1.17%	20.14%	54.74%	1.56%	100.00%
		% within Business Ownership	100.00%	96.84%	92.00%	85.71%	95.81%	96.22%	94.12%	95.97%
	Don't Know	Count	0	0	0	0	1	0	0	1
		% within Q35g	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.47%	0.00%	0.00%	0.09%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35g	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Contract too large * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Contract too large	Yes	Count	1	9	4	1	15	36	0	66
		% within Q35h	1.52%	13.64%	6.06%	1.52%	22.73%	54.55%	0.00%	100.00%
		% within Business Ownership	3.33%	5.70%	8.00%	7.14%	6.98%	6.19%	0.00%	6.19%
	No	Count	29	148	45	13	199	545	17	996
		% within Q35h	2.91%	14.86%	4.52%	1.31%	19.98%	54.72%	1.71%	100.00%
		% within Business Ownership	96.67%	93.67%	90.00%	92.86%	92.56%	93.64%	100.00%	93.43%
	Don't Know	Count	0	1	1	0	1	1	0	4
		% within Q35h	0.00%	25.00%	25.00%	0.00%	25.00%	25.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	2.00%	0.00%	0.47%	0.17%	0.00%	0.38%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35h	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Selection process/evaluation criteria * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Selection process/evaluation criteria	Yes	Count	1	9	3	1	15	27	0	56
		% within Q35i	1.79%	16.07%	5.36%	1.79%	26.79%	48.21%	0.00%	100.00%
		% within Business Ownership	3.33%	5.70%	6.00%	7.14%	6.98%	4.64%	0.00%	5.25%
	No	Count	29	147	47	13	199	547	17	999
		% within Q35i	2.90%	14.71%	4.70%	1.30%	19.92%	54.75%	1.70%	100.00%
		% within Business Ownership	96.67%	93.04%	94.00%	92.86%	92.56%	93.99%	100.00%	93.71%
	Don't Know	Count	0	2	0	0	1	8	0	11
		% within Q35i	0.00%	18.18%	0.00%	0.00%	9.09%	72.73%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	0.47%	1.37%	0.00%	1.03%
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q35i	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Slow payment or non-payment * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Slow payment or non-payment	Yes	Count	0	9	5	2	17	49	0	82
		% within Q35j	0.00%	10.98%	6.10%	2.44%	20.73%	59.76%	0.00%	100.00%
		% within Business Ownership	0.00%	5.70%	10.00%	14.29%	7.91%	8.42%	0.00%	7.69%
	No	Count	30	149	45	12	197	533	17	983
		% within Q35j	3.05%	15.16%	4.58%	1.22%	20.04%	54.22%	1.73%	100.00%
		% within Business Ownership	100.00%	94.30%	90.00%	85.71%	91.63%	91.58%	100.00%	92.21%
	Don't Know	Count	0	0	0	0	1	0	0	1
		% within Q35j	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.47%	0.00%	0.00%	0.09%
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q35j	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Competing with large companies * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Competing with large companies	Yes	Count	2	21	5	2	25	55	4	114
		% within Q35k	1.75%	18.42%	4.39%	1.75%	21.93%	48.25%	3.51%	100.00%
		% within Business Ownership	6.67%	13.29%	10.00%	14.29%	11.63%	9.45%	23.53%	10.69%
	No	Count	28	137	45	12	189	526	13	950
		% within Q35k	2.95%	14.42%	4.74%	1.26%	19.89%	55.37%	1.37%	100.00%
		% within Business Ownership	93.33%	86.71%	90.00%	85.71%	87.91%	90.38%	76.47%	89.12%
	Don't Know	Count	0	0	0	0	1	1	0	2
		% within Q35k	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.47%	0.17%	0.00%	0.19%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35k	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Solicitation of subcontractor bids after contract award (I.e. bid shopping) * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Solicitation of subcontractor bids after contract award (I.e. bid shopping)	Yes	Count	0	7	4	2	5	14	0	32
		% within Q35I	0.00%	21.88%	12.50%	6.25%	15.63%	43.75%	0.00%	100.00%
		% within Business Ownership	0.00%	4.43%	8.00%	14.29%	2.33%	2.41%	0.00%	3.00%
	No	Count	30	149	46	12	205	563	17	1022
		% within Q35I	2.94%	14.58%	4.50%	1.17%	20.06%	55.09%	1.66%	100.00%
		% within Business Ownership	100.00%	94.30%	92.00%	85.71%	95.35%	96.74%	100.00%	95.87%
	Don't Know	Count	0	2	0	0	5	5	0	12
		% within Q35I	0.00%	16.67%	0.00%	0.00%	41.67%	41.67%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	2.33%	0.86%	0.00%	1.13%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35I	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Awarded scope of work reduced or eliminated * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Awarded scope of work reduced or eliminated	Yes	Count	0	1	2	1	5	22	0	31
		% within Q35m	0.00%	3.23%	6.45%	3.23%	16.13%	70.97%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	4.00%	7.14%	2.33%	3.78%	0.00%	2.91%
	No	Count	30	156	48	13	209	558	17	1031
		% within Q35m	2.91%	15.13%	4.66%	1.26%	20.27%	54.12%	1.65%	100.00%
		% within Business Ownership	100.00%	98.73%	96.00%	92.86%	97.21%	95.88%	100.00%	96.72%
	Don't Know	Count	0	1	0	0	1	2	0	4
		% within Q35m	0.00%	25.00%	0.00%	0.00%	25.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	0.47%	0.34%	0.00%	0.38%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35m	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Operating at or near capacity * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q35- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the City of Tallahassee? Operating at or near capacity	Yes	Count	0	7	2	2	7	25	0	43
		% within Q35n	0.00%	16.28%	4.65%	4.65%	16.28%	58.14%	0.00%	100.00%
		% within Business Ownership	0.00%	4.43%	4.00%	14.29%	3.26%	4.30%	0.00%	4.03%
	No	Count	30	149	48	12	206	556	17	1018
		% within Q35n	2.95%	14.64%	4.72%	1.18%	20.24%	54.62%	1.67%	100.00%
		% within Business Ownership	100.00%	94.30%	96.00%	85.71%	95.81%	95.53%	100.00%	95.50%
	Don't Know	Count	0	2	0	0	2	1	0	5
		% within Q35n	0.00%	40.00%	0.00%	0.00%	40.00%	20.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	0.93%	0.17%	0.00%	0.47%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q35n	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Pre-qualification requirements * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Pre-qualification requirements	Yes	Count	0	8	3	0	5	12	0	28
		% within Q36a	0.00%	28.57%	10.71%	0.00%	17.86%	42.86%	0.00%	100.00%
		% within Business Ownership	0.00%	4.49%	5.17%	0.00%	1.75%	1.60%	0.00%	2.06%
	No	Count	42	169	55	16	275	732	26	1315
		% within Q36a	3.19%	12.85%	4.18%	1.22%	20.91%	55.67%	1.98%	100.00%
		% within Business Ownership	100.00%	94.94%	94.83%	94.12%	96.49%	97.47%	100.00%	96.90%
	Don't Know	Count	0	1	0	1	5	7	0	14
		% within Q36a	0.00%	7.14%	0.00%	7.14%	35.71%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	1.75%	0.93%	0.00%	1.03%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36a	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Performance/payment bond requirements * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Performance/payment bond requirements	Yes	Count	0	8	3	0	6	18	0	35
		% within Q36b	0.00%	22.86%	8.57%	0.00%	17.14%	51.43%	0.00%	100.00%
		% within Business Ownership	0.00%	4.49%	5.17%	0.00%	2.11%	2.40%	0.00%	2.58%
	No	Count	42	167	54	17	273	726	26	1305
		% within Q36b	3.22%	12.80%	4.14%	1.30%	20.92%	55.63%	1.99%	100.00%
		% within Business Ownership	100.00%	93.82%	93.10%	100.00%	95.79%	96.67%	100.00%	96.17%
	Don't Know	Count	0	3	1	0	6	7	0	17
		% within Q36b	0.00%	17.65%	5.88%	0.00%	35.29%	41.18%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	1.72%	0.00%	2.11%	0.93%	0.00%	1.25%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36b	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Cost of bidding/proposing * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Cost of bidding/proposing	Yes	Count	0	3	1	0	4	26	0	34
		% within Q36c	0.00%	8.82%	2.94%	0.00%	11.76%	76.47%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	1.72%	0.00%	1.40%	3.46%	0.00%	2.51%
	No	Count	42	172	55	17	277	722	25	1310
		% within Q36c	3.21%	13.13%	4.20%	1.30%	21.15%	55.11%	1.91%	100.00%
		% within Business Ownership	100.00%	96.63%	94.83%	100.00%	97.19%	96.14%	96.15%	96.54%
	Don't Know	Count	0	3	2	0	4	3	1	13
		% within Q36c	0.00%	23.08%	15.38%	0.00%	30.77%	23.08%	7.69%	100.00%
		% within Business Ownership	0.00%	1.69%	3.45%	0.00%	1.40%	0.40%	3.85%	0.96%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36c	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Financing * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Financing	Yes	Count	1	7	1	0	4	12	0	25
		% within Q36d	4.00%	28.00%	4.00%	0.00%	16.00%	48.00%	0.00%	100.00%
		% within Business Ownership	2.38%	3.93%	1.72%	0.00%	1.40%	1.60%	0.00%	1.84%
	No	Count	41	170	57	17	277	735	26	1323
		% within Q36d	3.10%	12.85%	4.31%	1.28%	20.94%	55.56%	1.97%	100.00%
		% within Business Ownership	97.62%	95.51%	98.28%	100.00%	97.19%	97.87%	100.00%	97.49%
	Don't Know	Count	0	1	0	0	4	4	0	9
		% within Q36d	0.00%	11.11%	0.00%	0.00%	44.44%	44.44%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	0.00%	1.40%	0.53%	0.00%	0.66%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36d	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Insurance (general liability, professional liability, etc.) * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Insurance (general liability, professional liability, etc.)	Yes	Count	0	2	2	1	4	6	0	15
		% within Q36e	0.00%	13.33%	13.33%	6.67%	26.67%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	3.45%	5.88%	1.40%	0.80%	0.00%	1.11%
	No	Count	42	175	56	15	277	742	26	1333
		% within Q36e	3.15%	13.13%	4.20%	1.13%	20.78%	55.66%	1.95%	100.00%
		% within Business Ownership	100.00%	98.31%	96.55%	88.24%	97.19%	98.80%	100.00%	98.23%
	Don't Know	Count	0	1	0	1	4	3	0	9
		% within Q36e	0.00%	11.11%	0.00%	11.11%	44.44%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	1.40%	0.40%	0.00%	0.66%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36e	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Price of supplies/materials * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Price of supplies/materials	Yes	Count	0	3	3	0	3	12	0	21
		% within Q36f	0.00%	14.29%	14.29%	0.00%	14.29%	57.14%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	5.17%	0.00%	1.05%	1.60%	0.00%	1.55%
	No	Count	42	174	55	16	278	732	26	1323
		% within Q36f	3.17%	13.15%	4.16%	1.21%	21.01%	55.33%	1.97%	100.00%
		% within Business Ownership	100.00%	97.75%	94.83%	94.12%	97.54%	97.47%	100.00%	97.49%
	Don't Know	Count	0	1	0	1	4	7	0	13
		% within Q36f	0.00%	7.69%	0.00%	7.69%	30.77%	53.85%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	1.40%	0.93%	0.00%	0.96%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36f	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Short or limited time given to prepare bid package or quote * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Short or limited time given to prepare bid package or quote	Yes	Count	0	4	5	1	6	23	1	40
		% within Q36g	0.00%	10.00%	12.50%	2.50%	15.00%	57.50%	2.50%	100.00%
		% within Business Ownership	0.00%	2.25%	8.62%	5.88%	2.11%	3.06%	3.85%	2.95%
	No	Count	42	173	53	15	275	726	25	1309
		% within Q36g	3.21%	13.22%	4.05%	1.15%	21.01%	55.46%	1.91%	100.00%
		% within Business Ownership	100.00%	97.19%	91.38%	88.24%	96.49%	96.67%	96.15%	96.46%
	Don't Know	Count	0	1	0	1	4	2	0	8
		% within Q36g	0.00%	12.50%	0.00%	12.50%	50.00%	25.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	1.40%	0.27%	0.00%	0.59%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36g	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Contract too large * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Contract too large	Yes	Count	0	7	3	0	12	38	0	60
		% within Q36h	0.00%	11.67%	5.00%	0.00%	20.00%	63.33%	0.00%	100.00%
		% within Business Ownership	0.00%	3.93%	5.17%	0.00%	4.21%	5.06%	0.00%	4.42%
	No	Count	42	170	54	17	269	709	26	1287
		% within Q36h	3.26%	13.21%	4.20%	1.32%	20.90%	55.09%	2.02%	100.00%
		% within Business Ownership	100.00%	95.51%	93.10%	100.00%	94.39%	94.41%	100.00%	94.84%
	Don't Know	Count	0	1	1	0	4	4	0	10
		% within Q36h	0.00%	10.00%	10.00%	0.00%	40.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	1.72%	0.00%	1.40%	0.53%	0.00%	0.74%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36h	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Blueprint? Selection process/evaluation criteria * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Blueprint? Selection process/evaluation criteria	Yes	Count	2	5	2	0	6	12	0	27
		% within Q36i	7.41%	18.52%	7.41%	0.00%	22.22%	44.44%	0.00%	100.00%
		% within Business Ownership	4.76%	2.81%	3.45%	0.00%	2.11%	1.60%	0.00%	1.99%
	No	Count	40	170	54	17	275	727	26	1309
		% within Q36i	3.06%	12.99%	4.13%	1.30%	21.01%	55.54%	1.99%	100.00%
		% within Business Ownership	95.24%	95.51%	93.10%	100.00%	96.49%	96.80%	100.00%	96.46%
	Don't Know	Count	0	3	2	0	4	12	0	21
		% within Q36i	0.00%	14.29%	9.52%	0.00%	19.05%	57.14%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	3.45%	0.00%	1.40%	1.60%	0.00%	1.55%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q36i	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Blueprint? Slow payment or non-payment * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Blueprint? Slow payment or non-payment	Yes	Count	0	7	5	1	16	49	0	78
		% within Q36j	0.00%	8.97%	6.41%	1.28%	20.51%	62.82%	0.00%	100.00%
		% within Business Ownership	0.00%	3.93%	8.62%	5.88%	5.61%	6.52%	0.00%	5.75%
	No	Count	42	170	53	16	265	700	26	1272
		% within Q36j	3.30%	13.36%	4.17%	1.26%	20.83%	55.03%	2.04%	100.00%
		% within Business Ownership	100.00%	95.51%	91.38%	94.12%	92.98%	93.21%	100.00%	93.74%
	Don't Know	Count	0	1	0	0	4	2	0	7
		% within Q36j	0.00%	14.29%	0.00%	0.00%	57.14%	28.57%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	0.00%	1.40%	0.27%	0.00%	0.52%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q36j	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Competing with large companies * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Competing with large companies	Yes	Count	1	16	4	1	19	43	2	86
		% within Q36k	1.16%	18.60%	4.65%	1.16%	22.09%	50.00%	2.33%	100.00%
		% within Business Ownership	2.38%	8.99%	6.90%	5.88%	6.67%	5.73%	7.69%	6.34%
	No	Count	41	160	53	16	262	703	24	1259
		% within Q36k	3.26%	12.71%	4.21%	1.27%	20.81%	55.84%	1.91%	100.00%
		% within Business Ownership	97.62%	89.89%	91.38%	94.12%	91.93%	93.61%	92.31%	92.78%
	Don't Know	Count	0	2	1	0	4	5	0	12
		% within Q36k	0.00%	16.67%	8.33%	0.00%	33.33%	41.67%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	1.72%	0.00%	1.40%	0.67%	0.00%	0.88%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36k	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Solicitation of subcontractor bids after contract award (I.e. bid shopping) * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Solicitation of subcontractor bids after contract award (I.e. bid shopping)	Yes	Count	0	4	2	1	4	12	0	23
		% within Q36l	0.00%	17.39%	8.70%	4.35%	17.39%	52.17%	0.00%	100.00%
		% within Business Ownership	0.00%	2.25%	3.45%	5.88%	1.40%	1.60%	0.00%	1.69%
	No	Count	42	172	55	16	273	729	26	1313
		% within Q36l	3.20%	13.10%	4.19%	1.22%	20.79%	55.52%	1.98%	100.00%
		% within Business Ownership	100.00%	96.63%	94.83%	94.12%	95.79%	97.07%	100.00%	96.76%
	Don't Know	Count	0	2	1	0	8	10	0	21
		% within Q36l	0.00%	9.52%	4.76%	0.00%	38.10%	47.62%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	1.72%	0.00%	2.81%	1.33%	0.00%	1.55%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36l	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Awarded scope of work reduced or eliminated * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American /American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Awarded scope of work reduced or eliminated	Yes	Count	0	1	1	0	6	24	0	32
		% within Q36m	0.00%	3.13%	3.13%	0.00%	18.75%	75.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	1.72%	0.00%	2.11%	3.20%	0.00%	2.36%
	No	Count	42	175	55	17	275	724	26	1314
		% within Q36m	3.20%	13.32%	4.19%	1.29%	20.93%	55.10%	1.98%	100.00%
		% within Business Ownership	100.00%	98.31%	94.83%	100.00%	96.49%	96.40%	100.00%	96.83%
	Don't Know	Count	0	2	2	0	4	3	0	11
		% within Q36m	0.00%	18.18%	18.18%	0.00%	36.36%	27.27%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	3.45%	0.00%	1.40%	0.40%	0.00%	0.81%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36m	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Operating at or near capacity * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American /American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Operating at or near capacity	Yes	Count	0	4	2	1	5	26	0	38
		% within Q36n	0.00%	10.53%	5.26%	2.63%	13.16%	68.42%	0.00%	100.00%
		% within Business Ownership	0.00%	2.25%	3.45%	5.88%	1.75%	3.46%	0.00%	2.80%
	No	Count	42	171	53	16	275	722	26	1305
		% within Q36n	3.22%	13.10%	4.06%	1.23%	21.07%	55.33%	1.99%	100.00%
		% within Business Ownership	100.00%	96.07%	91.38%	94.12%	96.49%	96.14%	100.00%	96.17%
	Don't Know	Count	0	3	3	0	5	3	0	14
		% within Q36n	0.00%	21.43%	21.43%	0.00%	35.71%	21.43%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	5.17%	0.00%	1.75%	0.40%	0.00%	1.03%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q36n	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Pre-qualification requirements * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Pre-qualification requirements	Yes	Count	0	8	3	0	5	8	0	24
		% within Q36a	0.00%	33.33%	12.50%	0.00%	20.83%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	5.06%	6.00%	0.00%	2.33%	1.37%	0.00%	2.25%
	No	Count	30	149	47	13	206	571	17	1033
		% within Q36a	2.90%	14.42%	4.55%	1.26%	19.94%	55.28%	1.65%	100.00%
		% within Business Ownership	100.00%	94.30%	94.00%	92.86%	95.81%	98.11%	100.00%	96.90%
	Don't Know	Count	0	1	0	1	4	3	0	9
		% within Q36a	0.00%	11.11%	0.00%	11.11%	44.44%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	1.86%	0.52%	0.00%	0.84%
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q36a	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Performance/payment bond requirements * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Performance/payment bond requirements	Yes	Count	0	8	3	0	5	13	0	29
		% within Q36b	0.00%	27.59%	10.34%	0.00%	17.24%	44.83%	0.00%	100.00%
		% within Business Ownership	0.00%	5.06%	6.00%	0.00%	2.33%	2.23%	0.00%	2.72%
	No	Count	30	147	47	14	205	566	17	1026
		% within Q36b	2.92%	14.33%	4.58%	1.36%	19.98%	55.17%	1.66%	100.00%
		% within Business Ownership	100.00%	93.04%	94.00%	100.00%	95.35%	97.25%	100.00%	96.25%
	Don't Know	Count	0	3	0	0	5	3	0	11
		% within Q36b	0.00%	27.27%	0.00%	0.00%	45.45%	27.27%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	0.00%	0.00%	2.33%	0.52%	0.00%	1.03%
Total	Count	30	158	50	14	215	582	17	1066	
	% within Q36b	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Cost of bidding/proposing * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Cost of bidding/proposing	Yes	Count	0	3	1	0	2	18	0	24
		% within Q36c	0.00%	12.50%	4.17%	0.00%	8.33%	75.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	2.00%	0.00%	0.93%	3.09%	0.00%	2.25%
	No	Count	30	152	48	14	210	563	16	1033
		% within Q36c	2.90%	14.71%	4.65%	1.36%	20.33%	54.50%	1.55%	100.00%
		% within Business Ownership	100.00%	96.20%	96.00%	100.00%	97.67%	96.74%	94.12%	96.90%
	Don't Know	Count	0	3	1	0	3	1	1	9
		% within Q36c	0.00%	33.33%	11.11%	0.00%	33.33%	11.11%	11.11%	100.00%
		% within Business Ownership	0.00%	1.90%	2.00%	0.00%	1.40%	0.17%	5.88%	0.84%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36c	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Financing * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Financing	Yes	Count	1	7	1	0	4	9	0	22
		% within Q36d	4.55%	31.82%	4.55%	0.00%	18.18%	40.91%	0.00%	100.00%
		% within Business Ownership	3.33%	4.43%	2.00%	0.00%	1.86%	1.55%	0.00%	2.06%
	No	Count	29	150	49	14	208	571	17	1038
		% within Q36d	2.79%	14.45%	4.72%	1.35%	20.04%	55.01%	1.64%	100.00%
		% within Business Ownership	96.67%	94.94%	98.00%	100.00%	96.74%	98.11%	100.00%	97.37%
	Don't Know	Count	0	1	0	0	3	2	0	6
		% within Q36d	0.00%	16.67%	0.00%	0.00%	50.00%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	1.40%	0.34%	0.00%	0.56%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36d	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Insurance (general liability, professional liability, etc.) * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Insurance (general liability, professional liability, etc.)	Yes	Count	0	2	2	1	2	2	0	9
		% within Q36e	0.00%	22.22%	22.22%	11.11%	22.22%	22.22%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	4.00%	7.14%	0.93%	0.34%	0.00%	0.84%
	No	Count	30	155	48	12	210	579	17	1051
		% within Q36e	2.85%	14.75%	4.57%	1.14%	19.98%	55.09%	1.62%	100.00%
		% within Business Ownership	100.00%	98.10%	96.00%	85.71%	97.67%	99.48%	100.00%	98.59%
	Don't Know	Count	0	1	0	1	3	1	0	6
		% within Q36e	0.00%	16.67%	0.00%	16.67%	50.00%	16.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	1.40%	0.17%	0.00%	0.56%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36e	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Price of supplies/materials * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Price of supplies/materials	Yes	Count	0	3	2	0	3	7	0	15
		% within Q36f	0.00%	20.00%	13.33%	0.00%	20.00%	46.67%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	4.00%	0.00%	1.40%	1.20%	0.00%	1.41%
	No	Count	30	154	48	13	209	572	17	1043
		% within Q36f	2.88%	14.77%	4.60%	1.25%	20.04%	54.84%	1.63%	100.00%
		% within Business Ownership	100.00%	97.47%	96.00%	92.86%	97.21%	98.28%	100.00%	97.84%
	Don't Know	Count	0	1	0	1	3	3	0	8
		% within Q36f	0.00%	12.50%	0.00%	12.50%	37.50%	37.50%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	1.40%	0.52%	0.00%	0.75%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36f	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Short or limited time given to prepare bid package or quote * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Short or limited time given to prepare bid package or quote	Yes	Count	0	4	4	1	5	18	1	33
		% within Q36g	0.00%	12.12%	12.12%	3.03%	15.15%	54.55%	3.03%	100.00%
		% within Business Ownership	0.00%	2.53%	8.00%	7.14%	2.33%	3.09%	5.88%	3.10%
	No	Count	30	153	46	12	207	564	16	1028
		% within Q36g	2.92%	14.88%	4.47%	1.17%	20.14%	54.86%	1.56%	100.00%
		% within Business Ownership	100.00%	96.84%	92.00%	85.71%	96.28%	96.91%	94.12%	96.44%
	Don't Know	Count	0	1	0	1	3	0	0	5
		% within Q36g	0.00%	20.00%	0.00%	20.00%	60.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	1.40%	0.00%	0.00%	0.47%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36g	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Contract too large * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Contract too large	Yes	Count	0	7	2	0	10	31	0	50
		% within Q36h	0.00%	14.00%	4.00%	0.00%	20.00%	62.00%	0.00%	100.00%
		% within Business Ownership	0.00%	4.43%	4.00%	0.00%	4.65%	5.33%	0.00%	4.69%
	No	Count	30	150	47	14	202	550	17	1010
		% within Q36h	2.97%	14.85%	4.65%	1.39%	20.00%	54.46%	1.68%	100.00%
		% within Business Ownership	100.00%	94.94%	94.00%	100.00%	93.95%	94.50%	100.00%	94.75%
	Don't Know	Count	0	1	1	0	3	1	0	6
		% within Q36h	0.00%	16.67%	16.67%	0.00%	50.00%	16.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	2.00%	0.00%	1.40%	0.17%	0.00%	0.56%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36h	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Selection process/evaluation criteria * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Selection process/evaluation criteria	Yes	Count	2	5	2	0	5	9	0	23
		% within Q36i	8.70%	21.74%	8.70%	0.00%	21.74%	39.13%	0.00%	100.00%
		% within Business Ownership	6.67%	3.16%	4.00%	0.00%	2.33%	1.55%	0.00%	2.16%
	No	Count	28	150	48	14	207	565	17	1029
		% within Q36i	2.72%	14.58%	4.66%	1.36%	20.12%	54.91%	1.65%	100.00%
		% within Business Ownership	93.33%	94.94%	96.00%	100.00%	96.28%	97.08%	100.00%	96.53%
	Don't Know	Count	0	3	0	0	3	8	0	14
		% within Q36i	0.00%	21.43%	0.00%	0.00%	21.43%	57.14%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	0.00%	0.00%	1.40%	1.37%	0.00%	1.31%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36i	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Slow payment or non-payment * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Slow payment or non-payment	Yes	Count	0	7	4	1	13	36	0	61
		% within Q36j	0.00%	11.48%	6.56%	1.64%	21.31%	59.02%	0.00%	100.00%
		% within Business Ownership	0.00%	4.43%	8.00%	7.14%	6.05%	6.19%	0.00%	5.72%
	No	Count	30	150	46	13	199	546	17	1001
		% within Q36j	3.00%	14.99%	4.60%	1.30%	19.88%	54.55%	1.70%	100.00%
		% within Business Ownership	100.00%	94.94%	92.00%	92.86%	92.56%	93.81%	100.00%	93.90%
	Don't Know	Count	0	1	0	0	3	0	0	4
		% within Q36j	0.00%	25.00%	0.00%	0.00%	75.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	1.40%	0.00%	0.00%	0.38%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36j	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Competing with large companies * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total		
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Competing with large companies	Yes	Count	1	16	4	1	16	37	2	77	
		% within Q36k	1.30%	20.78%	5.19%	1.30%	20.78%	48.05%	2.60%	100.00%	
		% within Business Ownership	3.33%	10.13%	8.00%	7.14%	7.44%	6.36%	11.76%	7.22%	
	No	Count	29	140	46	13	196	543	15	982	
		% within Q36k	2.95%	14.26%	4.68%	1.32%	19.96%	55.30%	1.53%	100.00%	
		% within Business Ownership	96.67%	88.61%	92.00%	92.86%	91.16%	93.30%	88.24%	92.12%	
	Don't Know	Count	0	2	0	0	3	2	0	7	
		% within Q36k	0.00%	28.57%	0.00%	0.00%	42.86%	28.57%	0.00%	100.00%	
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	1.40%	0.34%	0.00%	0.66%	
	Total		Count	30	158	50	14	215	582	17	1066
			% within Q36k	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Solicitation of subcontractor bids after contract award (I.e. bid shopping) * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total		
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know	
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Solicitation of subcontractor bids after contract award (I.e. bid shopping)	Yes	Count	0	4	2	1	3	11	0	21	
		% within Q36l	0.00%	19.05%	9.52%	4.76%	14.29%	52.38%	0.00%	100.00%	
		% within Business Ownership	0.00%	2.53%	4.00%	7.14%	1.40%	1.89%	0.00%	1.97%	
	No	Count	30	152	48	13	205	565	17	1030	
		% within Q36l	2.91%	14.76%	4.66%	1.26%	19.90%	54.85%	1.65%	100.00%	
		% within Business Ownership	100.00%	96.20%	96.00%	92.86%	95.35%	97.08%	100.00%	96.62%	
	Don't Know	Count	0	2	0	0	7	6	0	15	
		% within Q36l	0.00%	13.33%	0.00%	0.00%	46.67%	40.00%	0.00%	100.00%	
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	3.26%	1.03%	0.00%	1.41%	
	Total		Count	30	158	50	14	215	582	17	1066
			% within Q36l	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Awarded scope of work reduced or eliminated * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Awarded scope of work reduced or eliminated	Yes	Count	0	1	1	0	5	16	0	23
		% within Q36m	0.00%	4.35%	4.35%	0.00%	21.74%	69.57%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	2.00%	0.00%	2.33%	2.75%	0.00%	2.16%
	No	Count	30	155	48	14	207	565	17	1036
		% within Q36m	2.90%	14.96%	4.63%	1.35%	19.98%	54.54%	1.64%	100.00%
		% within Business Ownership	100.00%	98.10%	96.00%	100.00%	96.28%	97.08%	100.00%	97.19%
	Don't Know	Count	0	2	1	0	3	1	0	7
		% within Q36m	0.00%	28.57%	14.29%	0.00%	42.86%	14.29%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	2.00%	0.00%	1.40%	0.17%	0.00%	0.66%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36m	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Operating at or near capacity * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q36- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the BluePrint? Operating at or near capacity	Yes	Count	0	4	1	1	5	21	0	32
		% within Q36n	0.00%	12.50%	3.13%	3.13%	15.63%	65.63%	0.00%	100.00%
		% within Business Ownership	0.00%	2.53%	2.00%	7.14%	2.33%	3.61%	0.00%	3.00%
	No	Count	30	151	48	13	206	560	17	1025
		% within Q36n	2.93%	14.73%	4.68%	1.27%	20.10%	54.63%	1.66%	100.00%
		% within Business Ownership	100.00%	95.57%	96.00%	92.86%	95.81%	96.22%	100.00%	96.15%
	Don't Know	Count	0	3	1	0	4	1	0	9
		% within Q36n	0.00%	33.33%	11.11%	0.00%	44.44%	11.11%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	2.00%	0.00%	1.86%	0.17%	0.00%	0.84%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q36n	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Pre-qualification requirements * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Pre-qualification requirements	Yes	Count	0	12	4	0	8	14	0	38
		% within Q37a	0.00%	31.58%	10.53%	0.00%	21.05%	36.84%	0.00%	100.00%
		% within Business Ownership	0.00%	6.74%	6.90%	0.00%	2.81%	1.86%	0.00%	2.80%
	No	Count	42	166	54	15	274	730	26	1307
		% within Q37a	3.21%	12.70%	4.13%	1.15%	20.96%	55.85%	1.99%	100.00%
		% within Business Ownership	100.00%	93.26%	93.10%	88.24%	96.14%	97.20%	100.00%	96.32%
	Don't Know	Count	0	0	0	2	3	7	0	12
		% within Q37a	0.00%	0.00%	0.00%	16.67%	25.00%	58.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	11.76%	1.05%	0.93%	0.00%	0.88%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37a	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Performance/payment bond requirements * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Performance/payment bond requirements	Yes	Count	0	11	5	0	8	19	0	43
		% within Q37b	0.00%	25.58%	11.63%	0.00%	18.60%	44.19%	0.00%	100.00%
		% within Business Ownership	0.00%	6.18%	8.62%	0.00%	2.81%	2.53%	0.00%	3.17%
	No	Count	42	164	52	16	273	724	26	1297
		% within Q37b	3.24%	12.64%	4.01%	1.23%	21.05%	55.82%	2.00%	100.00%
		% within Business Ownership	100.00%	92.13%	89.66%	94.12%	95.79%	96.40%	100.00%	95.58%
	Don't Know	Count	0	3	1	1	4	8	0	17
		% within Q37b	0.00%	17.65%	5.88%	5.88%	23.53%	47.06%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	1.72%	5.88%	1.40%	1.07%	0.00%	1.25%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37b	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Cost of bidding/proposing * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Cost of bidding/proposing	Yes	Count	0	6	2	0	6	26	0	40
		% within Q37c	0.00%	15.00%	5.00%	0.00%	15.00%	65.00%	0.00%	100.00%
		% within Business Ownership	0.00%	3.37%	3.45%	0.00%	2.11%	3.46%	0.00%	2.95%
	No	Count	42	169	54	16	277	721	25	1304
		% within Q37c	3.22%	12.96%	4.14%	1.23%	21.24%	55.29%	1.92%	100.00%
		% within Business Ownership	100.00%	94.94%	93.10%	94.12%	97.19%	96.01%	96.15%	96.09%
	Don't Know	Count	0	3	2	1	2	4	1	13
		% within Q37c	0.00%	23.08%	15.38%	7.69%	15.38%	30.77%	7.69%	100.00%
		% within Business Ownership	0.00%	1.69%	3.45%	5.88%	0.70%	0.53%	3.85%	0.96%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37c	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Financing * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Financing	Yes	Count	1	11	1	0	5	13	0	31
		% within Q37d	3.23%	35.48%	3.23%	0.00%	16.13%	41.94%	0.00%	100.00%
		% within Business Ownership	2.38%	6.18%	1.72%	0.00%	1.75%	1.73%	0.00%	2.28%
	No	Count	41	166	57	16	278	735	26	1319
		% within Q37d	3.11%	12.59%	4.32%	1.21%	21.08%	55.72%	1.97%	100.00%
		% within Business Ownership	97.62%	93.26%	98.28%	94.12%	97.54%	97.87%	100.00%	97.20%
	Don't Know	Count	0	1	0	1	2	3	0	7
		% within Q37d	0.00%	14.29%	0.00%	14.29%	28.57%	42.86%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	0.70%	0.40%	0.00%	0.52%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37d	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Insurance (general liability, professional liability, etc.) * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Insurance (general liability, professional liability, etc.)	Yes	Count	0	2	4	1	5	7	0	19
		% within Q37e	0.00%	10.53%	21.05%	5.26%	26.32%	36.84%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	6.90%	5.88%	1.75%	0.93%	0.00%	1.40%
	No	Count	42	175	54	15	278	742	26	1332
		% within Q37e	3.15%	13.14%	4.05%	1.13%	20.87%	55.71%	1.95%	100.00%
		% within Business Ownership	100.00%	98.31%	93.10%	88.24%	97.54%	98.80%	100.00%	98.16%
	Don't Know	Count	0	1	0	1	2	2	0	6
		% within Q37e	0.00%	16.67%	0.00%	16.67%	33.33%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	0.70%	0.27%	0.00%	0.44%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q37e	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Price of supplies/materials * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Price of supplies/materials	Yes	Count	0	5	5	0	4	16	0	30
		% within Q37f	0.00%	16.67%	16.67%	0.00%	13.33%	53.33%	0.00%	100.00%
		% within Business Ownership	0.00%	2.81%	8.62%	0.00%	1.40%	2.13%	0.00%	2.21%
	No	Count	42	172	53	16	279	728	26	1316
		% within Q37f	3.19%	13.07%	4.03%	1.22%	21.20%	55.32%	1.98%	100.00%
		% within Business Ownership	100.00%	96.63%	91.38%	94.12%	97.89%	96.94%	100.00%	96.98%
	Don't Know	Count	0	1	0	1	2	7	0	11
		% within Q37f	0.00%	9.09%	0.00%	9.09%	18.18%	63.64%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	0.70%	0.93%	0.00%	0.81%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q37f	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Short or limited time given to prepare bid package or quote * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Short or limited time given to prepare bid package or quote	Yes	Count	0	5	6	1	6	25	1	44
		% within Q37g	0.00%	11.36%	13.64%	2.27%	13.64%	56.82%	2.27%	100.00%
		% within Business Ownership	0.00%	2.81%	10.34%	5.88%	2.11%	3.33%	3.85%	3.24%
	No	Count	42	172	52	15	277	724	25	1307
		% within Q37g	3.21%	13.16%	3.98%	1.15%	21.19%	55.39%	1.91%	100.00%
		% within Business Ownership	100.00%	96.63%	89.66%	88.24%	97.19%	96.40%	96.15%	96.32%
	Don't Know	Count	0	1	0	1	2	2	0	6
		% within Q37g	0.00%	16.67%	0.00%	16.67%	33.33%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	0.70%	0.27%	0.00%	0.44%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37g	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Contract too large * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Contract too large	Yes	Count	0	10	5	0	17	42	0	74
		% within Q37h	0.00%	13.51%	6.76%	0.00%	22.97%	56.76%	0.00%	100.00%
		% within Business Ownership	0.00%	5.62%	8.62%	0.00%	5.96%	5.59%	0.00%	5.45%
	No	Count	42	167	52	16	266	705	26	1274
		% within Q37h	3.30%	13.11%	4.08%	1.26%	20.88%	55.34%	2.04%	100.00%
		% within Business Ownership	100.00%	93.82%	89.66%	94.12%	93.33%	93.87%	100.00%	93.88%
	Don't Know	Count	0	1	1	1	2	4	0	9
		% within Q37h	0.00%	11.11%	11.11%	11.11%	22.22%	44.44%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	1.72%	5.88%	0.70%	0.53%	0.00%	0.66%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37h	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Selection process/evaluation criteria * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Selection process/evaluation criteria	Yes	Count	1	7	4	0	14	20	0	46
		% within Q37i	2.17%	15.22%	8.70%	0.00%	30.43%	43.48%	0.00%	100.00%
		% within Business Ownership	2.38%	3.93%	6.90%	0.00%	4.91%	2.66%	0.00%	3.39%
	No	Count	41	168	52	16	269	719	26	1291
		% within Q37i	3.18%	13.01%	4.03%	1.24%	20.84%	55.69%	2.01%	100.00%
		% within Business Ownership	97.62%	94.38%	89.66%	94.12%	94.39%	95.74%	100.00%	95.14%
	Don't Know	Count	0	3	2	1	2	12	0	20
		% within Q37i	0.00%	15.00%	10.00%	5.00%	10.00%	60.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	3.45%	5.88%	0.70%	1.60%	0.00%	1.47%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37i	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Slow payment or non-payment * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Slow payment or non-payment	Yes	Count	0	7	7	1	21	56	0	92
		% within Q37j	0.00%	7.61%	7.61%	1.09%	22.83%	60.87%	0.00%	100.00%
		% within Business Ownership	0.00%	3.93%	12.07%	5.88%	7.37%	7.46%	0.00%	6.78%
	No	Count	42	170	51	15	262	693	26	1259
		% within Q37j	3.34%	13.50%	4.05%	1.19%	20.81%	55.04%	2.07%	100.00%
		% within Business Ownership	100.00%	95.51%	87.93%	88.24%	91.93%	92.28%	100.00%	92.78%
	Don't Know	Count	0	1	0	1	2	2	0	6
		% within Q37j	0.00%	16.67%	0.00%	16.67%	33.33%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	0.00%	5.88%	0.70%	0.27%	0.00%	0.44%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37j	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Competing with large companies * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know		
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Competing with large companies	Yes	Count	1	21	5	2	23	57	2	111	
		% within Q37k	0.90%	18.92%	4.50%	1.80%	20.72%	51.35%	1.80%	100.00%	
		% within Business Ownership	2.38%	11.80%	8.62%	11.76%	8.07%	7.59%	7.69%	8.18%	
	No	Count	41	155	51	14	260	689	24	1234	
		% within Q37k	3.32%	12.56%	4.13%	1.13%	21.07%	55.83%	1.94%	100.00%	
		% within Business Ownership	97.62%	87.08%	87.93%	82.35%	91.23%	91.74%	92.31%	90.94%	
	Don't Know	Count	0	2	2	1	2	5	0	12	
		% within Q37k	0.00%	16.67%	16.67%	8.33%	16.67%	41.67%	0.00%	100.00%	
		% within Business Ownership	0.00%	1.12%	3.45%	5.88%	0.70%	0.67%	0.00%	0.88%	
	Total		Count	42	178	58	17	285	751	26	1357
			% within Q37k	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Solicitation of subcontractor bids after contract award (I.e. bid shopping) * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership							Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know		
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Solicitation of subcontractor bids after contract award (I.e. bid shopping)	Yes	Count		4	3	1	5	14	0	27	
		% within Q37I	0.00%	14.81%	11.11%	3.70%	18.52%	51.85%	0.00%	100.00%	
		% within Business Ownership	0.00%	2.25%	5.17%	5.88%	1.75%	1.86%	0.00%	1.99%	
	No	Count	42	172	54	15	274	727	26	1310	
		% within Q37I	3.21%	13.13%	4.12%	1.15%	20.92%	55.50%	1.98%	100.00%	
		% within Business Ownership	100.00%	96.63%	93.10%	88.24%	96.14%	96.80%	100.00%	96.54%	
	Don't Know	Count		2	1	1	6	10	0	20	
		% within Q37I	0.00%	10.00%	5.00%	5.00%	30.00%	50.00%	0.00%	100.00%	
		% within Business Ownership	0.00%	1.12%	1.72%	5.88%	2.11%	1.33%	0.00%	1.47%	
	Total		Count	42	178	58	17	285	751	26	1357
			% within Q37I	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Awarded scope of work reduced or eliminated * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Awarded scope of work reduced or eliminated	Yes	Count	0	1	3	0	6	25	0	35
		% within Q37m	0.00%	2.86%	8.57%	0.00%	17.14%	71.43%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	5.17%	0.00%	2.11%	3.33%	0.00%	2.58%
	No	Count	42	175	54	16	277	723	26	1313
		% within Q37m	3.20%	13.33%	4.11%	1.22%	21.10%	55.06%	1.98%	100.00%
		% within Business Ownership	100.00%	98.31%	93.10%	94.12%	97.19%	96.27%	100.00%	96.76%
	Don't Know	Count	0	2	1	1	2	3	0	9
		% within Q37m	0.00%	22.22%	11.11%	11.11%	22.22%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	1.72%	5.88%	0.70%	0.40%	0.00%	0.66%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37m	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Operating at or near capacity * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Operating at or near capacity	Yes	Count	0	6	4	1	8	30	0	49
		% within Q37n	0.00%	12.24%	8.16%	2.04%	16.33%	61.22%	0.00%	100.00%
		% within Business Ownership	0.00%	3.37%	6.90%	5.88%	2.81%	3.99%	0.00%	3.61%
	No	Count	42	169	52	15	274	718	26	1296
		% within Q37n	3.24%	13.04%	4.01%	1.16%	21.14%	55.40%	2.01%	100.00%
		% within Business Ownership	100.00%	94.94%	89.66%	88.24%	96.14%	95.61%	100.00%	95.50%
	Don't Know	Count	0	3	2	1	3	3	0	12
		% within Q37n	0.00%	25.00%	16.67%	8.33%	25.00%	25.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	3.45%	5.88%	1.05%	0.40%	0.00%	0.88%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q37n	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Pre-qualification requirements * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Pre-qualification requirements	Yes	Count	0	11	4	0	7	10	0	32
		% within Q37a	0.00%	34.38%	12.50%	0.00%	21.88%	31.25%	0.00%	100.00%
		% within Business Ownership	0.00%	6.96%	8.00%	0.00%	3.26%	1.72%	0.00%	3.00%
	No	Count	30	147	46	12	206	569	17	1027
		% within Q37a	2.92%	14.31%	4.48%	1.17%	20.06%	55.40%	1.66%	100.00%
		% within Business Ownership	100.00%	93.04%	92.00%	85.71%	95.81%	97.77%	100.00%	96.34%
	Don't Know	Count	0	0	0	2	2	3	0	7
		% within Q37a	0.00%	0.00%	0.00%	28.57%	28.57%	42.86%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	14.29%	0.93%	0.52%	0.00%	0.66%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37a	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Performance/payment bond requirements * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Performance/payment bond requirements	Yes	Count	0	10	5	0	6	14	0	35
		% within Q37b	0.00%	28.57%	14.29%	0.00%	17.14%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	6.33%	10.00%	0.00%	2.79%	2.41%	0.00%	3.28%
	No	Count	30	145	45	13	206	564	17	1020
		% within Q37b	2.94%	14.22%	4.41%	1.27%	20.20%	55.29%	1.67%	100.00%
		% within Business Ownership	100.00%	91.77%	90.00%	92.86%	95.81%	96.91%	100.00%	95.68%
	Don't Know	Count	0	3	0	1	3	4	0	11
		% within Q37b	0.00%	27.27%	0.00%	9.09%	27.27%	36.36%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	0.00%	7.14%	1.40%	0.69%	0.00%	1.03%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37b	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Cost of bidding/proposing * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Cost of bidding/proposing	Yes	Count	0	6	2	0	4	18	0	30
		% within Q37c	0.00%	20.00%	6.67%	0.00%	13.33%	60.00%	0.00%	100.00%
		% within Business Ownership	0.00%	3.80%	4.00%	0.00%	1.86%	3.09%	0.00%	2.81%
	No	Count	30	149	47	13	210	562	16	1027
		% within Q37c	2.92%	14.51%	4.58%	1.27%	20.45%	54.72%	1.56%	100.00%
		% within Business Ownership	100.00%	94.30%	94.00%	92.86%	97.67%	96.56%	94.12%	96.34%
	Don't Know	Count	0	3	1	1	1	2	1	9
		% within Q37c	0.00%	33.33%	11.11%	11.11%	11.11%	22.22%	11.11%	100.00%
		% within Business Ownership	0.00%	1.90%	2.00%	7.14%	0.47%	0.34%	5.88%	0.84%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37c	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Financing * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Financing	Yes	Count	1	11	1		5	10	0	28
		% within Q37d	3.57%	39.29%	3.57%	0.00%	17.86%	35.71%	0.00%	100.00%
		% within Business Ownership	3.33%	6.96%	2.00%	0.00%	2.33%	1.72%	0.00%	2.63%
	No	Count	29	146	49	13	209	571	17	1034
		% within Q37d	2.80%	14.12%	4.74%	1.26%	20.21%	55.22%	1.64%	100.00%
		% within Business Ownership	96.67%	92.41%	98.00%	92.86%	97.21%	98.11%	100.00%	97.00%
	Don't Know	Count	0	1	0	1	1	1	0	4
		% within Q37d	0.00%	25.00%	0.00%	25.00%	25.00%	25.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	0.47%	0.17%	0.00%	0.38%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37d	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Insurance (general liability, professional liability, etc.) * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Insurance (general liability, professional liability, etc.)	Yes	Count	0	2	4	1	3	3	0	13
		% within Q37e	0.00%	15.38%	30.77%	7.69%	23.08%	23.08%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	8.00%	7.14%	1.40%	0.52%	0.00%	1.22%
	No	Count	30	155	46	12	211	579	17	1050
		% within Q37e	2.86%	14.76%	4.38%	1.14%	20.10%	55.14%	1.62%	100.00%
		% within Business Ownership	100.00%	98.10%	92.00%	85.71%	98.14%	99.48%	100.00%	98.50%
	Don't Know	Count	0	1	0	1	1	0	0	3
		% within Q37e	0.00%	33.33%	0.00%	33.33%	33.33%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	0.47%	0.00%	0.00%	0.28%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37e	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Price of supplies/materials * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Price of supplies/materials	Yes	Count	0	5	4	0	4	11	0	24
		% within Q37f	0.00%	20.83%	16.67%	0.00%	16.67%	45.83%	0.00%	100.00%
		% within Business Ownership	0.00%	3.16%	8.00%	0.00%	1.86%	1.89%	0.00%	2.25%
	No	Count	30	152	46	13	210	568	17	1036
		% within Q37f	2.90%	14.67%	4.44%	1.25%	20.27%	54.83%	1.64%	100.00%
		% within Business Ownership	100.00%	96.20%	92.00%	92.86%	97.67%	97.59%	100.00%	97.19%
	Don't Know	Count	0	1	0	1	1	3	0	6
		% within Q37f	0.00%	16.67%	0.00%	16.67%	16.67%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	0.47%	0.52%	0.00%	0.56%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37f	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Short or limited time given to prepare bid package or quote * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Short or limited time given to prepare bid package or quote	Yes	Count	0	5	5	1	5	20	1	37
		% within Q37g	0.00%	13.51%	13.51%	2.70%	13.51%	54.05%	2.70%	100.00%
		% within Business Ownership	0.00%	3.16%	10.00%	7.14%	2.33%	3.44%	5.88%	3.47%
	No	Count	30	152	45	12	209	562	16	1026
		% within Q37g	2.92%	14.81%	4.39%	1.17%	20.37%	54.78%	1.56%	100.00%
		% within Business Ownership	100.00%	96.20%	90.00%	85.71%	97.21%	96.56%	94.12%	96.25%
	Don't Know	Count	0	1	0	1	1	0	0	3
		% within Q37g	0.00%	33.33%	0.00%	33.33%	33.33%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	0.47%	0.00%	0.00%	0.28%
	Total	Count	30	158	50	14	215	582	17	1066
		% within Q37g	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Contract too large * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Contract too large	Yes	Count	0	10	4	0	14	33	0	61
		% within Q37h	0.00%	16.39%	6.56%	0.00%	22.95%	54.10%	0.00%	100.00%
		% within Business Ownership	0.00%	6.33%	8.00%	0.00%	6.51%	5.67%	0.00%	5.72%
	No	Count	30	147	45	13	200	548	17	1000
		% within Q37h	3.00%	14.70%	4.50%	1.30%	20.00%	54.80%	1.70%	100.00%
		% within Business Ownership	100.00%	93.04%	90.00%	92.86%	93.02%	94.16%	100.00%	93.81%
	Don't Know	Count	0	1	1	1	1	1	0	5
		% within Q37h	0.00%	20.00%	20.00%	20.00%	20.00%	20.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	2.00%	7.14%	0.47%	0.17%	0.00%	0.47%
	Total	Count	30	158	50	14	215	582	17	1066
		% within Q37h	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Selection process/evaluation criteria * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Selection process/evaluation criteria	Yes	Count	1	7	4	0	12	16	0	40
		% within Q37i	2.50%	17.50%	10.00%	0.00%	30.00%	40.00%	0.00%	100.00%
		% within Business Ownership	3.33%	4.43%	8.00%	0.00%	5.58%	2.75%	0.00%	3.75%
	No	Count	29	148	46	13	202	558	17	1013
		% within Q37i	2.86%	14.61%	4.54%	1.28%	19.94%	55.08%	1.68%	100.00%
		% within Business Ownership	96.67%	93.67%	92.00%	92.86%	93.95%	95.88%	100.00%	95.03%
	Don't Know	Count	0	3	0	1	1	8	0	13
		% within Q37i	0.00%	23.08%	0.00%	7.69%	7.69%	61.54%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	0.00%	7.14%	0.47%	1.37%	0.00%	1.22%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37i	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Slow payment or non-payment * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Slow payment or non-payment	Yes	Count	0	7	6	1	17	42	0	73
		% within Q37j	0.00%	9.59%	8.22%	1.37%	23.29%	57.53%	0.00%	100.00%
		% within Business Ownership	0.00%	4.43%	12.00%	7.14%	7.91%	7.22%	0.00%	6.85%
	No	Count	30	150	44	12	197	540	17	990
		% within Q37j	3.03%	15.15%	4.44%	1.21%	19.90%	54.55%	1.72%	100.00%
		% within Business Ownership	100.00%	94.94%	88.00%	85.71%	91.63%	92.78%	100.00%	92.87%
	Don't Know	Count	0	1	0	1	1	0	0	3
		% within Q37j	0.00%	33.33%	0.00%	33.33%	33.33%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	7.14%	0.47%	0.00%	0.00%	0.28%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37j	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Competing with large companies * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Competing with large companies	Yes	Count	1	21	5	2	19	49	2	99
		% within Q37k	1.01%	21.21%	5.05%	2.02%	19.19%	49.49%	2.02%	100.00%
		% within Business Ownership	3.33%	13.29%	10.00%	14.29%	8.84%	8.42%	11.76%	9.29%
	No	Count	29	135	44	11	195	531	15	960
		% within Q37k	3.02%	14.06%	4.58%	1.15%	20.31%	55.31%	1.56%	100.00%
		% within Business Ownership	96.67%	85.44%	88.00%	78.57%	90.70%	91.24%	88.24%	90.06%
	Don't Know	Count	0	2	1	1	1	2	0	7
		% within Q37k	0.00%	28.57%	14.29%	14.29%	14.29%	28.57%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	2.00%	7.14%	0.47%	0.34%	0.00%	0.66%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37k	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Solicitation of subcontractor bids after contract award (i.e. bid shopping) * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Solicitation of subcontractor bids after contract award (i.e. bid shopping)	Yes	Count	0	4	3	1	4	13	0	25
		% within Q37I	0.00%	16.00%	12.00%	4.00%	16.00%	52.00%	0.00%	100.00%
		% within Business Ownership	0.00%	2.53%	6.00%	7.14%	1.86%	2.23%	0.00%	2.35%
	No	Count	30	152	47	12	206	563	17	1027
		% within Q37I	2.92%	14.80%	4.58%	1.17%	20.06%	54.82%	1.66%	100.00%
		% within Business Ownership	100.00%	96.20%	94.00%	85.71%	95.81%	96.74%	100.00%	96.34%
	Don't Know	Count	0	2	0	1	5	6	0	14
		% within Q37I	0.00%	14.29%	0.00%	7.14%	35.71%	42.86%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	7.14%	2.33%	1.03%	0.00%	1.31%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37I	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Awarded scope of work reduced or eliminated * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Awarded scope of work reduced or eliminated	Yes	Count	0	1	3	0	5	18	0	27
		% within Q37m	0.00%	3.70%	11.11%	0.00%	18.52%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	6.00%	0.00%	2.33%	3.09%	0.00%	2.53%
	No	Count	30	155	47	13	209	563	17	1034
		% within Q37m	2.90%	14.99%	4.55%	1.26%	20.21%	54.45%	1.64%	100.00%
		% within Business Ownership	100.00%	98.10%	94.00%	92.86%	97.21%	96.74%	100.00%	97.00%
	Don't Know	Count	0	2	0	1	1	1	0	5
		% within Q37m	0.00%	40.00%	0.00%	20.00%	20.00%	20.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	7.14%	0.47%	0.17%	0.00%	0.47%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37m	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Operating at or near capacity * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q37- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Leon County? Operating at or near capacity	Yes	Count	0	6	3	1	8	22	0	40
		% within Q37n	0.00%	15.00%	7.50%	2.50%	20.00%	55.00%	0.00%	100.00%
		% within Business Ownership	0.00%	3.80%	6.00%	7.14%	3.72%	3.78%	0.00%	3.75%
	No	Count	30	149	47	12	205	559	17	1019
		% within Q37n	2.94%	14.62%	4.61%	1.18%	20.12%	54.86%	1.67%	100.00%
		% within Business Ownership	100.00%	94.30%	94.00%	85.71%	95.35%	96.05%	100.00%	95.59%
	Don't Know	Count	0	3	0	1	2	1	0	7
		% within Q37n	0.00%	42.86%	0.00%	14.29%	28.57%	14.29%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	0.00%	7.14%	0.93%	0.17%	0.00%	0.66%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q37n	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Pre- qualification requirements * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Pre- qualification requirements	Yes	Count		9	4		5	13		31
		% within Q38a	0.00%	29.03%	12.90%	0.00%	16.13%	41.94%	0.00%	100.00%
		% within Business Ownership	0.00%	5.06%	6.90%	0.00%	1.75%	1.73%	0.00%	2.28%
	No	Count	42	169	54	16	276	731	26	1314
		% within Q38a	3.20%	12.86%	4.11%	1.22%	21.00%	55.63%	1.98%	100.00%
		% within Business Ownership	100.00%	94.94%	93.10%	94.12%	96.84%	97.34%	100.00%	96.83%
	Don't Know	Count				1	4	7		12
		% within Q38a	0.00%	0.00%	0.00%	8.33%	33.33%	58.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	5.88%	1.40%	0.93%	0.00%	0.88%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q38a	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Performance/payment bond requirements * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Performance/payment bond requirements	Yes	Count		8	4		6	19		37
		% within Q38b	0.00%	21.62%	10.81%	0.00%	16.22%	51.35%	0.00%	100.00%
		% within Business Ownership	0.00%	4.49%	6.90%	0.00%	2.11%	2.53%	0.00%	2.73%
	No	Count	42	168	53	17	274	723	26	1303
		% within Q38b	3.22%	12.89%	4.07%	1.30%	21.03%	55.49%	2.00%	100.00%
		% within Business Ownership	100.00%	94.38%	91.38%	100.00%	96.14%	96.27%	100.00%	96.02%
	Don't Know	Count		2	1		5	9		17
		% within Q38b	0.00%	11.76%	5.88%	0.00%	29.41%	52.94%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	1.72%	0.00%	1.75%	1.20%	0.00%	1.25%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q38b	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Cost of bidding/proposing * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Cost of bidding/proposing	Yes	Count		4	2		4	26		36
		% within Q38c	0.00%	11.11%	5.56%	0.00%	11.11%	72.22%	0.00%	100.00%
		% within Business Ownership	0.00%	2.25%	3.45%	0.00%	1.40%	3.46%	0.00%	2.65%
	No	Count	42	172	54	17	278	720	25	1308
		% within Q38c	3.21%	13.15%	4.13%	1.30%	21.25%	55.05%	1.91%	100.00%
		% within Business Ownership	100.00%	96.63%	93.10%	100.00%	97.54%	95.87%	96.15%	96.39%
	Don't Know	Count		2	2		3	5	1	13
		% within Q38c	0.00%	15.38%	15.38%	0.00%	23.08%	38.46%	7.69%	100.00%
		% within Business Ownership	0.00%	1.12%	3.45%	0.00%	1.05%	0.67%	3.85%	0.96%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38c	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Financing * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Financing	Yes	Count	1	8	3		5	9		26
		% within Q38d	3.85%	30.77%	11.54%	0.00%	19.23%	34.62%	0.00%	100.00%
		% within Business Ownership	2.38%	4.49%	5.17%	0.00%	1.75%	1.20%	0.00%	1.92%
	No	Count	41	170	55	17	277	738	26	1324
		% within Q38d	3.10%	12.84%	4.15%	1.28%	20.92%	55.74%	1.96%	100.00%
		% within Business Ownership	97.62%	95.51%	94.83%	100.00%	97.19%	98.27%	100.00%	97.57%
	Don't Know	Count					3	4		7
		% within Q38d	0.00%	0.00%	0.00%	0.00%	42.86%	57.14%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.05%	0.53%	0.00%	0.52%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38d	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Insurance (general liability, professional liability, etc.) * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Insurance (general liability, professional liability, etc.)	Yes	Count		2	4	1	4	8		19
		% within Q38e	0.00%	10.53%	21.05%	5.26%	21.05%	42.11%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	6.90%	5.88%	1.40%	1.07%	0.00%	1.40%
	No	Count	42	176	54	16	278	740	26	1332
		% within Q38e	3.15%	13.21%	4.05%	1.20%	20.87%	55.56%	1.95%	100.00%
		% within Business Ownership	100.00%	98.88%	93.10%	94.12%	97.54%	98.54%	100.00%	98.16%
	Don't Know	Count					3	3		6
		% within Q38e	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.05%	0.40%	0.00%	0.44%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38e	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Price of supplies/materials * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Price of supplies/materials	Yes	Count		3	5		4	15		27
		% within Q38f	0.00%	11.11%	18.52%	0.00%	14.81%	55.56%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	8.62%	0.00%	1.40%	2.00%	0.00%	1.99%
	No	Count	42	175	53	17	278	728	26	1319
		% within Q38f	3.18%	13.27%	4.02%	1.29%	21.08%	55.19%	1.97%	100.00%
		% within Business Ownership	100.00%	98.31%	91.38%	100.00%	97.54%	96.94%	100.00%	97.20%
	Don't Know	Count					3	8		11
		% within Q38f	0.00%	0.00%	0.00%	0.00%	27.27%	72.73%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.05%	1.07%	0.00%	0.81%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38f	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Short or limited time given to prepare bid package or quote * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Short or limited time given to prepare bid package or quote	Yes	Count		4	5	1	7	26	1	44
		% within Q38g	0.00%	9.09%	11.36%	2.27%	15.91%	59.09%	2.27%	100.00%
		% within Business Ownership	0.00%	2.25%	8.62%	5.88%	2.46%	3.46%	3.85%	3.24%
	No	Count	42	174	53	16	275	722	25	1307
		% within Q38g	3.21%	13.31%	4.06%	1.22%	21.04%	55.24%	1.91%	100.00%
		% within Business Ownership	100.00%	97.75%	91.38%	94.12%	96.49%	96.14%	96.15%	96.32%
	Don't Know	Count					3	3		6
		% within Q38g	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.05%	0.40%	0.00%	0.44%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38g	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Contract too large * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Contract too large	Yes	Count		7	5		12	41		65
		% within Q38h	0.00%	10.77%	7.69%	0.00%	18.46%	63.08%	0.00%	100.00%
		% within Business Ownership	0.00%	3.93%	8.62%	0.00%	4.21%	5.46%	0.00%	4.79%
	No	Count	42	171	52	17	270	705	26	1283
		% within Q38h	3.27%	13.33%	4.05%	1.33%	21.04%	54.95%	2.03%	100.00%
		% within Business Ownership	100.00%	96.07%	89.66%	100.00%	94.74%	93.87%	100.00%	94.55%
	Don't Know	Count			1		3	5		9
		% within Q38h	0.00%	0.00%	11.11%	0.00%	33.33%	55.56%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	1.72%	0.00%	1.05%	0.67%	0.00%	0.66%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38h	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Selection process/evaluation criteria * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total		
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know	
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Selection process/evaluation criteria	Yes	Count	1	4	4		6	14		29	
		% within Q38i	3.45%	13.79%	13.79%	0.00%	20.69%	48.28%	0.00%	100.00%	
		% within Business Ownership	2.38%	2.25%	6.90%	0.00%	2.11%	1.86%	0.00%	2.14%	
	No	Count	41	171	52	17	275	724	26	1306	
		% within Q38i	3.14%	13.09%	3.98%	1.30%	21.06%	55.44%	1.99%	100.00%	
		% within Business Ownership	97.62%	96.07%	89.66%	100.00%	96.49%	96.40%	100.00%	96.24%	
	Don't Know	Count		3	2		4	13		22	
		% within Q38i	0.00%	13.64%	9.09%	0.00%	18.18%	59.09%	0.00%	100.00%	
		% within Business Ownership	0.00%	1.69%	3.45%	0.00%	1.40%	1.73%	0.00%	1.62%	
	Total		Count	42	178	58	17	285	751	26	1357
			% within Q38i	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Slow payment or non-payment * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total		
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know	
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Slow payment or non-payment	Yes	Count		8	7	1	16	50		82	
		% within Q38j	0.00%	9.76%	8.54%	1.22%	19.51%	60.98%	0.00%	100.00%	
		% within Business Ownership	0.00%	4.49%	12.07%	5.88%	5.61%	6.66%	0.00%	6.04%	
	No	Count	42	170	51	16	266	698	26	1269	
		% within Q38j	3.31%	13.40%	4.02%	1.26%	20.96%	55.00%	2.05%	100.00%	
		% within Business Ownership	100.00%	95.51%	87.93%	94.12%	93.33%	92.94%	100.00%	93.52%	
	Don't Know	Count					3	3		6	
		% within Q38j	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%	
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	1.05%	0.40%	0.00%	0.44%	
	Total		Count	42	178	58	17	285	751	26	1357
			% within Q38j	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Competing with large companies * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Competing with large companies	Yes	Count	1	16	5	2	20	50	3	97
		% within Q38k	1.03%	16.49%	5.15%	2.06%	20.62%	51.55%	3.09%	100.00%
		% within Business Ownership	2.38%	8.99%	8.62%	11.76%	7.02%	6.66%	11.54%	7.15%
	No	Count	41	162	52	15	262	694	23	1249
		% within Q38k	3.28%	12.97%	4.16%	1.20%	20.98%	55.56%	1.84%	100.00%
		% within Business Ownership	97.62%	91.01%	89.66%	88.24%	91.93%	92.41%	88.46%	92.04%
	Don't Know	Count			1		3	7		11
		% within Q38k	0.00%	0.00%	9.09%	0.00%	27.27%	63.64%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	1.72%	0.00%	1.05%	0.93%	0.00%	0.81%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38k	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Solicitation of subcontractor bids after contract award (i.e. bid shopping) * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Solicitation of subcontractor bids after contract award (i.e. bid shopping)	Yes	Count		4	4	1	4	13		26
		% within Q38l	0.00%	15.38%	15.38%	3.85%	15.38%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	2.25%	6.90%	5.88%	1.40%	1.73%	0.00%	1.92%
	No	Count	42	173	53	16	274	727	26	1311
		% within Q38l	3.20%	13.20%	4.04%	1.22%	20.90%	55.45%	1.98%	100.00%
		% within Business Ownership	100.00%	97.19%	91.38%	94.12%	96.14%	96.80%	100.00%	96.61%
	Don't Know	Count		1	1		7	11		20
		% within Q38l	0.00%	5.00%	5.00%	0.00%	35.00%	55.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	1.72%	0.00%	2.46%	1.46%	0.00%	1.47%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38l	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Awarded scope of work reduced or eliminated * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Awarded scope of work reduced or eliminated	Yes	Count		2	3		6	24		35
		% within Q38m	0.00%	5.71%	8.57%	0.00%	17.14%	68.57%	0.00%	100.00%
		% within Business Ownership	0.00%	1.12%	5.17%	0.00%	2.11%	3.20%	0.00%	2.58%
	No	Count	42	175	54	17	276	723	26	1313
		% within Q38m	3.20%	13.33%	4.11%	1.29%	21.02%	55.06%	1.98%	100.00%
		% within Business Ownership	100.00%	98.31%	93.10%	100.00%	96.84%	96.27%	100.00%	96.76%
	Don't Know	Count		1	1		3	4		9
		% within Q38m	0.00%	11.11%	11.11%	0.00%	33.33%	44.44%	0.00%	100.00%
		% within Business Ownership	0.00%	0.56%	1.72%	0.00%	1.05%	0.53%	0.00%	0.66%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38m	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Operating at or near capacity * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Operating at or near capacity	Yes	Count		6	3	1	4	26		40
		% within Q38n	0.00%	15.00%	7.50%	2.50%	10.00%	65.00%	0.00%	100.00%
		% within Business Ownership	0.00%	3.37%	5.17%	5.88%	1.40%	3.46%	0.00%	2.95%
	No	Count	42	169	49	16	275	715	26	1292
		% within Q38n	3.25%	13.08%	3.79%	1.24%	21.28%	55.34%	2.01%	100.00%
		% within Business Ownership	100.00%	94.94%	84.48%	94.12%	96.49%	95.21%	100.00%	95.21%
	Don't Know	Count		3	6		6	10		25
		% within Q38n	0.00%	12.00%	24.00%	0.00%	24.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.69%	10.34%	0.00%	2.11%	1.33%	0.00%	1.84%
Total		Count	42	178	58	17	285	751	26	1357
		% within Q38n	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Pre- qualification requirements * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Pre- qualification requirements	Yes	Count	0	8	4	0	5	9	0	26
		% within Q38a	0.00%	30.77%	15.38%	0.00%	19.23%	34.62%	0.00%	100.00%
		% within Business Ownership	0.00%	5.06%	8.00%	0.00%	2.33%	1.55%	0.00%	2.44%
	No	Count	30	150	46	13	207	570	17	1033
		% within Q38a	2.90%	14.52%	4.45%	1.26%	20.04%	55.18%	1.65%	100.00%
		% within Business Ownership	100.00%	94.94%	92.00%	92.86%	96.28%	97.94%	100.00%	96.90%
	Don't Know	Count	0	0	0	1	3	3	0	7
		% within Q38a	0.00%	0.00%	0.00%	14.29%	42.86%	42.86%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	7.14%	1.40%	0.52%	0.00%	0.66%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38a	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Performance/payment bond requirements * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Performance/payment bond requirements	Yes	Count	0	7	4	0	5	14	0	30
		% within Q38b	0.00%	23.33%	13.33%	0.00%	16.67%	46.67%	0.00%	100.00%
		% within Business Ownership	0.00%	4.43%	8.00%	0.00%	2.33%	2.41%	0.00%	2.81%
	No	Count	30	149	46	14	206	563	17	1025
		% within Q38b	2.93%	14.54%	4.49%	1.37%	20.10%	54.93%	1.66%	100.00%
		% within Business Ownership	100.00%	94.30%	92.00%	100.00%	95.81%	96.74%	100.00%	96.15%
	Don't Know	Count	0	2	0	0	4	5	0	11
		% within Q38b	0.00%	18.18%	0.00%	0.00%	36.36%	45.45%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	0.00%	0.00%	1.86%	0.86%	0.00%	1.03%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38b	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Cost of bidding/proposing * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Cost of bidding/proposing	Yes	Count	0	4	2	0	2	18	0	26
		% within Q38c	0.00%	15.38%	7.69%	0.00%	7.69%	69.23%	0.00%	100.00%
		% within Business Ownership	0.00%	2.53%	4.00%	0.00%	0.93%	3.09%	0.00%	2.44%
	No	Count	30	152	47	14	211	561	16	1031
		% within Q38c	2.91%	14.74%	4.56%	1.36%	20.47%	54.41%	1.55%	100.00%
		% within Business Ownership	100.00%	96.20%	94.00%	100.00%	98.14%	96.39%	94.12%	96.72%
	Don't Know	Count	0	2	1	0	2	3	1	9
		% within Q38c	0.00%	22.22%	11.11%	0.00%	22.22%	33.33%	11.11%	100.00%
		% within Business Ownership	0.00%	1.27%	2.00%	0.00%	0.93%	0.52%	5.88%	0.84%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38c	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Financing * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Financing	Yes	Count	1	8	3	0	5	7	0	24
		% within Q38d	4.17%	33.33%	12.50%	0.00%	20.83%	29.17%	0.00%	100.00%
		% within Business Ownership	3.33%	5.06%	6.00%	0.00%	2.33%	1.20%	0.00%	2.25%
	No	Count	29	150	47	14	208	573	17	1038
		% within Q38d	2.79%	14.45%	4.53%	1.35%	20.04%	55.20%	1.64%	100.00%
		% within Business Ownership	96.67%	94.94%	94.00%	100.00%	96.74%	98.45%	100.00%	97.37%
	Don't Know	Count	0	0	0	0	2	2	0	4
		% within Q38d	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.93%	0.34%	0.00%	0.38%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38d	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Insurance (general liability, professional liability, etc.) * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total		
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know	
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Insurance (general liability, professional liability, etc.)	Yes	Count	0	2	4	1	2	4	0	13	
		% within Q38e	0.00%	15.38%	30.77%	7.69%	15.38%	30.77%	0.00%	100.00%	
		% within Business Ownership	0.00%	1.27%	8.00%	7.14%	0.93%	0.69%	0.00%	1.22%	
	No	Count	30	156	46	13	211	577	17	1050	
		% within Q38e	2.86%	14.86%	4.38%	1.24%	20.10%	54.95%	1.62%	100.00%	
		% within Business Ownership	100.00%	98.73%	92.00%	92.86%	98.14%	99.14%	100.00%	98.50%	
	Don't Know	Count	0	0	0	0	2	1	0	3	
		% within Q38e	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	0.00%	100.00%	
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.93%	0.17%	0.00%	0.28%	
	Total		Count	30	158	50	14	215	582	17	1066
			% within Q38e	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Price of supplies/materials * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total		
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know	
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Price of supplies/materials	Yes	Count	0	3	4	0	4	10	0	21	
		% within Q38f	0.00%	14.29%	19.05%	0.00%	19.05%	47.62%	0.00%	100.00%	
		% within Business Ownership	0.00%	1.90%	8.00%	0.00%	1.86%	1.72%	0.00%	1.97%	
	No	Count	30	155	46	14	209	568	17	1039	
		% within Q38f	2.89%	14.92%	4.43%	1.35%	20.12%	54.67%	1.64%	100.00%	
		% within Business Ownership	100.00%	98.10%	92.00%	100.00%	97.21%	97.59%	100.00%	97.47%	
	Don't Know	Count	0	0	0	0	2	4	0	6	
		% within Q38f	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%	
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.93%	0.69%	0.00%	0.56%	
	Total		Count	30	158	50	14	215	582	17	1066
			% within Q38f	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Short or limited time given to prepare bid package or quote * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Short or limited time given to prepare bid package or quote	Yes	Count	0	4	4	1	6	21	1	37
		% within Q38g	0.00%	10.81%	10.81%	2.70%	16.22%	56.76%	2.70%	100.00%
		% within Business Ownership	0.00%	2.53%	8.00%	7.14%	2.79%	3.61%	5.88%	3.47%
	No	Count	30	154	46	13	207	560	16	1026
		% within Q38g	2.92%	15.01%	4.48%	1.27%	20.18%	54.58%	1.56%	100.00%
		% within Business Ownership	100.00%	97.47%	92.00%	92.86%	96.28%	96.22%	94.12%	96.25%
	Don't Know	Count	0	0	0	0	2	1	0	3
		% within Q38g	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.93%	0.17%	0.00%	0.28%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38g	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Contract too large * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Contract too large	Yes	Count	0	7	4	0	10	31	0	52
		% within Q38h	0.00%	13.46%	7.69%	0.00%	19.23%	59.62%	0.00%	100.00%
		% within Business Ownership	0.00%	4.43%	8.00%	0.00%	4.65%	5.33%	0.00%	4.88%
	No	Count	30	151	45	14	203	549	17	1009
		% within Q38h	2.97%	14.97%	4.46%	1.39%	20.12%	54.41%	1.68%	100.00%
		% within Business Ownership	100.00%	95.57%	90.00%	100.00%	94.42%	94.33%	100.00%	94.65%
	Don't Know	Count	0	0	1	0	2	2	0	5
		% within Q38h	0.00%	0.00%	20.00%	0.00%	40.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	2.00%	0.00%	0.93%	0.34%	0.00%	0.47%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38h	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Selection process/evaluation criteria * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Selection process/evaluation criteria	Yes	Count	1	4	4	0	5	11	0	25
		% within Q38i	4.00%	16.00%	16.00%	0.00%	20.00%	44.00%	0.00%	100.00%
		% within Business Ownership	3.33%	2.53%	8.00%	0.00%	2.33%	1.89%	0.00%	2.35%
	No	Count	29	151	46	14	207	562	17	1026
		% within Q38i	2.83%	14.72%	4.48%	1.36%	20.18%	54.78%	1.66%	100.00%
		% within Business Ownership	96.67%	95.57%	92.00%	100.00%	96.28%	96.56%	100.00%	96.25%
	Don't Know	Count	0	3	0	0	3	9	0	15
		% within Q38i	0.00%	20.00%	0.00%	0.00%	20.00%	60.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	0.00%	0.00%	1.40%	1.55%	0.00%	1.41%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38i	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Slow payment or non-payment * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Slow payment or non-payment	Yes	Count	0	8	6	1	13	37	0	65
		% within Q38j	0.00%	12.31%	9.23%	1.54%	20.00%	56.92%	0.00%	100.00%
		% within Business Ownership	0.00%	5.06%	12.00%	7.14%	6.05%	6.36%	0.00%	6.10%
	No	Count	30	150	44	13	200	544	17	998
		% within Q38j	3.01%	15.03%	4.41%	1.30%	20.04%	54.51%	1.70%	100.00%
		% within Business Ownership	100.00%	94.94%	88.00%	92.86%	93.02%	93.47%	100.00%	93.62%
	Don't Know	Count	0	0	0	0	2	1	0	3
		% within Q38j	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.93%	0.17%	0.00%	0.28%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38j	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Competing with large companies * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Competing with large companies	Yes	Count	1	16	5	2	16	43	3	86
		% within Q38k	1.16%	18.60%	5.81%	2.33%	18.60%	50.00%	3.49%	100.00%
		% within Business Ownership	3.33%	10.13%	10.00%	14.29%	7.44%	7.39%	17.65%	8.07%
	No	Count	29	142	45	12	197	535	14	974
		% within Q38k	2.98%	14.58%	4.62%	1.23%	20.23%	54.93%	1.44%	100.00%
		% within Business Ownership	96.67%	89.87%	90.00%	85.71%	91.63%	91.92%	82.35%	91.37%
	Don't Know	Count	0	0	0	0	2	4	0	6
		% within Q38k	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.93%	0.69%	0.00%	0.56%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38k	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Solicitation of subcontractor bids after contract award (I.e. bid shopping) * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Solicitation of subcontractor bids after contract award (I.e. bid shopping)	Yes	Count	0	4	4	1	3	12	0	24
		% within Q38l	0.00%	16.67%	16.67%	4.17%	12.50%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	2.53%	8.00%	7.14%	1.40%	2.06%	0.00%	2.25%
	No	Count	30	153	46	13	206	563	17	1028
		% within Q38l	2.92%	14.88%	4.47%	1.26%	20.04%	54.77%	1.65%	100.00%
		% within Business Ownership	100.00%	96.84%	92.00%	92.86%	95.81%	96.74%	100.00%	96.44%
	Don't Know	Count	0	1	0	0	6	7	0	14
		% within Q38l	0.00%	7.14%	0.00%	0.00%	42.86%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	2.79%	1.20%	0.00%	1.31%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38l	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Awarded scope of work reduced or eliminated * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Awarded scope of work reduced or eliminated	Yes	Count	0	2	3	0	5	17	0	27
		% within Q38m	0.00%	7.41%	11.11%	0.00%	18.52%	62.96%	0.00%	100.00%
		% within Business Ownership	0.00%	1.27%	6.00%	0.00%	2.33%	2.92%	0.00%	2.53%
	No	Count	30	155	47	14	208	563	17	1034
		% within Q38m	2.90%	14.99%	4.55%	1.35%	20.12%	54.45%	1.64%	100.00%
		% within Business Ownership	100.00%	98.10%	94.00%	100.00%	96.74%	96.74%	100.00%	97.00%
	Don't Know	Count	0	1	0	0	2	2	0	5
		% within Q38m	0.00%	20.00%	0.00%	0.00%	40.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.63%	0.00%	0.00%	0.93%	0.34%	0.00%	0.47%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38m	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Operating at or near capacity * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership							Total
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/ American Indian	Nonminority Female	Non-M/WBE	Don't Know	
Q38- In your experience, have any of the following been barriers when attempting to do work or while working on projects for the Tallahassee International Airport? Operating at or near capacity	Yes	Count	0	6	2	1	4	19	0	32
		% within Q38n	0.00%	18.75%	6.25%	3.13%	12.50%	59.38%	0.00%	100.00%
		% within Business Ownership	0.00%	3.80%	4.00%	7.14%	1.86%	3.26%	0.00%	3.00%
	No	Count	30	149	44	13	206	555	17	1014
		% within Q38n	2.96%	14.69%	4.34%	1.28%	20.32%	54.73%	1.68%	100.00%
		% within Business Ownership	100.00%	94.30%	88.00%	92.86%	95.81%	95.36%	100.00%	95.12%
	Don't Know	Count	0	3	4	0	5	8	0	20
		% within Q38n	0.00%	15.00%	20.00%	0.00%	25.00%	40.00%	0.00%	100.00%
		% within Business Ownership	0.00%	1.90%	8.00%	0.00%	2.33%	1.37%	0.00%	1.88%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38n	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q40- Do you agree, neither agree nor disagree, disagree with the following statement? There is an informal network of prime contractors/vendors and subcontractors that has excluded my company from doing business in the private sector. * Business Ownership Crosstabulation – ALL FIRMS

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q40- Do you agree, neither agree nor disagree, disagree with the following statement? There is an informal network of prime contractors/vendors and subcontractors that has excluded my company from doing business in the private sector.	Agree	Count	5	35	5		26	46	3	120
		% within Q38n	4.17%	29.17%	4.17%	0.00%	21.67%	38.33%	2.50%	100.00%
		% within Business Ownership	11.90%	19.66%	8.62%	0.00%	9.12%	6.13%	11.54%	8.84%
	Neither agree nor disagree	Count	12	43	10	5	67	177	7	321
		% within Q38n	3.74%	13.40%	3.12%	1.56%	20.87%	55.14%	2.18%	100.00%
		% within Business Ownership	28.57%	24.16%	17.24%	29.41%	23.51%	23.57%	26.92%	23.66%
	Disagree	Count	25	95	41	12	182	506	14	875
		% within Q38n	2.86%	10.86%	4.69%	1.37%	20.80%	57.83%	1.60%	100.00%
		% within Business Ownership	59.52%	53.37%	70.69%	70.59%	63.86%	67.38%	53.85%	64.48%
	Don't Know	Count		5	2		10	22	2	41
		% within Q38n	0.00%	12.20%	4.88%	0.00%	24.39%	53.66%	4.88%	100.00%
		% within Business Ownership	0.00%	2.81%	3.45%	0.00%	3.51%	2.93%	7.69%	3.02%
Total	Count	42	178	58	17	285	751	26	1357	
	% within Q38n	3.10%	13.12%	4.27%	1.25%	21.00%	55.34%	1.92%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q40- Do you agree, neither agree nor disagree, disagree with the following statement? There is an informal network of prime contractors/vendors and subcontractors that has excluded my company from doing business in the private sector. * Business Ownership Crosstabulation – FIRMS THAT SAID YES TO INTEREST IN ANY AGENCY

			Business Ownership						Total	
			Asian or Pacific Islander	Black/African American	Hispanic American or Latino	Native American/American Indian	Nonminority Female	Non-M/WBE		Don't Know
Q40- Do you agree, neither agree nor disagree, disagree with the following statement? There is an informal network of prime contractors/vendors and subcontractors that has excluded my company from doing business in the private sector.	Agree	Count	5	32	5	0	20	35	2	99
		% within Q38n	5.05%	32.32%	5.05%	0.00%	20.20%	35.35%	2.02%	100.00%
		% within Business Ownership	16.67%	20.25%	10.00%	0.00%	9.30%	6.01%	11.76%	9.29%
	Neither agree nor disagree	Count	9	38	9	4	46	133	3	242
		% within Q38n	3.72%	15.70%	3.72%	1.65%	19.01%	54.96%	1.24%	100.00%
		% within Business Ownership	30.00%	24.05%	18.00%	28.57%	21.40%	22.85%	17.65%	22.70%
	Disagree	Count	16	84	34	10	142	400	11	697
		% within Q38n	2.30%	12.05%	4.88%	1.43%	20.37%	57.39%	1.58%	100.00%
		% within Business Ownership	53.33%	53.16%	68.00%	71.43%	66.05%	68.73%	64.71%	65.38%
	Don't Know	Count	0	4	2	0	7	14	1	28
		% within Q38n	0.00%	14.29%	7.14%	0.00%	25.00%	50.00%	3.57%	100.00%
		% within Business Ownership	0.00%	2.53%	4.00%	0.00%	3.26%	2.41%	5.88%	2.63%
Total		Count	30	158	50	14	215	582	17	1066
		% within Q38n	2.81%	14.82%	4.69%	1.31%	20.17%	54.60%	1.59%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

APPENDIX E. FOCUS GROUP GUIDE
2019 Disparity Study

City of Tallahassee, County of Leon, and Blueprint



City of Tallahassee/Leon City and County/Blueprint 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 program evaluation of contracting and procurement equity for City of Tallahassee/Leon City and County.

My name is _____ with MGT Consulting. We have been asked to gather opinions from business owners about the business climate with the City and County. We are looking to obtain information on your experiences, if any, when doing business or attempting to do business with the Airport and its prime contractors or professional consultants.

We will begin with introductions. 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 summarized by me as part of the qualitative data collection. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all the analyses for the focus group are completed, the results will be aggregated and incorporated with other data from the study. These findings will be used in reviewing the City and County'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 with the City and County.

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:

A. Materials Needed:

- a) Flip Chart or Easel Paper
- b) Focus Group Guide (attached)
- c) List of Participants (sign-in sheet to be provided)
- d) Markers
- e) 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 with the City and County.

Discussion Questions

1. How long have each of you been on this citizen advisory committee? *(Note: If they address during the introductions ask if any of them also served on the City or County CAC before the two were consolidated in September 2016?)*
2. How do you see your role relative to OEV and MWSBE programs?
3. Let's assume that we are meeting 5 years from now what would success look like for a consolidated MWSDBE office? What would you like to be true about MSWBE operations and impact that's not as true this afternoon?
4. Are there outreach, communication, goal setting, and/or professional development processes currently in place that you would recommend modifications?
5. Do you feel that the MWSBE goals are reasonable and achievable?
 - a. Do you review and discuss proposed project goals?
6. Tell us about concerns or barriers MWSDBE firms are having doing business with the City and/or County?
7. Tell us about successes MWSDBE firms are having in City and/or County contracting.
8. What do you feel most interferes with MWSDBE's ability to do business in the private sector (barriers to doing business, such as licensing, good old boy network, financing, etc.)?
9. Are you familiar with the City and County's procurement processes?
 - a. Do you have concerns with the current processes?
10. What are your expected outcomes from the disparity study, i.e. recommendations, etc.?
 - a. What outcomes don't you want?
 - b. How would you complete the following—"The disparity study will be a huge success if _____"

APPENDIX F. STAKEHOLDER
INTERVIEW GUIDE

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



INTRODUCTION

Hello, my name is _____. My firm is contracted with MGT Consulting Group to solicit input from area trade associations and business organizations, for the City of Tallahassee/Leon County/BluePrint (City/County) Disparity Study. This study will examine the procurement of services and products by the City/County, the subcontracting practices of prime contractors or service providers contracted with the City/County, and firms’ experiences doing business in the private sector marketplace. The types of firms we are researching include Minority- and Women-owned Business Enterprise (MWBE), small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE), and Airport Concession Disadvantaged Business Enterprise (ACDBE).

As an organization that provides professional development, advocacy, and/or business assistance to area businesses, your organization has been selected to participate in a stakeholder interview. During the interview, I will ask you to give details 1) regarding your partnerships with the City/County, *if any*, 2) services you provide to your members or the general business community, 3) issues or concerns expressed by your members regarding doing business or attempting to do business with the City/County or their primes, and 4) suggested recommendations to improve the City/County’s procurement process.

I’d like to schedule a date and time to meet with you to conduct this very important interview. Our meeting should last about an hour. **When can we schedule your interview?**

<p>Name of Organization: _____</p>	<p>Industry Type: _____</p>
<p>Date of Confirmation Call: _____</p>	<p>Interview Date: _____</p>

Date of Interview _____

Interviewer's Name _____

Interviewee Information	
Organization Name	
Interviewee Name	
Interviewee Title	
Interviewee Phone #	
Interviewee Email	
Type of Organization	

1. Please describe your membership structure in terms of industry you represent, membership size, ethnic/racial makeup, etc.
2. Please discuss your organization's professional or business development program or services provided for your members?
3. Does your organization have a working relationship or partnership with the City/County? *For example, work together to host events or share information, staff are members, etc.*
 - a. If so, how do you work with the City/County and which department(s)? *(this includes any committees, councils, etc.)*
4. Are you familiar with the various diversity programs administered by the Office of Economic Vitality? *(MWSBE, DBE, ACDBE)*
 - a. If so, what do you know about the program(s)?
 - b. Do you have recommendations for improvement of the OEV Office or its functions?
5. Are you aware of any barriers MWBE/SBE/DBE/ACDBE firms face when doing business or trying to do business with the City/County or their primes?
 - a. If so, what are the barriers?
 - b. Do you have recommendations on how firms can overcome these barriers?

6. What do you consider to most interfere with your members ability to do business in the private sector (*barriers to doing business, such as licensing, "good old boy" network, financing, etc.*)?
 - a. What recommendations would you suggest on ways firms may overcome these barriers?

7. To your knowledge, do minority, women, and small firms have greater challenges than non-minority and women firms receiving and maintaining insurance, bonding, and financing required to obtain, execute, or maintain contracts or subcontracts?
 - a. If so, please explain the basis of your response.

8. In the industry your organization represents, are there barriers to entry into self-employment for MWBE/SBE/DBE/ACDBE firms?
 - a. If so, please explain the basis of your response.

9. Does your organization recruit MWBE/SBE/DBE/ACDBE firms as a part of your membership campaigns? If so, what are some of the methods you use?

10. Are there any issues that you think are important for the study to address? Why is the issue significant?

11. Do you have suggested recommendations to improve the County's procurement processes?
 - a. If so, what are they?

12. Do you have suggested recommendations for changes to the MWBE program? If so, what are they?

ADDITIONAL NOTES

On behalf of the City, County, and BluePrint, thank you for your participation in this interview. If you would like more information on the Disparity Study contact MGT Consulting Group, Ms. Vernetta Mitchell at (850) 386-3191 ext. 2101 or email at vmitchell@mgtconsulting.com. The agency contact is Mr. Darryl Jones, Deputy Director, Minority, Women and Small Business Enterprise Program at 850-300-7567 or djones@oeforbusiness.org.

APPENDIX G. IN-DEPTH INTERVIEW
GUIDE

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



READ: *The purpose of this interview is to gather information on your experiences, perceptions, and points of view on doing business or attempting to do business with the City of Tallahassee, Leon County, and Blueprint (City & County), its prime contractors/vendors, and the private sector. Your responses and comments should focus on the period between October 1, 2012 and September 30, 2016.*

By participating in this interview, you acknowledge that:

- 1. The qualitative input you will provide is given freely and represents an accurate reflection of your experiences doing business or attempting to do business with the City & County or its primes.**
- 2. You have not been coerced or received any remuneration for your comments.**
- 3. You understand that your name nor firm's name will be published in the report.**
- 4. That your participation in this interview has no direct benefits to your firm or MGT.**

The reference to "primes" in this interview refers to firms that have received contracts, bid on, or submitted proposals directly to the City & County.

Q1. Please **specify** your company's primary line of business? *(Try to get a good feel for what they do.)*

1. **Construction Services** *(general contracting, construction management, carpentry, site work, electrical, etc.) Specify* _____
2. **Architecture & Engineering** *(civil engineering, environmental engineering, mechanical engineering, etc.) Specify* _____
3. **Professional Services** *(accounting, legal services, IT consulting, consulting, etc.)_Specify_*

4. **General Services** *(janitorial services, auto repair, maintenance services, etc.) Specify*____

5. **Materials & Supplies** *(vehicles, office supplies, furniture, equipment, etc.) Specify*_____

6. **Other:** *Specify*_____

Q2. How many combined years of experience do you or the primary owner(s) of your firm have in your primary line of business?

- 0 – 5 years 1
- 6 – 10 years 2
- 11 – 15 years 3
- 16 – 20 years 4
- 20 + years 5

Q3. Between **October 1, 2012** and **September 30, 2016**, what was the average number of employees on your company's payroll, including full-time and part-time staff?

- 0 - 10 1
- 11 - 20 2
- 21 - 30 3
- 31 - 40 4
- 41+ 5

Q4. Is **more than 50 percent** of your company woman-owned and controlled?

- Yes 1
- No 2
- Don't Know 3

Q5. Is **more than 50 percent** of the company owned and controlled by one of the following racial or ethnic groups? *[Get as much detail as possible.]*

- Anglo/Caucasian/White 1
- Black / African American 2
- Asian American 3
- Hispanic American 4
- Native American 5
- Don't Know 6
- Other 7 Specify: _____

Q6. In what year was your business established or purchased by the most recent owner(s)?

Q7. Does your company bid/quote/propose primarily as a prime contractor/consultant or vendor? Subcontractor? OR both?

- Prime Contractor/Consultant or Vendor 1
- Subcontractor or subconsultant 2
- Both 3
- None of the above 4

Q8. Have you ever submitted a bid, quote, or proposal with the City &/or County or a prime on a City &/or County contract?

- Yes 1
- No 2
- Don't Know 3

Q8a. Have you won a contract with the City &/or County as a prime or subcontractor?

- Yes 1
- No 2
- Don't Know 3

Q8b. *If response is "no":* What bid or proposal requirement was a barrier to successfully winning the bid or proposal?

Q9. Have you ever protested a bid, proposal, or contract awarded by the City &/or County?

- Yes 1
- No 2
- Don't Know 3

9a. *If response is "yes":* Please provide as much detail as possible on why and the results.

Q10. Which of the following categories best approximates your company's gross revenues for calendar years **2012 – 2016 combined**?

- Up to \$50,000? 1
- \$50,001 to \$100,000? 2
- \$100,001 to \$300,000? 3
- \$300,001 to \$500,000? 4
- \$500,001 to \$1 million? 5
- \$1,000,001 to \$3 million? 6
- \$3,000,001 to \$5 million? 7
- \$5,000,001 to \$10 million? 8
- Over \$10 million? 9
- Don't Know 10

Q11. What percentage of these gross revenues was earned from the City (includes Blueprint and Airport), County, the private sector, and other public government sector projects? (**Must total 100%**)

City of Tallahassee:	%
Blueprint:	%
Leon County:	%
Tallahassee International Airport:	%
Private Sector:	%
Non-City/County Public Government Sector:	%
Total:	%

Q12. Does your company hold any of the following certifications? (**Check all that apply.**)

	Yes (1)	No (2)	Don't Know (3)
a. Minority Business Enterprise (MBE)			
b. Woman Business Enterprise (WBE)			
c. Disadvantaged Business Enterprise (DBE)			
d. Small Business Enterprise (SBE)			
e. Airport Concessionaire Disadvantage Business Enterprise (ACDBE)			
f. Don't Know			
g. None			
h. Other: <i>Specify</i>			

IF INTERVIEWEE IS A PRIME: (Based on Q7)

Q13. Between **October 1, 2012** and **September 30, 2016**, indicate a range of the number of times you have been awarded a contract or purchase order with the City &/or County as a prime contractor/consultant or vendor?

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6
- Don't Know 7

Q14. As an MWSDBE prime, do you believe you are receiving fair treatment once you are awarded the contract/purchase order and performing at the approved worksite? **(IF APPLICABLE)**

- Yes 1
- No 2
- Don't Know 3

Q15. As a prime contractor/consultant or vendor did you experience discriminatory behavior by the City &/or County staff when attempting to do work or working on their projects between **October 1, 2012** and **September 30, 2016**?

- Yes 1
- No 2
- Don't Know 3

Q15a. *If the response is "yes":* Please explain how you believe you were discriminated against and why? *(Ask if they have documented evidence to support their response)*

Q15b. Did you file a complaint? If so, what was the result?

Q15c. *If response to Q15b is "no":* Why didn't you file a complaint?

Q16. In your experience, have any of the following been a barrier to attempting to do work or working on any of the City &/or County’s projects as a **prime contractor/consultant or vendor**:

	City	County	Blueprint	Airport
a. Prequalification requirements				
b. Bid bond requirement				
c. Performance/payment bond requirement				
d. Cost of bidding/proposing				
e. Financing				
f. Insurance (general liability, professional liability, etc.)				
g. Price of supplies/materials				
h. Proposal/Bid specifications				
i. Short or limited time given to prepare bid package or quote				
j. Limited knowledge of purchasing contracting policies and procedures				
k. Lack of experience				
l. Lack of personnel				
m. Contract too large				
n. Selection process/evaluation criteria				
o. Unnecessary restrictive contract specifications				
p. Slow payment or nonpayment				
q. Competing with large companies				
r. Changes in the scope of work (after work began)				
s. Meeting MWBE requirements or good faith effort requirements				
t. Ease of identifying MWBE to partner with on the City & County’s projects				

Q16u. Please explain why the items you selected are barriers and which agency presents the barrier.

IF INTERVIEWEE IS A SUBCONTRACTOR: (Based on Q7)

Q17. Between **October 1, 2012** and **September 30, 2016**, indicate a range of the number of times you have been awarded a subcontract with primes on City &/or County projects or contracts.

- None
- 1-10 times
- 11-25 times
- 26-50 times
- 51-100 times
- Over 100 times
- Don't Know

Q18. As an MWSDBE subcontractor, do you believe you are receiving fair treatment once you are awarded a subcontract and are performing your scope of work?

- Yes 1
- No 2
- Don't Know 3

Q18a. *If response is "no":* Why do you believe you were treated unfairly?

Q19. How often do prime contractors/consultants or vendors contract with your firm to satisfy the City &/or County's MWSDBE requirements then not utilize your services once the contract has been awarded?

- Very Often 1
- Sometimes 2
- Seldom 3
- Never 4
- Don't know 5

Q19a. *If response is "very often" or "sometimes":* At what point did you realize that the prime was awarded the project and your firm was not included?

Q20. Between **October 1, 2012** and **September 30, 2016**, have you ever submitted a bid with a prime contractor for a project with the City &/or County to satisfy the “good faith effort” requirements, were informed that you were the successful subcontractor, and then found out that another subcontractor was doing the work?

- Yes 1
- No 2
- Don't Know 3

Q20a. *If response is yes:* Please provide details of what happened.

Q21. As a subcontractor, did you experience discriminatory behavior between **October 1, 2012** and **September 30, 2016** from a prime contractor/consultant or vendor when attempting to do work or while working on City &/or County projects?

- Yes 1
- No 2
- Don't Know 3

Q21a. *If response is “yes”:* Please explain how you believe you were discriminated against and why? *(Ask if they have documented evidence to support their response)*

Q21b. Did you file a complaint? If so, what was the result?

Q21c. *If response to Q21b is “no”:* Why didn't you file a complaint?

Q22. In your experience, have any of the following been a barrier to attempting to work or working on projects as a subcontractor with primes on any City &/or County project:

	City	County	Blueprint	Airport
a. Performance/payment bond requirement				
b. Cost of bidding/proposing				
c. Financing				
d. Insurance (general liability, professional liability, etc.)				
e. Price of supplies/materials				
f. Short or limited time given to prepare bid estimate or quote				
g. Lack of experience				
h. Lack of personnel				
i. Contract too large				
j. Slow payment or nonpayment				
k. Competing with large companies				
l. Solicitation of subcontractor bids after contract award (i.e. bid shopping)				
m. Awarded scope of work changed, reduced, or eliminated				

Q22n. Please explain why you think the items you selected are barriers and which agency created the barrier.

Q23. Do you believe there is an informal network of prime contractors or vendors that has excluded your company from doing business in the private sector?

- Yes 1
- No 2

Q23a. *If the response is "yes":* Please explain why you think that informal network exists. (Ask them to provide details on what they experienced or observed. Ask if they have documented evidence to support their response.)

Q24. How often do prime contractors/consultants or vendors who contract with your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals? (*public-sector: government agencies*)

- Very Often 1
- Sometimes 2
- Seldom 3
- Never 4
- Don't know 5

Q25. As a subcontractor, did you experience discriminatory behavior when attempting to do work or working in the private sector between **October 1, 2012** and **September 30, 2016** from a prime contractor/consultant or vendor?

- Yes 1
- No 2
- Don't Know 3

Q25a. *If the response is "yes":* Please explain how you believe you were discriminated against and why?

ALL INTERVIEWEES

Q26. Have you experienced access to capital as being an impediment to securing contracts with the City &/or County or subcontracts on City &/or County projects?

- Yes 1
- No 2

Q26a. *If the response is "yes":* Please describe how access to capital is an impediment?

Q27. Have you experienced bonding as being an impediment to securing contracts with the City &/or County or subcontracts on City &/or County projects?

- Yes 1
- No 2

Q27a. *If the response is "yes":* Please describe how bonding is an impediment?

Q28. Do you have any recommendations on how the City &/or County can improve the tracking and utilization of MWBEs on City &/or County projects and purchases?

Q29. In your opinion, what are the biggest obstacles faced by MWSDBE businesses in securing contracts with the City & County or prime contractors/vendors contracted with the City &/or County? Please specify each obstacle.

Q30. How do you find out about bid, proposal, or quote opportunities with the City &/or County?

Q31. Is there anything that we have not covered that you feel will be helpful to this study?

APPENDIX H. PUMS REGRESSION
ANALYSIS

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



H.I EXHIBIT H-A: RESULTS OF LOGISTIC REGRESSION, RESULTS OF LOGISTIC REGRESSION, LOGISTIC REGRESSION OUTPUT

Below, variable names and operational definitions are provided. When interpreting **Exhibits H-1 to H-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 .410 from **Exhibit H-1**, the inverse of this is 2.44. This means that a nonminority male is 2.44 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 H-1.
RESULTS OF LOGISTIC REGRESSION
OVERALL

City of Tallahassee MSA			
	B	Sig.	Exp (B)
African American	-0.891	0.000	0.410
Hispanic American	-0.701	0.000	0.496
Asian American	-0.216	0.306	0.806
Native American	-0.252	0.479	0.777
Sex (1=Female)	-0.731	0.000	0.481
Marital Status (1=Married)	0.301	0.000	1.351
Age	0.065	0.000	1.067
Age ²	0.000	0.102	1.000
Speaks English Well (1=Yes)	0.399	0.008	1.491
Disability (1=Yes)	0.077	0.478	1.080
Tenure (1=Yes)	0.169	0.023	1.184
Value	0.000	0.000	1.000
Mortgage	0.000	0.026	1.000
Unearn	0.000	0.992	1.000
Resdinc	0.000	0.351	1.000
P65	-0.091	0.229	0.913
P18	0.078	0.297	1.081
Some College (1=Yes)	0.225	0.264	1.253
College Graduate (1=Yes)	0.415	0.038	1.515
More than College (1=Yes)	0.036	0.620	1.037
Number of Observations	9,979		
Chi-squared statistic (df=20)	587.248		
Log Likelihood	-6838.83		

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

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 H-2.
RESULTS OF LOGISTIC REGRESSION
CONSTRUCTION

City of Tallahassee, FL MSA			
	B	Sig.	Exp (B)
African American	-0.754	0.021	0.471
Hispanic American	-0.752	0.062	0.471
Asian American	0.050	0.935	1.051
Native American	0.537	0.479	1.712
Sex (1=Female)	-0.729	0.010	0.483
Marital Status (1=Married)	0.531	0.003	1.701
Age	0.068	0.095	1.071
Age ²	0.000	0.255	1.000
Speaks English Well (1=Yes)	0.423	0.259	1.527
Disability (1=Yes)	0.107	0.658	1.113
Tenure (1=Yes)	0.111	0.513	1.117
Value	0.000	0.000	1.000
Mortgage	-0.001	0.252	0.999
Unearn	0.000	0.642	1.000
Resdinc	0.000	0.123	1.000
P65	0.010	0.959	1.010
P18	-0.099	0.577	0.906
Some College (1=Yes)	0.501	0.134	1.650
College Graduate (1=Yes)	0.868	0.012	2.382
More than College (1=Yes)	0.091	0.575	1.095
Number of Observations	1287		
Chi-squared statistic (df=20)	105.708		
Log Likelihood	-1174.3		

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

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 H-3.
RESULTS OF LOGISTIC REGRESSION
PROFESSIONAL SERVICES

City of Tallahassee, FL MSA			
	B	Sig.	Exp (B)
African American	-1.692	0.000	0.184
Hispanic American	-0.708	0.133	0.493
Asian American	-0.876	0.078	0.416
Native American	-1.172	0.270	0.310
Sex (1=Female)	-1.845	0.000	0.158
Marital Status (1=Married)	-0.339	0.064	0.713
Age	0.203	0.000	1.225
Age ²	-0.002	0.004	0.998
Speaks English Well (1=Yes)	0.404	0.261	1.498
Disability (1=Yes)	0.188	0.510	1.206
Tenure (1=Yes)	0.156	0.402	1.169
Value	0.000	0.149	1.000
Mortgage	0.000	0.415	1.000
Unearn	0.000	0.031	1.000
Resdinc	0.000	0.001	1.000
P65	0.213	0.225	1.237
P18	0.301	0.096	1.351
Some College (1=Yes)	-19.077	0.998	0.000
College Graduate (1=Yes)	-18.713	0.998	0.000
More than College (1=Yes)	-0.760	0.017	0.468
Number of Observations	2667		
Chi-squared statistic (df=20)	259.644		
Log Likelihood	-1236.27		

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

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 H-4.
RESULTS OF LOGISTIC REGRESSION
OTHER SERVICES

City of Tallahassee, FL MSA			
	B	Sig.	Exp (B)
African American	-0.266	0.091	0.766
Hispanic American	-0.425	0.154	0.654
Asian American	0.264	0.361	1.302
Native American	-0.320	0.634	0.726
Sex (1=Female)	0.052	0.647	1.053
Marital Status (1=Married)	0.312	0.006	1.366
Age	0.079	0.004	1.082
Age ²	-0.001	0.095	0.999
Speaks English Well (1=Yes)	0.272	0.226	1.313
Disability (1=Yes)	0.074	0.668	1.077
Tenure (1=Yes)	0.088	0.464	1.092
Value	0.000	0.000	1.000
Mortgage	0.001	0.014	1.001
Unearn	0.000	0.410	1.000
Resdinc	0.000	0.619	1.000
P65	-0.042	0.710	0.959
P18	0.024	0.832	1.024
Some College (1=Yes)	-0.377	0.361	0.686
College Graduate (1=Yes)	-0.098	0.771	0.907
More than College (1=Yes)	-0.015	0.889	0.985
Number of Observations	3776		
Chi-squared statistic (df=20)	188.125		
Log Likelihood	-2843.36		

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

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 H-5.
RESULTS OF LOGISTIC REGRESSION
GOODS AND SUPPLIES

City of Tallahassee, FL MSA			
	B	Sig.	Exp (B)
African American	-1.689	0.000	0.185
Hispanic American	-1.083	0.018	0.339
Asian American	-0.452	0.439	0.637
Native American	0.012	0.985	1.012
Sex (1=Female)	-0.414	0.023	0.661
Marital Status (1=Married)	0.744	0.000	2.105
Age	-0.056	0.157	0.945
Age ²	0.001	0.019	1.001
Speaks English Well (1=Yes)	0.760	0.034	2.139
Disability (1=Yes)	0.136	0.564	1.145
Tenure (1=Yes)	0.492	0.003	1.636
Value	0.000	0.003	1.000
Mortgage	0.001	0.033	1.001
Unearn	0.000	0.071	1.000
Resdinc	0.000	0.965	1.000
P65	-0.508	0.009	0.602
P18	0.026	0.889	1.026
Some College (1=Yes)	0.441	0.267	1.555
College Graduate (1=Yes)	0.758	0.097	2.134
More than College (1=Yes)	0.099	0.547	1.104
Number of Observations	2249		
Chi-squared statistic (df=20)	183.166		
Log Likelihood	-1265.98		

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

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.

H.2 EXHIBIT H-B: RESULTS OF LINEAR REGRESSION, EXPLANATION OF RESULTS AND VARIABLES

Below, variable names and operational definitions are provided. When interpreting the linear regression **Exhibits H-6 to H-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 $-.335$, from **Exhibit H-6**, meaning that an African American will earn 33.5 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 H-6.
RESULTS OF LINEAR REGRESSION
OVERALL

City of Tallahassee, FL MSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.335	0.097	-0.095	-3.465	0.001
Hispanic American	-0.337	0.147	-0.066	-2.296	0.022
Asian American	-0.177	0.163	-0.032	-1.089	0.277
Native American	-0.358	0.267	-0.036	-1.340	0.180
Nonminority Women (1=Female)	-0.348	0.064	-0.151	-5.446	0.000
Marital Status (1=Married)	0.213	0.059	0.102	3.629	0.000
Disability (1=Yes)	-0.135	0.087	-0.043	-1.550	0.121
Age	0.046	0.013	0.618	3.676	0.000
Age ²	0.000	0.000	-0.535	-3.189	0.001
Speaks English Well (1=Yes)	-0.033	0.112	-0.009	-0.296	0.767
Some College (1=Yes)	-0.362	0.153	-0.065	-2.369	0.018
College Graduate (1=Yes)	-0.359	0.158	-0.061	-2.271	0.023
More than College (1=Yes)	-0.342	0.059	-0.157	-5.766	0.000
Constant	9.392	0.303		30.975	0.000

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

Note: BOLD statistically significant at p < .05.

EXHIBIT H-7.
RESULTS OF LINEAR REGRESSION
CONSTRUCTION

City of Tallahassee, FL MSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	0.000	0.222	0.000	-0.002	0.998
Hispanic American	-0.417	0.258	-0.109	-1.615	0.108
Asian American	-0.035	0.384	-0.006	-0.090	0.928
Native American	-0.234	0.380	-0.037	-0.617	0.538
Nonminority Women (1=Female)	-0.259	0.208	-0.074	-1.246	0.214
Marital Status (1=Married)	0.215	0.114	0.116	1.890	0.060
Disability (1=Yes)	-0.108	0.157	-0.043	-0.689	0.492
Age	0.033	0.026	0.475	1.269	0.205
Age ²	0.000	0.000	-0.453	-1.206	0.229
Speaks English Well (1=Yes)	0.137	0.225	0.040	0.611	0.542
Some College (1=Yes)	-0.300	0.218	-0.086	-1.379	0.169
College Graduate (1=Yes)	-0.066	0.217	-0.018	-0.302	0.763
More than College (1=Yes)	-0.102	0.107	-0.059	-0.950	0.343
Constant	9.595	0.634		15.128	0.000

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

Note: BOLD statistically significant at $p < .05$.

EXHIBIT H-8.
RESULTS OF LINEAR REGRESSION
PROFESSIONAL SERVICES

City of Tallahassee, FL MSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.579	0.273	-0.138	-2.116	0.036
Hispanic American	0.046	0.425	0.007	0.108	0.914
Asian American	1.168	0.428	0.189	2.730	0.007
Native American	0.069	1.037	0.004	0.066	0.947
Nonminority Women (1=Female)	-0.258	0.168	-0.101	-1.533	0.127
Marital Status (1=Married)	0.385	0.156	0.162	2.462	0.015
Disability (1=Yes)	-0.037	0.249	-0.010	-0.149	0.882
Age	0.084	0.046	0.858	1.824	0.070
Age ²	-0.001	0.000	-0.788	-1.684	0.094
Speaks English Well (1=Yes)	-0.219	0.294	-0.054	-0.745	0.457
College Graduate (1=Yes)	-0.888	0.317	-0.186	-2.796	0.006
Constant	8.747	1.183		7.396	0.000

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

Note: BOLD statistically significant at p < .05.

EXHIBIT H-9.
RESULTS OF LINEAR REGRESSION
OTHER SERVICES

City of Tallahassee, FL MSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-0.201	0.122	-0.072	-1.642	0.101
Hispanic American	-0.220	0.218	-0.045	-1.012	0.312
Asian American	-0.359	0.208	-0.082	-1.728	0.085
Native American	-0.217	0.510	-0.018	-0.426	0.670
Nonminority Women (1=Female)	-0.373	0.086	-0.194	-4.323	0.000
Marital Status (1=Married)	0.200	0.085	0.105	2.355	0.019
Disability (1=Yes)	-0.124	0.136	-0.041	-0.907	0.365
Age	0.044	0.019	0.635	2.295	0.022
Age ²	0.000	0.000	-0.567	-2.051	0.041
Speaks English Well (1=Yes)	-0.056	0.157	-0.017	-0.359	0.720
Some College (1=Yes)	-0.236	0.337	-0.030	-0.700	0.484
College Graduate (1=Yes)	-0.058	0.257	-0.010	-0.224	0.823
More than College (1=Yes)	-0.223	0.083	-0.114	-2.676	0.008
Constant	9.342	0.443		21.064	0.000

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

Note: BOLD statistically significant at p < .05.

EXHIBIT H-10.
RESULTS OF LINEAR REGRESSION
GOODS AND SUPPLIES

City of Tallahassee, FL MSA					
	Unstandardized		Standardized		Sig.
	B	Std. Error	B	t	
African American	-1.083	0.299	-0.240	-3.618	0.000
Hispanic American	-0.722	0.360	-0.144	-2.007	0.046
Asian American	-1.241	0.482	-0.197	-2.575	0.011
Native American	-0.352	0.510	-0.043	-0.690	0.491
Nonminority Women (1=Female)	-0.339	0.143	-0.152	-2.374	0.018
Marital Status (1=Married)	0.134	0.139	0.066	0.965	0.336
Disability (1=Yes)	-0.232	0.178	-0.086	-1.301	0.195
Age	0.017	0.024	0.271	0.706	0.481
Age ²	0.000	0.000	-0.181	-0.478	0.633
Speaks English Well (1=Yes)	0.244	0.283	0.071	0.862	0.389
Some College (1=Yes)	-0.214	0.247	-0.058	-0.869	0.386
College Graduate (1=Yes)	-0.724	0.340	-0.135	-2.130	0.034
More than College (1=Yes)	-0.134	0.129	-0.067	-1.035	0.302
Constant	10.086	0.576		17.499	0.000

Source: PUMS data from 2011-2016 American Community Survey (Tallahassee, FL MSA) and MGT, calculations using SPSS Statistics software.

Note: BOLD statistically significant at p < .05.

APPENDIX I. REVIEW OF ECONOMIC
SEGREGATION RESEARCH IN
TALLAHASSEE/LEON COUNTY

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



REVIEW OF ECONOMIC SEGREGATION RESEARCH IN TALLAHASSEE/LEON COUNTY



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BACKGROUND

In 2015, research studies were published by Harvard University and other entities related to economic segregation in Tallahassee and Leon County. These studies were reviewed by MGT of America Consulting, LLC (MGT) at the request of the Office of Economic Vitality (OEV). The following discussion summarizes MGT's review of these studies and initiatives by OEV to stimulate economic growth and address economic disparities.

OVERVIEW

In conjunction with the disparity study MGT is currently conducting, MGT reviewed several studies and articles published between February and May 2015 related to economic inequality and economic segregation in Tallahassee and Leon County. The studies reviewed by MGT included two studies by Harvard University's Equality of Opportunity Project, "The Geography of Upward Mobility" and the Raj Chetty and Nathaniel Hendren study, "The Impacts of Neighborhoods on Intergenerational Mobility." In addition to the Harvard studies, MGT also reviewed the Richard Florida and Charlotta Mellander study released by Toronto's Martin Prosperity Institute entitled, "America's Most Economically Segregated Cities" as well as articles published in the *Tallahassee Democrat* and *New York Times* related to both studies and the analysis by Leon County staff. The studies and articles were the primary impetus for discussions and oftentimes very passionate debate about economic segregation in Leon County. In fact, conclusions about Tallahassee being the most economically segregated city in the country were hotly debated by certain community segments, which questioned the veracity and integrity of the research methodology and findings.

The fundamental premise of the studies reviewed by MGT is that income, education, and occupation in households in Tallahassee and Leon County with incomes over \$200,000 and households below poverty level separate themselves from each other more than in any other city in this country.¹ The gist of the research is there is an economic divide in Leon County, which means that depending on income, education, and occupation people live in completely different worlds which positively or adversely impact economic opportunity and prosperity.²

The studies, which painted Tallahassee and Leon County in an unfavorable and unflattering light and created considerable "community angst," should not be discounted nor considered groundbreaking by any means. For example, in 2015 the U.S. Census Bureau estimated 30 percent of Tallahassee's population lived below poverty. Furthermore, persistence of poverty, unemployment, and food insecurity in certain zip codes in Tallahassee are well known to those human service agencies working with households that lack financial self-sufficiency and stability. Nationally, there have been hundreds of studies that have demonstrated that economic success varies by neighborhood and that some neighborhoods nurture success while other neighborhoods contribute to lack of success and economic prosperity. Some

¹ May 2015, Harvard University, "Impacts of Neighborhoods on Intergenerational Mobility."

² February 2015, Martin Prosperity Institute, "Segregated City: The Geography of Economic Segregation in America's Metros."

researchers argue that disparities in income, education, and occupation breed indifference to inclusion and diversity and suggest that economic disparity and lack of economic opportunity starts in the cradle in certain neighborhoods. Obviously, these assertions and conclusions support the Harvard and Martin Prosperity Institute studies that neighborhoods do matter for economic mobility and that neighborhoods—their schools, amenities, and economic opportunities contribute to economic segregation or the lack thereof. In other words, if you live in poverty you tend to live in poor neighborhoods and you are more likely to be economically segregated with very limited access to economic opportunity and prosperity.

It should be noted that MGT’s review of the economic segregation research was not intended to evaluate the accuracy, reliability, validity, or veracity of the studies. To scientifically assess these factors would require replicating the studies using the exact same approach and methodology, which is well beyond the scope of this review. Instead, MGT’s primary focus was on implications of economic segregation for OEV and its efforts to address economic disparities in Tallahassee and Leon County. The other real value in reviewing the studies is answering to what extent, if any, is there discrimination and disparate treatment in the marketplace and what causal or underlying factors impact the utilization and availability of small, minority-, and women-owned businesses in the marketplace. In other words, the results of this review, in conjunction with the disparity study, may help shape remedies to address any disparities that may impact businesses and help guide OEV’s programmatic efforts.

There is no question that certain economic indicators support the research studies published by Harvard University and Toronto’s Martin Prosperity Institute. Economic indicators clearly point to the fact that within Tallahassee and Leon County there are pockets of poverty and pockets of great affluence, which not only influence economic opportunity and prosperity, but also the choices individuals and families make that influence their daily lives. Data from other sources, whether it is from the U.S. Census Bureau, Bureau of Labor Statistics or Kids Count from the Annie E. Casey Foundation, similar conclusions can be drawn from the data. As such, persistence of income and/or economic disparities which can be labeled “economic segregation” is not a new phenomenon. Previous disparity studies conducted by MGT in Tallahassee and Leon County documented disparities in the availability and utilization of minority- and women-owned businesses. A study conducted by MGT several years ago for Leon County regarding the need for a women’s health center on the Southside, documented income, economic, health, and other disparities by zip code and concluded there are pockets of poverty in virtually every zip code in Leon County that adversely impact economic well-being and overall quality of life. The September 2017, Leroy Collins Institute study entitled, “Patterns of Re-segregation in Florida’s Schools,” makes a powerful statement about how poverty is such a critical factor in shaping outcomes for children living in certain areas and neighborhoods. According to the Collins Institute study, Florida is “intensely segregated,” stating that nearly 90 percent of students attending “apartheid” schools in Florida are from low-income families.³ In Leon County, the re-segregation of schools has not gone unnoticed and contribute to overall perceptions of economic segregation.

³ September 2017, Leroy Collins Institute, “Patterns of Re-segregation in Florida’s Schools.”

The research reviewed by MGT is important because of its focus on inequality and lack of access to economic opportunity—issues that tend to be uncomfortable to discuss in certain environments. The body of research related to these issues raise a very important question—are we truly integrated or are we merely de-segregated—meaning that the legal barriers have been removed but the social and economic barriers are still in place and still pervasive and persistent. One of the more interesting facts about any social science research is someone is always trying to explain it away. However, something as critical as inequality of opportunity or economic segregation cannot and should not be easily explained away. Relative to the disparity study being conducted by MGT, the review of economic segregation research will help shape data and evidence gathering, and document OEV initiatives to minimize any barriers and impediments to doing business and/or attempting to do business in the Tallahassee/Leon County marketplace.

CONCLUSION

The studies discussed by MGT were not reviewed or tested for accuracy, validity, or reliability, which does not mean the studies are without merit or importance, particularly within the context of the disparity study that is currently being conducted. In fact, the issues highlighted in the studies have helped to shape OEV’s strategies for economic empowerment that are outlined below. Ultimately, what OEV is doing will impact the availability and utilization of small, minority and women-owned businesses in the Tallahassee/Leon County marketplace. OEV’s efforts also provide helpful context and guidance for the research conducted by MGT in completing the disparity study.

The OEV has four overarching goals to address economic growth and empowerment:

1. Implement a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.
2. Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community’s strengths in this capacity.
3. Better identify, understand, and align all available assets, organizations, and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.
4. Responsible allocation of resources to achieve today’s goals as well as to refine the foundation for future growth and opportunities.

In achieving its goals ,OEV is ideally positioned to use procurement and other initiatives to stimulate economic growth and empowerment. For example ,a strong Mentor-Protégé program can be used to grow the capacity of MWBE firms and help alleviate any disparity that may be found .OEV’s Opportunity Zone Programs have the potential to completely revitalize South Side businesses thereby increasing

economic opportunity and empowerment .In zip codes with high rates of poverty OEV can partner with businesses to establish apprenticeship programs for high schools to provide skills training and opportunities for employment which can have a “ripple” effect in certain neighborhoods and create a much different future for students who have lived in poverty all of their lives. All indicators point to the fact that Tallahassee and Leon County will continue experience significant growth in the foreseeable future. Positioning MWBE firms to participate in this growth and infrastructure projects such as Orange Meridian Placemaking, Fairgrounds Revitalization and other projects in the Blueprint Capital Improvement Plan will be a “game changer” for OEV and the entire community.

The OEV includes the former Leon County and City of Tallahassee Minority, Women, Small Business Enterprise (MWSBE) programs as an equal and integral part of this paradigm in government. This decision is the centerpiece of the Blue Print Intergovernmental Agency’s (IA) commitment to support a thriving economy and opportunity for minority- and women-owned businesses. Furthermore, the IA has commissioned a disparity study that is charged with fortifying the MWSBE program through consolidating the program’s policies and providing recommendations that will mitigate economic segregation in Tallahassee and Leon County through the efforts of the MWSBE program.

To achieve its goals the OEV has launched the following initiatives since it was created.

1. Disparity Study was commissioned to provide policy and program guidance and help to finalize consolidation of the City of Tallahassee and Leon County MWSBE offices and their respective policies.
2. OEV MWSBE certification will now qualify minority- and women-owned firms for procurement opportunities beyond just COT and Leon County Projects—Tallahassee Memorial Hospital, Florida A&M University, Leon County Sheriff’s Office, and Tallahassee Community College.
3. The CapitalLoop campaign and the 4Es strategy (engage, educate, equip, empower) for MWSBEs are designed to help build capacity for already existing businesses by identifying available resources found in our business ecosystem. The principle goal is to help businesses grow and ultimately create more jobs.
4. The Urban Vitality Job Pilot Program was created to incentivize job creation within the designated “Promise Zone” area (Frenchtown, Springfield, Providence, Silver Ridge, Apalachee Ridge, and South Side and South City).
5. Workforce Development Programs are being designed and implemented to prepare unemployed and underemployed workers in a variety of disciplines to meet the needs of targeted industries.
6. Improving the processes by which MWSBEs are engaged and active in both the City and the County’s procurement processes through BidSync and B2Gnow.